



Council

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Tuesday, June 25, 2019
4:00 PM

Agenda

1. **Call to Order**
2. **In-Camera Session (2:00 p.m. in Boardroom 7)**
 - 2.1. Advice from Officials and Privileged Information - Land Matter
(in camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)
 - 2.2. Disclosure Harmful to Personal Privacy and Privileged Information - Labour Matter
(in camera pursuant to sections 17(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)
3. **Adoption of Agenda (4:00 p.m. in Council Chamber)**
4. **Minutes of Previous Meetings**
 - 4.1. Council Meeting - June 11, 2019
5. **Presentations**
 - 5.1. Rev. Edwin Rideout, Family Christian Centre Re: Request to purchase Block 84, Lot 104MR for nominal fee
 - 5.2. Keyano College International Theatre and Art Gallery Development and Operations
 - Presentation: Dr. Trent Keough, Frederick Russell, Dale Mountain
 - Business Arising: Keyano Arts Centre Proposal

THAT the Arts Infrastructure Wood Buffalo, Keyano College, Proposal be referred to Administration for detailed business case review and consideration as part of the 2020 Budget and Financial Plan.
 - 5.3. Community Investment Program Update

6. Unfinished Business

6.1. Bylaw No. 19/013 - Repeal of Obsolete Bylaws

1. THAT Bylaw No. 19/013, being a bylaw to repeal obsolete, redundant and outdated bylaws, be read a second time.
2. THAT Bylaw No. 19/013 be read a third and final time

6.2. Bylaw No. 19/015 - Fireworks Bylaw

1. THAT Bylaw No. 19/015, being the Fireworks Bylaw, be read a second time.
2. THAT Bylaw No. 19/015 be read a third and final time.

7. New Business

7.1. Bylaw No. 19/019 - Well Drilling Equipment Tax Bylaw

1. THAT Bylaw No. 19/019, being the Well Drilling Equipment Tax Bylaw, be read a first time.
2. THAT Bylaw No. 19/019 be read a second time.
3. THAT Bylaw No. 19/019 be considered for third reading.
4. THAT Bylaw No. 19/019 be read a third and final time.

7.2. Strategic Plan Progress Report, Quarter 1 & 2: January 1-June 19, 2019

THAT the Strategic Plan Progress Report for Quarter 1 & 2, 2019 be accepted as information.

7.3. Letter of Support - Education Crisis, Fort Chipewyan

THAT the Mayor sign a letter of support to the Federal Minister of Indigenous Services Canada and the Provincial Minister of Education requesting an urgent meeting be held with community leaders regarding the education crisis that exists in Fort Chipewyan.

Adjournment

Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, June 11, 2019, commencing at 4:00 PM.

Present:

Don Scott, Mayor
 Mike Allen, Councillor
 Krista Balsom, Councillor
 Bruce Inglis, Councillor
 Sheila Lalonde, Councillor
 Phil Meagher, Councillor
 Verna Murphy, Councillor
 Jeff Peddle, Councillor
 Jane Stroud, Councillor
 Claris Voyageur, Councillor

Absent:

Keith McGrath, Councillor

Administration:

Annette Antoniak, Chief Administrative Officer
 Jade Brown, Chief Legislative Officer
 Ray Cayen, Acting Director, Finance
 Chris Davis, Acting Director, Legal Services
 Toni Elliott, Acting Director, Community and Corporate Services
 Marc Fortais, Director, Public Works
 Matthew Hough, Director, Engineering
 Lynda McLean, Director, Communications, Stakeholder, Indigenous and Rural Relations
 Brad McMurdo, Director, Planning and Development
 Darlene Soucy, Legislative Officer

1. Call to Order

Mayor D. Scott Called the meeting to order at 12:00 p.m.

MOTION:

THAT Council close items 2.1, 2.2 and 2.3 to the public pursuant to sections 17(1), 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Bruce Inglis, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Lalonde, Murphy, Peddle, Stroud, Voyageur
ABSENT:	McGrath, Meagher

2. In-Camera Session (12:00 p.m. in 7th Floor Boardroom)

2.1. **Advice from Officials - Labour Matter**

(In camera pursuant to section 17(1) of the *Freedom of Information and Protection of Privacy Act*)

Recesses

A recess occurred between 12:20 p.m. and 12:35 p.m.

A recess occurred between 1:10 p.m. and 1:20 p.m.

Entrance

Upon reconvening the meeting at 1:20 p.m., J. Brown, Chief Legislative Officer, joined the meeting.

MOTION:

THAT the meeting reconvene in public.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Jeff Peddle, Councillor
SECONDER:	Bruce Inglis, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Lalonde, Murphy, Peddle, Stroud, Voyageur
ABSENT:	McGrath, Meagher

MOTION:

THAT the Mayor, on behalf of Council, be authorized to execute a contract addendum as negotiated specific to Closed Session Item 2.1, Labour Matter (in camera pursuant to section 17(1) of the *Freedom of Information and Protection of Privacy Act*).

RESULT: CARRIED [UNANIMOUS]
MOVER: Verna Murphy, Councillor
SECONDER: Jeff Peddle, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Murphy, Peddle, Stroud, Voyageur
ABSENT: McGrath, Meagher

MOTION:

THAT Council close items 2.2 and 2.3 to the public pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

RESULT: CARRIED [UNANIMOUS]
MOVER: Jane Stroud, Councillor
SECONDER: Krista Balsom, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Murphy, Peddle, Stroud, Voyageur
ABSENT: McGrath, Meagher

Recess

A recess occurred between 1:23 p.m. and 2:00 p.m.

2.2 Advice from Officials/Legal Matter

(in camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Lynda McLean	Director, Communications, Stakeholder, Indigenous and Rural Relations
Chris Davis	Acting Director, Legal Services
Philip Schofield	Regional Assessor
Greg Plester	External Legal Counsel, Brownlee LLP
Keivan Navidikasmaei	Manager, Assessment

2.3 Advice from Officials – Chief Administrative Officer Update

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Exits

J. Brown, Chief Legislative Officer, and L. McLean, Director, Communications, Stakeholder, Indigenous and Rural Relations, exited the meeting at 2:27 p.m.

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer

Entrances

J. Brown, Chief Legislative Officer, and L. McLean, Director, Communications, Stakeholder, Indigenous and Rural Relations entered the meeting at 2:33 p.m.
Councillor P. Meagher joined the meeting at 2:34 p.m.

Recess

A recess occurred between 2:40 p.m. and 4:00 p.m., at which time the meeting was reconvened in public in the Council Chamber.

MOTION:

THAT the meeting reconvene in public.

RESULT: CARRIED [UNANIMOUS]
MOVER: Jane Stroud, Councillor
SECONDER: Claris Voyageur, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT: McGrath

3. Adoption of Agenda (4:00 p.m. in Council Chamber)**MOTION:**

THAT the Agenda be amended by adding Item #7.8 - Request to Senate of Canada to Reject Bills C-48 and C-69;

THAT Council waive any requirement to serve notice relative to the proposed additions; and

THAT the agenda be adopted as amended.

RESULT: CARRIED [UNANIMOUS]
MOVER: Krista Balsom, Councillor
SECONDER: Phil Meagher, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT: McGrath

4. Consent Agenda

MOTION:

That the recommendations in items 4.1, 4.2 and 4.3 be approved.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Phil Meagher, Councillor
SECONDER:	Sheila Lalonde, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	McGrath

4.1. Minutes of Council Meeting - May 14, 2019

THAT the minutes of the Council Meeting held on May 14, 2019 be approved as presented.

4.2. Minutes of Special Council Meeting - June 4, 2019

THAT the minutes of the Special Council Meeting held on June 4, 2019 be approved as presented.

4.3. Bylaw No. 19/015 - Fireworks Bylaw

THAT Bylaw No. 19/015, being the Fireworks Bylaw, be read a first time.

5. Presentations

5.1. Bill Loutitt and Corey Hobbs, McMurray Métis re: 2019 FNMI Festival Funding Request

Councillor J. Stroud declared that although she will be volunteering for the FNMI Festival, she has no pecuniary interest in the matter and will be open minded with regards to participating in discussion and any potential voting on the matter.

Bill Loutitt and Corey Hobbs, McMurray Métis, presented on the 2019 FNMI Festival funding request.

Councillor K. Balsom confirmed with the presenters that none of the funds would be used for advertising or marketing and declared she is free to participate in discussions and potential voting on this matter.

MOTION:

THAT \$10,000 be allocated to the Métis Nation of Alberta Association Fort McMurray Local Council 1935 in support of their upcoming FNMI (First Nations, Métis and Inuit) Festival.

RESULT:	CARRIED [8 TO 2]
MOVER:	Bruce Inglis, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Meagher, Peddle, Stroud, Voyageur
AGAINST:	Lalonde, Murphy
ABSENT:	McGrath

6. Unfinished Business**6.1. Weather Catcher****MOTION:**

Marc Fortais, Director, Public Works, and Keith Smith, Senior Manager, Transportation and Facilities, presented an overview of the status and proposed removal of the weather catcher.

Exit and Return

Councillor C. Voyageur exited the meeting at 4:19 p.m. and returned at 4:23 p.m.

Vacating and Assuming of Chair

Mayor D. Scott vacated the Chair and Deputy Mayor P. Meagher assumed the Chair at 4:25 p.m.

MOTION:

THAT Administration proceed with the removal and disposal of the Weather Catcher located at Jubilee Plaza.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Don Scott, Mayor
SECONDER:	Claris Voyageur, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	McGrath

Resuming of Chair

Mayor D. Scott resumed the Chair at 4:31 p.m.

7. New Business

7.1. Bylaw No. 19/016 - Land Use Bylaw Amendment Restricting Project Accommodations

MOTION:

THAT Bylaw No. 19/016, being a Land Use Bylaw amendment specific to regulating project accommodations, be read a first time; and

THAT the required public hearing for Bylaw No. 19/016 be scheduled to occur on Tuesday, July 9, 2019.

RESULT:	DEFEATED [5 TO 5]
MOVER:	Phil Meagher, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Inglis, Meagher, Peddle, Stroud
AGAINST:	Allen, Balsom, Lalonde, Murphy, Voyageur
ABSENT:	McGrath

7.2. Bylaw No. 19/018 - Land Use Bylaw Amendment - Definition and General Regulations Related to Project Accommodations

MOTION:

THAT first reading of Bylaw No. 19/002, being an amendment to the Land Use Bylaw specific to project accommodations, be rescinded.

THAT Bylaw No. 19/018, being an amendment to the Land Use Bylaw specific to the definition and general regulations related to project accommodations, be read a first time; and

THAT the required public hearing for Bylaw No. 19/018 be scheduled to occur on Tuesday, July 9, 2019.

RESULT:	CARRIED AS FIRST READING [7 TO 3]
MOVER:	Jane Stroud, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Balsom, Meagher, Peddle, Stroud, Voyageur
AGAINST:	Inglis, Lalonde, Murphy
ABSENT:	McGrath

7.3. Parks Master Plan

Marc Fortais, Director, Public Works, Nina Caines, Senior Manager, Parks, Roads and Rural Operations, and Erik Lees, Lees and Associates, presented an overview of the Parks Master Plan, a guiding document to support parks operations in the region over the next ten years.

Exits and Returns

Councillor K. Balsom exited the meeting at 4:35 p.m. and returned at 4:38 p.m.

Councillor M. Allen exited the meeting at 4:59 p.m. and returned at 5:02 p.m.

MOTION:

THAT the Parks Master Plan, dated May 2019, be approved as a guiding document to support Parks Operations and the Regional Municipality of Wood Buffalo over the next ten years and beyond; and

THAT Administration work with staff and key stakeholders to transition from development to implementation of the Parks Master Plan.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Phil Meagher, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	McGrath

7.4. Urban Forest Strategy

Marc Fortais, Director, Public Works, Nina Caines, Senior Manager, Parks, Roads and Rural Operations, and Erik Lees, Lees and Associates, presented an overview of the Urban Forest Strategy, a guiding document to support parks operations in the region for the next 20 years.

Exits and Returns

Councillor K. Balsom exited the meeting at 5:19 p.m. and returned at 5:22 p.m.

Councillor S. Lalonde exited the meeting at 5:23 p.m. and returned at 5:26 p.m.

MOTION:

THAT the Urban Forest Strategy, dated April 2019, be adopted as a guiding document to support Parks Operations and the Regional Municipality of Wood Buffalo over the next 20 years; and

THAT Administration work with staff and key stakeholders to transition from development to implementation of the Urban Forest Strategy.

RESULT: CARRIED [UNANIMOUS]
MOVER: Sheila Lalonde, Councillor
SECONDER: Mike Allen, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle,
Stroud, Voyageur
ABSENT: McGrath

7.5. Suncor Tax Appeals and request for Intervenor Status with the Municipal Government Board

Philip Schofield, Regional Assessor, and Keivan Navidikasmaei, Manager, Assessment, provided a summary of the request for intervenor status with the Municipal Government Board for the Suncor Energy Inc. and Fort Hills Energy Corp assessment appeal hearings.

Exit and Return

Councillor J. Stroud exited the meeting at 5:41 p.m. and returned at 5:44 p.m.

MOTION:

THAT Administration file a written request to intervene in the two complaints filed with the Municipal Government Board in relation to Suncor Energy Inc. (Firebag) and Fort Hills Energy Corp. (Fort Hills) appeal hearings.

RESULT: CARRIED [UNANIMOUS]
MOVER: Phil Meagher, Councillor
SECONDER: Mike Allen, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle,
Stroud, Voyageur
ABSENT: McGrath

7.6. Committee Appointments - Community Standards Appeal Committee & Wood Buffalo Development Advisory Committee

MOTION:

THAT the Committee Appointments, as outlined in Attachment 1 - Committee Appointments, be approved effective immediately.

RESULT: CARRIED [UNANIMOUS]
MOVER: Jeff Peddle, Councillor
SECONDER: Verna Murphy, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT: McGrath

7.7. Bylaw No. 19/017 Amendment to Animal Control Bylaw No. 02/031 and Community Standards Appeal Committee Bylaw No. 19/001

Deanne Bergey, Senior Manager, RCMP Support and Bylaw Services, and Caitlin Hanley, Municipal Legal Counsel, provided an overview of the proposed amendments to the Animal Control Bylaw and Community Standards Appeal Committee (CSAC) Bylaw to allow appeals related to the declarations of vicious animals be heard by the CSAC.

Exit and Return

Councillor J. Peddle exited the meeting at 5:48 p.m. and returned at 5:49 p.m.

MOTION:

THAT Bylaw No. 19/017, being a bylaw to amend Animal Control Bylaw No. 02/031 and Community Standards Appeal Committee Bylaw No. 19/001, be read a first time.

RESULT: CARRIED [UNANIMOUS]
MOVER: Mike Allen, Councillor
SECONDER: Phil Meagher, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT: McGrath

MOTION:

THAT Bylaw No. 19/017 be read a second time

RESULT: CARRIED [UNANIMOUS]
MOVER: Phil Meagher, Councillor
SECONDER: Jeff Peddle, Councillor
FOR: Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT: McGrath

MOTION:

THAT Bylaw No. 19/017 be considered for third reading.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Jeff Peddle, Councillor
SECONDER:	Verna Murphy, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	McGrath

MOTION:

THAT Bylaw No. 19/017 be read a third and final time.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Sheila Lalonde, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	McGrath

7.8. Request to Senate of Canada to Reject Bills C-48 and C-69Vacating and Assuming of Chair

Mayor D. Scott vacated the Chair and Deputy Mayor P. Meagher assumed the Chair at 5:52 p.m.

MOTION:

THAT recognizing the importance of the energy sector to our region and many regions across our country, the Regional Municipality of Wood Buffalo Council asks the Government of Canada to develop legislation that will support the energy sector;

THAT proposed legislation, in the form of Bill C-48 and Bill C-69 without the Senate amendments, will be detrimental to the viability and sustainability of the region of Wood Buffalo and the energy sector;

THAT the Regional Municipality of Wood Buffalo Council encourage honourable members of the Senate of Canada to defeat Bill C-48, also known as the Oil Tanker Moratorium Act, and to defeat Bill C-69 if it returns to the Senate without the amendments originally passed by the Senate; and

THAT the Mayor and Councillors of the Regional Municipality of Wood Buffalo continue their advocacy for this region in raising concerns about Bills C-48 and C-69 with elected officials.

RESULT:	CARRIED [9 TO 1]
MOVER:	Don Scott, Mayor
SECONDER:	Jane Stroud, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
AGAINST:	Inglis
ABSENT:	McGrath

Resuming of Chair

Mayor D. Scott resumed the Chair at 5:56 p.m.

Adjournment

The meeting adjourned at 5:57 p.m.

Mayor

Chief Legislative Officer



Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. **Presentations are a maximum of 5 minutes in duration.**

Presentation Information	
Preferred Date of Presentation	June 25, 2019
Name of Presenter(s)	Rev. Edwin Rideout
Organization Represented	Family Christian Centre
Topic	Request to purchase Block 84, Lot 104MR for nominal fee
Please List Specific Points/Concerns	The request is to address the severe traffic/parking concerns affecting the clients of the Family Christian Centre, The Legacy Counseling Centre, The Legacy Counseling Centre, Ecole Dickinsfield School, Sister Mary Philip's Catholic School and the residents of Dickinsfield and the greater community who do business in that area on a daily basis.
Action Being Requested of Council	Sale Block 84, Lot 104MR—adjacent to 160 Dickins Drive for a nominal fee.
<p>Are you providing any supporting documentation (ie: Powerpoint)? <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to Legislative.Assistants@rmwb.ca.</p>	

As per Procedure Bylaw No. 14/025, a request to make a presentation may be referred or denied.

Attachment: Family Christian Centre RFP (Family Christian Centre Presentation)

June 01, 2019

His Worship, Mayor Don Scott & Council
Regional Municipality of Wood Buffalo
9909 Franklin Avenue,
Fort McMurray, Alberta, Canada T9H 2K4

Re: Request to purchase Block 84, Lot 104MR—adjacent to 160 Dickins Drive

Dear Mayor Scott,

Please allow us to begin by commending you and your council on your exceptional leadership. Your willingness to tackle difficult issues in challenging economic times is commendable. Together we are moving in the right direction as a growing city/region.

Family Christian Centre located @ 160 Dickins Drive is a thriving congregation. We are presently comprised of just over 1,700 members. FCC has earned a reputation for their commitment to enhancing the quality of life for the citizens of the Wood Buffalo Region. By way of example, during 2018 FCC:

- Provided in excess of 10,400 hours of emotional, relational, family & crisis counselling to residents of Fort McMurray;
- Provided spiritual care, practical guidance and relational support to more than 2,000 individuals; including nearly 500 youth and children on an ongoing basis via a variety of means;
- Provided in excess of \$800,000 to assist families, single parents, homeless, schools, and numerous community organizations;
- Operated a Counselling Centre (Legacy Counselling Centre) and a Childcare Centre (Wheaton—Penney Childcare Centre); both of which are providing critical services to the residents of the RMWB;
- Conducted numerous family and community focused events;
- Served as a designated Emergency Service Centre for the Regional Municipality of Wood Buffalo — This includes setting aside significant storage space within the FCC site at 160 Dickins Drive for housing emergency service equipment;

The Family Christian Centre currently employs 37 individuals at our ministry site and over 400 volunteers serve the various ministries and services we provide. In

the past decade our congregation has grown by 120%, and all indications are that this growth trend is continuing. Nearly forty nationalities are worshiping and serving together at our Centre. We believe this is affecting the life-dynamic of our city in a very positive way; thereby, serving to quash potential prejudices which can emerge in cities such as ours when experiencing significant growth among diverse ethnic groups.

During the past five years the traffic-flow along Dickins Drive has increased to the point where it has become very dangerous for pedestrians, especially during times of peak usage. This has been caused by a number of factors:

- The operations of the Legacy Counselling Centre - expected to double by 2022;
- The operations of the Wheaton Penney Childcare Centre - expected to double by 2022;
- The increase in Student enrolment at both Sister Mary Philips & Ecole Dickinsfield schools. The accompanying letters of support accompanying this request from the Fort McMurray Catholic School Board and the Fort McMurray Public School Board validate this claim;
- The significant increase in operations at the Family Christian Centre. The FCC no longer operates at different peak times in relation to the neighbouring schools.

The Family Christian Centre is hereby requesting that land described as 'Block 84, Lot 104MR' be transferred to the Family Christian Center for a nominal fee to be developed as a parking/recreation-lot as per the attached plan prepared by N53 Architecture. The MR Land currently serves a limited role within the community at a significant cost to the RMWB. We believe the proposed usage will greatly enhance the quality of life in the neighbourhood; as well as reduce the likelihood for accidents involving pedestrians, while at the same time reduce cost for the RMWB.

During the period April 01, 2018 through October 31, 2018 we monitored use of the field via. A continuous video recording. The following activities were identified between the hours of 7:00 am and 9:00 pm over the 183 day period:

- 6.8% usage — 174 out of 2,562 potential hours;
- 4.4% usage — 113 hours by Family Christian Centre activities;
- 2.4% usage by Community—29 hours general activities, i.e. children/youth playing, adults walking dogs & 32 hours by individuals playing chess;



The Family Christian Centre will assume full responsibility for the development and maintenance of the parking/recreation-lot. This includes;

- Obtaining all necessary development permits as RMWB requirements;
- Investing the estimated \$1.8M to complete the construction;
- Developing the parking/recreation-lot as per the attached drawing in accordance with any reasonable modifications assigned by the RMWB;
- Maintaining the Jina Burn Memorial Chess Park— We will also establish a fitting memorial stone in consultation with the family of the late Gina Burn;
- Maintaining the grounds and parking lot going forward throughout the year;

We express our appreciation for giving this matter your attention.

Respectfully yours,

Rev. Edwin R. Rideout, Lead Pastor

Attached: i. Letter of support—Fort McMurray Public School District #2833,
ii. Letter of support—Fort McMurray Catholic School District
iii. Proposed development plan prepared by N53 Architecture

May 24, 2019

Re: Proposed Land Development Plan - Family Christian Centre

To: Whom it May Concern

On behalf of the Fort McMurray Public School District #2833, we are writing to support the Family Christian Centre and the proposed land development plan.

The Dickinsfield area has seen increased traffic congestion in the last few years. With two Elementary Schools at or near capacity, combined with a busy Family Christian Centre Childcare program and other services, the area has become unmanageable, especially during drop off and pick up times. The safety of our children and parents is paramount.

We have been in consultation with Pastor Edwin Rideout and the Fort McMurray Catholic School District to find a solution that will work for all parties involved. École Dickinsfield administrative staff sees the proposal as a positive development.

Fort McMurray Public School District is in full support of Pastor Rideout's proposal to obtain the Municipal Reserve property adjacent to their facility. Increasing the availability of parking will alleviate congestion and provide much safer access to both École Dickinsfield School and the Family Christian Centre. This plan will also include an area for street hockey, basketball, a running track, as well as ensuring the maintenance of the Jina Burn Memorial Chess Park.

We appreciate the Mayor and Council giving this their full attention. Fort McMurray Public School District fully supports this request.

Sincerely,



Doug Nicholls
Superintendent of Schools
Fort McMurray Public School District
superintendent@fmpsds.ab.ca



April 23, 2019

RE: PROPOSED LAND DEVELOPMENT PLAN – FAMILY CHRISTIAN CENTRE

To Whom It May Concern,

We are writing today to show our support for our neighbours, the Family Christian Centre. Anyone who has driven through Dickins Drive can attest to the traffic congestion that exists. With two Elementary Schools at or near capacity combined with a busy Family Christian Centre Childcare program and other services, this area has become unmanageable. Drop off/Pickup times are especially congested. The safety of our children/parents is paramount. We have been in consultation with Pastor Edwin Rideout to find a solution that will work for everyone.

Fort McMurray Catholic Schools is in full support of Pastor Rideout's proposal to obtain the Municipal Reserve property adjacent to their facility. Increasing the availability of parking will alleviate congestion and provide a much safer access to Sister Mary Phillips School. This plan will also include an area for street hockey, basketball, running track as well as ensuring the maintenance of the Jina Burn Memorial Chess Park.

We appreciate the Mayor and Council giving this their full attention. Fort McMurray Catholic Schools fully supports this request.

Sincerely,

Paula Galenzoski
Board Chair
Fort McMurray Catholic Schools

George McGuigan
Superintendent
Fort McMurray Catholic Schools

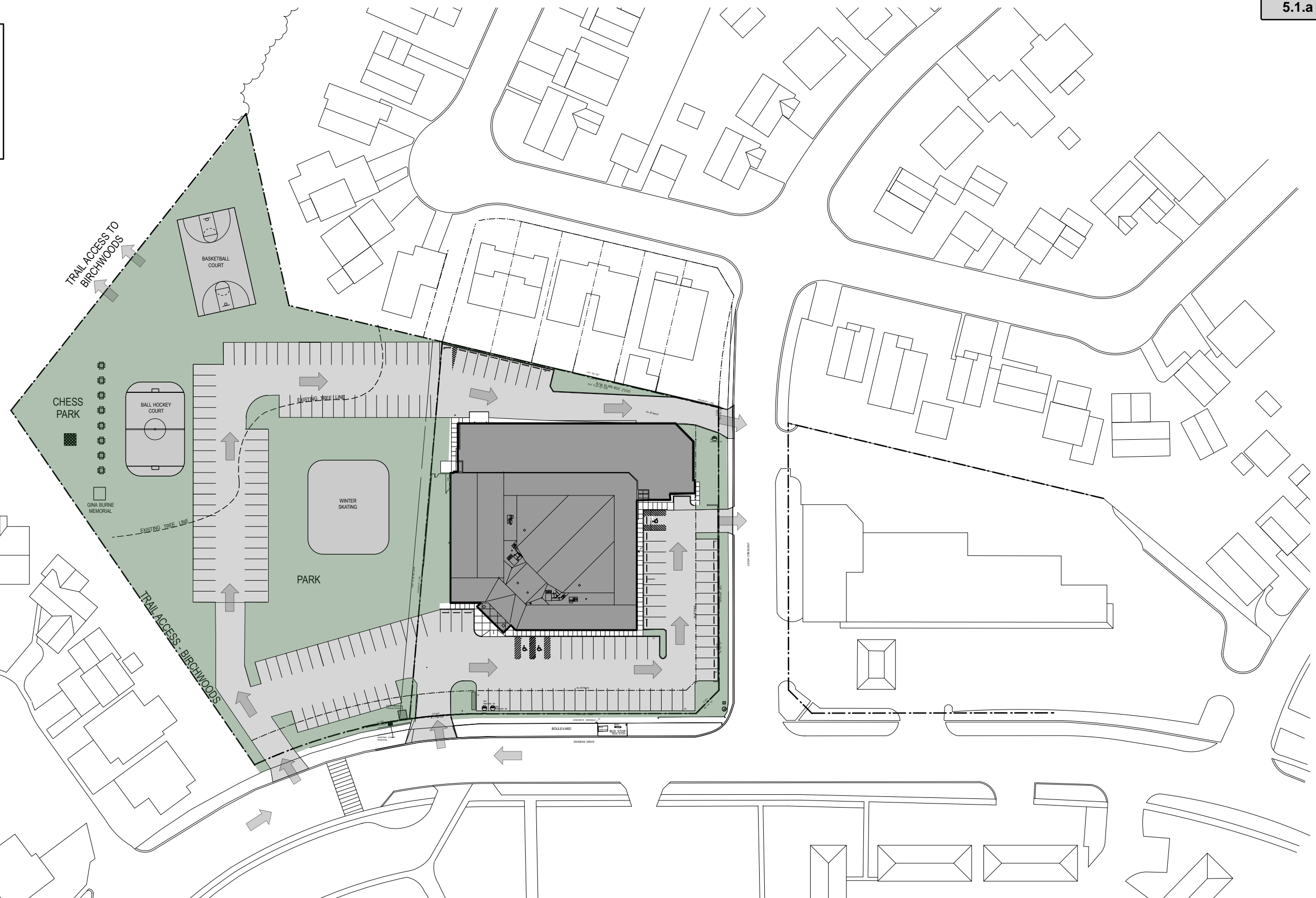
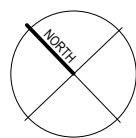
Attachment: Family Christian Centre RFP (Family Christian Centre Presentation)

BUILDING FOOTPRINT

Building Area 2,731 SM

PARKING AVAILABILITY

Total On-site (existing)	68
Sister Mary Phillips School	45
Ecole Dickensfield School	64
New Parking Lot Acquisition	100
Total	277



APRIL 18, 2019

**PROPOSED LOT ACQUISITION****Family Christian Centre****160 Dickens Drive****Fort McMurray AB****N53 Architecture Inc**



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. Presentations are a maximum of 5 minutes in duration.

Presentation Information	
Preferred Date of Presentation	June 25, 2019
Name of Presenter(s)	Dr. Trent Keough, Frederick Russell and Dale Mountain
Organization Represented	Keyano College
Topic	Keyano College International Theatre and Art Gallery Development and Operations
Please List Specific Points/Concerns	The College will be presenting a request to Council to fund the development and ongoing operations of the proposed International Art Gallery and existing Theatre. Preliminary estimates are in place and the College is ready to move forward with the design and construction of the Art Gallery. Ongoing operational support will be required for the Theatre and Art Gallery. All supporting drawings and budget estimates have been shared with the RMWB Administration.
Action Being Requested of Council	To approve \$15 million for the further design and construction of the Arts Centre, inclusive of the new Art Gallery (the build) and existing Theatre. To fund the annual operations of the Arts Centre: Art Gallery at \$1.5 million annually; Theatre \$2.5 million annually. The operations grant requests are for a five year term, renewable after three years. Keyano commits to spending the off-setting funds (\$1.5 million) entirely on Arts programming tied to the Arts Centre.
Are you providing any supporting documentation (ie: Powerpoint)? <input checked="" type="radio"/> Yes <input type="radio"/> No	
If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.	
Supporting documents may be e-mailed to Legislative.Assistants@rmwb.ca .	

As per Procedure Bylaw No. 14/025, a request to make a presentation may be referred or denied.

Attachment: Keyano College Presentation (Keyano College International Theatre and Art Gallery Development and Operations)

ARTS INFRASTRUCTURE WOOD BUFFALO

1

@ Keyano College

JUNE 25, 2019

DR. TRENT KEOUGH, FREDERICK RUSSELL,
DALE MOUNTAIN

GROW ARTS' INFRASTRUCTURE

- We can work together to grow, sustain and enliven the Arts in Wood Buffalo.
- Vibrant artistic communities are necessities in civil societies.
- Arts infrastructure is an outward manifestation of cultural maturation and community sophistication.
- The calls to Arts action are many! We are presenting an opportunity to act.

WORK-CAMP, REMOTE EMPTINESS, OR CIVIL SOCIETY?

- How we imagine (**creativity**) ourselves to be, how we think (**thought**) about ourselves, and how we describe (**narrative**) ourselves to others, will impact (**empathy**) others' perceptions (**worldview**) of who we are (**being**) and what we might become (**future**).
- Art tells the story of culture as it was, as it is, as it could be, and as it should be.
- Art can tell the 'story' of Wood Buffalo's Cosmo!

WHO ARE WE, NOW?
&
WHAT DO WE WISH TO BE CELEBRATED FOR, TOMORROW?

- What is Wood Buffalo's (Social) Purpose?

Let's Celebrate 'Wood Buffalo's Cosmo.'

WHO'S A COSMOPOLITE?

- A person “belonging to all the world; not limited to just one part of the world.”
- “Cosmopolitanism has come to stand for peace and harmony among nations, founded upon understanding, tolerance and interdependence.”

WHO'S A COSMOPOLITE?

- “A cosmopolitan community might be based on an inclusive morality *[i.e. Our commitment to sharing our cultures and their arts is one essence of WB's multiculturalism.]*,
- a shared economic relationship *[i.e. The oil sands are the economic power bases creating our workforce and cultural diversities in WB.]*,
- or a political structure that encompasses different nations *[e.g. Canada's federalism, Canadian hyphenated-national identities, Canada's official multicultural policies and our local commitment to inclusiveness in WB.]*.”

THEATRE, ARTS CENTRE & ART GALLERY

- We have challenges, opportunities and plans before us.
- With these come collaborative opportunities to grow the attractiveness of Fort McMurray, Wood Buffalo, and Keyano College.
- Innovative and strategic alliances for public good.

PUBLIC THEATRE, ARTS CENTRE & ART GALLERY

- Will mean new jobs.
- Will assist in attracting and retaining new citizens.
- Will bring more students into Keyano.
- Will be an economic multiplier.

RMWB'S ARTS CENTRE

- Wood Buffalo owns exceptional infrastructures.
- Keyano owns some exceptional infrastructure.
- Wood Buffalo & Keyano can do better, together!

THEATRE, ARTS CENTRE & ART GALLERY

- By combining, aligning, & strategically utilizing our infrastructures.
- By sharing our human resources and focusing our financial capacities.
- We can become *Extraordinary* in the fulfillment of community 'Art' aspirations.

THEATRE, ARTS CENTRE & ART GALLERY

- Together we can realize goals identified in multiple strategic plans.
- Together we can provide current and future citizens an even better place to live, work and learn.

RMWB WANTS ARTS INFRASTRUCTURE

- Evidence of RMWB's coming of age in the Arts is easily found in the community's outspoken desire for additional Arts infrastructure, art displays, art programming and performance arts opportunities.

THE CHALLENGES ARE OUR OPPORTUNITIES

- RMWB's Strategic Plan 2018-2022
- Strategy & Initiative #3f– Support Arts and Culture.
- Explore partnerships with Keyano.

THE CHALLENGES ARE OUR OPPORTUNITIES

Wood Buffalo Social Sustainability: A Community Plan for the RMWB

- 4.0 Further Support Culture and Arts.
- Arts and culture are an integral part of community life.

THE CHALLENGES ARE OUR OPPORTUNITIES

Youth Vision & Voice in Wood Buffalo: Youth Ideas for Resilient Communities after the 2016 Horse River Wildfire Disaster

- More art-based activities & theatre skills for youth.
- More culture-specific events.

THE CHALLENGES ARE OUR OPPORTUNITIES

Wood Buffalo Culture Plan

- Accessibility, **Art Studios**
- **Arts Centre** and District
- Capacity Building, Professional Training
- **Theatre Company**
- Cultural Facilities, Flagship

THE CHALLENGES ARE OUR OPPORTUNITIES

Wood Buffalo Culture Plan

- **Public Art Gallery:** multicultural, inclusive, resilient, restorative, collaborative, innovative, etc.

THE CHALLENGES ARE OUR OPPORTUNITIES

Wood Buffalo Culture Plan: Priority

- **Further Develop** cultural facilities and resources.

KEYANO ARTS INFRASTRUCTURE

- Performing Arts Theatre
- Recital Theatre
- 17 Performance Studios
- 25 million in infrastructure assets
- Served 35,000 RMWB patrons in 2018-19
- Evidence of Keyano's commitment to RMWB's civil society.
- Physical Home of Arts Council Wood Buffalo
- Essential to the thriving dance community
- Provincially owned Art currently on display will be replaced by our own exhibition this season

WILL THE KEYANO THEATRE SURVIVE?

- Keyano no longer offers performance arts programs. Only one visual arts program remains in existence. This is a deficit, a college weakness.
- Keyano dedicates 2.5 million for Theatre costs annually.

WILL THE KEYANO THEATRE SURVIVE?

- We are grateful for RMWB's financial support for the 2018-2019 Theatre operating deficit of \$449,513.
- \$388,184 offset to ongoing operating deficit.
- \$61,329 for 5th class engineering specifications (complete) for Public Art Gallery.
- This financial assistance is greatly appreciated.
- However . . .

NO, THE THEATRE WILL NOT SURVIVE; NOT WITHOUT CHANGE.

22

- Keyano can not continue to operate the theatre as a non-teaching and learning asset.
- Keyano can no longer bear the financial burden of sustaining this valuable community infrastructure.
- Keyano has no funds to restore performance and visual arts programming. No funds for refurbishing FF&E within the Theatre. There are none forthcoming from the GOA. However . . .
- Keyano has a proposition to address this adversity.

TODAY'S 1ST ASK OF RMWB: 2.5 MILLION

- To maintain the existing Arts infrastructure, we need an annual infusion of 2.5 million dollars.
- With Theatre funding, Keyano commits to spend all realized savings on immediate delivery of Arts programming.

2ND ASK: THE ART GALLERY, MAKER STUDIOS, GLASS STUDIO. 15 MILLION CAPITAL BUILD

- What do we get for 15 million?
- We get an upgraded/expanded/renewed Public Theatre.
- A new Public Art Gallery.
- Renewed and Revitalized Arts Centre.
- We deliver a Teaching, Public Art Gallery supported by Performance and Visual Arts programming reflecting the multicultural richness of RMWB.
- New maker spaces for artists. Gym conversion into 3 large studios.

2ND ASK: THE ART GALLERY, MAKER STUDIOS, CERAMICS STUDIO. 15 MILLION CAPITAL BUILD

- We get a professional Glass and Ceramics Studio/Teaching Lab.
- We get to realize the intended partnership between Keyano & RMWB & Arts Community.
- We achieve building cost savings by collaboration with RMWB Administration and its Engineering Department. More build for the bucks!
- We get to convert a 25 million community college asset, i.e. the Keyano Theatre, into a 40 million dollar Public partnership asset. E.g. Wood Buffalo Art Gallery and Performance Art Centre @ Keyano College.

3RD ASK: TO OPERATE THE ART GALLERY, 1.5 MILLION ANNUALLY

- Estimated annual Gallery operating cost at 1.5 million annually.
- This estimate is based on existing Galleries of comparable size without the distance we have from other urban centres.

SNAPSHOT OF THE ASK: 4 MILLION ONGOING & 15 MILLION CAPITAL

- Multi-year funding agreement. Five years with renewal option in year three.
- 15 million capital build: Renewed Theatre, Public Art Gallery, Glass & Ceramics Lab and 3 (new) Art Studios.
- 2.5 million (annually) for Theatre: Infrastructure & Operations.
- 1.5 million (annually) for Public Art Gallery Operations & Infrastructure.
- Anticipate 2.1-2.2% Annual Inflationary increases on Operating costs.

KEYANO & RMWB PARTNERSHIP

Thank you Mayor Scott, Council and Administration for receiving Keyano's proposal for operating the Public Theatre, Public Arts Centre, and Public Art Gallery.

And, hopefully, thank you also for enabling the return of Performance Arts and Visual Arts program offerings.

Subject: Keyano Arts Centre Proposal**APPROVALS:****Annette Antoniak**_____
Director_____
Chief Administrative Officer**Recommended Motion:**

THAT the Arts Infrastructure Wood Buffalo, Keyano College, Proposal be referred to Administration for detailed business case review and consideration as part of the 2020 Budget and Financial Plan.

Summary:

Council recently adopted the Wood Buffalo Culture Plan (Plan) as a guiding document to support and enhance arts and heritage initiatives in the Regional Municipality of Wood Buffalo over the next ten years. In addition, Council also directed Administration to work with the established community based advisory committee to implement and evaluate the Plan. As highlighted by the Arts Infrastructure Wood Buffalo presentation from Keyano College, capital and operational funding are being requested to support the development and maintenance of arts infrastructure which appears to be aligned with the Plan. By referring the proposal to Administration, further detailed review can be undertaken and incorporated within the existing budget development process.

Background:

Keyano College is a valued stakeholder in the region. The ability to partner with Keyano College to support strategic initiative #3f - support arts and culture is an opportunity that needs to be explored in greater detail. The 2020 budget and financial plan development is in its early stages with an anticipated presentation to Council in November. Therefore, it is appropriate to use the budget process for Council review and consideration.

Rationale for Recommendation:

The development and review of a detailed business case during the 2020 Budget and Financial Plan process will ensure that the funding request from Keyano College is in alignment with the Wood Buffalo Culture Plan as well as provide the rigor necessary to determine the cash flow necessary for budget approval.

Strategic Priorities:

Responsible Government

Community Investment Program Update

Presenter: Toni Elliott, Senior Manager

Department: Corporate and Community Services

Meeting Date: June 25, 2019

Background

- First call for applications for the Community Impact Grant was held in Fall 2018.
- Council approved 42 grants on January 22, 2019, totaling \$2,141,850.
- Follow-up debrief sessions hosted by the CAO and Community Services in March.
- Survey distributed to applicants in April.

Post-Application Debrief

- In March, the CAO and Community Services hosted 2 preliminary sessions, with approximately 30 different Community Impact Grant applicants/organizations in attendance.
- CIP Grant Process Survey was distributed in April; there were approximately 24 respondents.
- A follow-up session was held in May to communicate the actions as a result of feedback from the preliminary sessions and the survey; approximately 16 organizations returned to receive the update.

Survey Results

- Positive feedback in most aspects:
 - Accessibility of the CIP Team;
 - Changes such as adding EFT option;
 - Pertinent information requested in application and reporting.
- Some areas requiring action:
 - Administrative changes, including timing;
 - More clarity on the processes between application submission and appearance before Council, including scoring of applications;
 - Outcome measurement training.

Actions for 2020 Call for Applications

- Clerical changes to the forms, as identified.
- Update of CIP website to outline full process, as well as discussion at the information sessions.
- Make scoring templates available as part of application package.
- Notification period to be minimum of 2 weeks.
- Outcome measurement training to begin Fall 2019/Winter 2020.
- Change of dates for Calls for Application and Council approval.

Additional Actions

- Discussions with Recreation and Culture Branch to develop a grant program to serve the Arts Community (Culture Plan).
- Work with other funders within Wood Buffalo, to be more collaborative and better serve the social profit sector and meet community need.

Key Dates

- Call for Applications for Community Impact Grant and Games Legacy Grant: August 12 to September 23.
 - Information sessions during the open period.
- Presentation of grant recommendations during Council budget sessions in November.
- This is a key change:
 - Council can set the CIP budget during the operating budget process based on actual organization requests; and
 - Organizations will begin 2020 with RMWB funding known.

Questions?



COUNCIL REPORT

Meeting Date: June 25, 2019

Subject: Bylaw No. 19/013 - Repeal of Obsolete Bylaws

APPROVALS:

Annette Antoniak

Director

Chief Administrative Officer

Recommended Motion:

1. THAT Bylaw No. 19/013, being a bylaw to repeal obsolete, redundant and outdated bylaws, be read a second time.
2. THAT Bylaw No. 19/013 be read a third and final time

Summary and Background:

The Regional Municipality of Wood Buffalo's bylaw database contains nearly 3,000 records, including bylaws from the former City of Fort McMurray, Ministerial and ID Orders from the former Improvement District and bylaws for the Regional Municipality of Wood Buffalo.

Legislation has changed dramatically over the years and the need for many of these bylaws and orders no longer exists. A comprehensive review of the bylaw database has identified more than 1200 bylaws as obsolete or redundant. These bylaws largely fall into one of four categories:

1. Bylaws that were created for a very specific purpose and once acted upon, have no further effect or are no longer required;
2. Bylaws that have been superceded by a change in overarching legislation or by another bylaw;
3. Bylaws that were created for a specific purpose or situation that no longer exists; or
4. Bylaws that were created for a specified time period, which has now elapsed.

Although obsolete, the noted bylaws are still considered active because they have never been repealed, which can create challenges from an enforcement perspective. Many of the bylaws contain provisions which are no longer reflective of the current environment or are inconsistent with other legislation or bylaws, which makes them

unenforceable. Depending on the nature of the bylaw, there is risk that residents will be misinformed of their rights and obligations.

Rationale for Recommendation:

It is recommended that Council proceed with repealing all bylaws which have been identified as being obsolete or redundant. Doing so will greatly reduce the size of the bylaw database, thereby aiding in the identification of gaps and facilitating needed updates. Modernization will also provide greater clarity to both municipal staff and residents with respect to their rights and obligations

Strategic Priorities:

Responsible Government

Attachments:

1. Bylaw No. 19/013

BYLAW NO. 19/013**A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO REPEAL INOPERATIVE, OBSOLETE, EXPIRED, SPENT AND INEFFECTIVE BYLAWS**

WHEREAS Section 7 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, provides Council with the authority to pass bylaws for municipal purposes;

AND WHEREAS Section 63 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, empowers a council of a municipality to pass a bylaw which omits or provides for the repeal of a bylaw or provision of a bylaw that is inoperative, obsolete, expired, spent or otherwise ineffective;

AND WHEREAS the Council of the Regional Municipality of Wood Buffalo wishes to repeal inoperative, obsolete, expired spent and ineffective bylaws;

NOW THEREFORE, the Council of the Regional Municipality of Wood Buffalo, duly assembled, hereby enacts as follows:

1. All bylaws identified as inoperative, obsolete, expired, spent or ineffective, as described in Schedule A, attached hereto and forming part of this bylaw, are hereby repealed.
2. This bylaw is effective on the date it is passed.

READ a first time this 4th day of June, 2019.

READ a second time this _____ day of _____, 2019.

READ a third and final time this _____ day of _____, 2019.

SIGNED and PASSED this _____ day of _____, 2019.

Mayor

Chief Legislative Officer

Schedule A Inoperative, Obsolete, Expired, Spent and Ineffective Bylaws

Bylaw #	Short Title	Date Passed
13	Mill Rate for 1947	16-Aug-47
14	Provision for Officer Dwellings, Police Offices and Lock-Up	25-Aug-47
15	Sale of Land to John Webb	26-Sep-47
17	Payment for Mayor & Councillors	10-Feb-48
22	Control of Loitering, Assembly Control, Obscene Language	12-Jul-48
23	Sale of Land to Mike Gagnon	26-Jul-48
24	Sale of Land to Helmer Danialson & Albert Riedel	26-Jul-48
25	Mill Rate for 1948	09-Aug-48
28	Appointment of Returning Officer & Deputy Returning Officers	30-Dec-48
29	Appointment of Returning Officer	31-Jan-49
32	Portion of Improvement Exempt from Taxes	07-Mar-49
31	Assessment of Personal Property	14-Mar-49
35	Appointment of Returning Officer	28-Mar-49
36	Grant to McMurray Skating Club	28-Mar-49
40	Grant to Local Girl Guides	30-May-49
42	Mill Rate for 1949	13-Jun-49
46	Minimum School Tax	27-Mar-50
47	Minimum Municipal Tax	27-Mar-50
48	Grant to British Canadian Legion (McMurray Branch #165)	26-Jun-50
49	Mill Rate for 1950	31-Jul-50
50	Mill Rate for 1951	11-Jun-51
51	Control of type of traffic on bridges	14-Apr-52
52	Mill Rate for 1952	26-May-52
54	Grant to Girl Guides/Boy Scouts	24-Nov-52
56	Control of tractors with lugs and building movement	08-Jun-53
58	Sale of Power Plant to McMurray Light & Power Co. Ltd.	15-Jun-53
59	Mill Rate for 1953	29-Jun-53
61	Appointment of Returning Officer	28-Sep-53
63	Sale of Land to George Golosky	28-Dec-53
65	Mill Rate for 1954	12-Jul-54
68	Grant to Boy Scouts	09-May-55
71	Mill Rate for 1955	27-Jun-55
75	Grant to Girl Guides	14-May-56
77	Mill Rate for 1956	25-Jun-56
78	Sale of Land to Edward Cooper	31-Jul-56
79	Purchase of New Panel Truck	14-Aug-56
84	Grant to Mrs. Taralson's Childrens Home	12-Mar-57
86	Grant to Margaret Reiss	26-Mar-57
83	Discount of Taxes on River Lot 21	09-Apr-57
87	Sale of Land to William Morron	25-Apr-57
89	Grant to Canadian Mental Health Association	30-Apr-57

Attachment: 1. Bylaw No. 19/013 (Bylaw No. 19/013 - Repealing of Obsolete Bylaws)

Bylaw #	Short Title	Date Passed
90	Purchase of Fire Fighting Equipment	27-May-57
91	Mill Rate for 1957	12-Aug-57
97	Prevention & Extinguishment of Fires	10-Mar-58
100	Mill Rate for 1958	19-Jun-58
99	Declaration of Civic Holiday – August 4, 1958	28-Jul-58
102	Adoption of 1958 Tax Roll	27-Oct-58
103	Grant to Local Junior Youth Association	15-Jan-59
107	Temporary Borrowing Bylaw - \$11,000 at 5.5%	11-May-59
110	Mill Rate for 1959	22-Jul-59
111	Declaration of Civic Holiday – August 22, 1959	10-Aug-59
112	Amending Declaration of Civic Holiday – August 24, 1959	18-Aug-59
113	Grant to British Canadian Legion	14-Sep-59
114	Grant to Chamber of Commerce	14-Sep-59
115	Mill Rate for Businesses	26-Oct-59
118	Adoption of 1959 Tax Roll	26-Oct-59
119	Temporary Borrowing Bylaw - \$17,500 at 6%	30-Nov-59
121	Purchase of Property for Street- Part of River Lot 9, McMurray; Lots 31-34, Block 28, Plan 7904AS, Lots 3-7, Block 29, Plan 7904AS; Lot 2, Block 29, Plan 7904AS	11-Jan-60
131	Declaration of Civic Holiday – August 1, 1960	25-Jul-60
132	Mill Rate for 1960	25-Jul-60
133	Purchase of Grader	26-Sep-60
134	Adoption of 1960 Tax Roll	31-Oct-60
135	Mill Rate for Businesses – 1960	31-Oct-60
136	Purchase of Land for Town Garage and Storage	31-Oct-60
137	Purchase of Police Car	11-Jan-61
150	Provision for Publicity of Minutes	26-Jan-61
139	Grant to Alberta Heart Foundation	08-Feb-61
140	Provision for Entertainment of Guest	29-Mar-61
144	Grant to CNIB	31-May-61
146	Purchase of Land for Recreational Facility – Block Y, Plan 4243AX	31-May-61
147	Purchase of Land for Sand and Gravel Pit	31-May-61
148	Grant to McMurray-Waterways Ball Club	14-Jun-61
151	Declaration of Civic Holiday – August 7, 1961	05-Jul-61
152	Mill Rate for 1961	19-Jul-61
154	Grant to St. John Ambulance	09-Aug-61
155	Grant to Waterways Womens' Community Club	09-Aug-61
156	Cancellation of Taxes – Lots 24 & 25, Block 10, Plan 616AO	30-Aug-61
153	Sale of Land to Maurice Doncause – Lot 17, Block 14, Plan 616AO	27-Sep-61
158	Cancellation of Taxes – Lot 20, Block 14, Plan 616AO	11-Oct-61
159	Establishment of Recreational Centre	29-Nov-61
160	Mill Rate for Businesses - 1961	27-Dec-61
161	Provision for Grant to Medical Practitioner moving to Fort McMurray	16-Feb-62
165	Discount on Current Taxes	11-Apr-62

Bylaw #	Short Title	Date Passed
166	Grant to Chamber of Commerce	11-Apr-62
167	Grant to Beulah Home	11-Apr-62
168	Grant to CNIB	11-Apr-62
169	Grant to Canadian Mental Health Association	11-Apr-62
170	Local Tax Arrears Consolidation	30-Apr-62
163	Sale of Land to Josephine Morriers – Lot 1, Block 14, Plan 3969ET	28-May-62
173	Noxious Weed & Grass Control	11-Jun-62
174	Declaration of Civic Holiday – August 6, 1962	25-Jun-62
175	Temporary Borrowing Bylaw - \$12,000 at 6%	09-Jul-62
176	Mill Rate for 1962	30-Jul-62
177	Provision for Health Officer	30-Jul-62
179	Grant to St. John Ambulance	13-Aug-62
178	Provision for Payment of Tax Arrears	27-Aug-62
182	Cancellation of Taxes – Lots 19-21, Block 4, Plan 616AO	24-Sep-62
183	Cancellation of Business Taxes – Lot 10, Block 14, Plan 616AO	09-Oct-62
186	Cancellation of Taxes – SE ¼ 10-89-9-W4M	12-Nov-62
187	Cancellation of Tax Arrears no Longer Collectible	10-Dec-62
188	Cancellation of Taxes Arrears no longer Collectible (Municipal Affairs Land)	10-Dec-62
189	Purchase of Land for Sewage Lagoon – SW ¼ -11-89-9-@4M and NW ¼ 2-89-9-W4M	14-Dec-62
205	Provision for Entertainment of Guest	10-Jan-63
190	Grant to Chamber of Commerce	28-Jan-63
193	Purchase of Land for Building Subdivision – 10-89-9-W4M	25-Feb-63
195	Appointment of Returning Officer	28-Feb-63
196	Grant to Beulah House	04-Mar-63
197	Grant to Alberta Heart Foundation	04-Mar-63
191	Sale of Land to Albert Mitchell – Lot 2, Block 14, Plan 3969ET	04-Apr-63
192	Sale of Land to William Mitchell – Lot 3, Block 14, Plan 3969ET	04-Apr-63
198	Purchase of Land – 10-89-9-W4M	29-Apr-63
180	Debenture – Sewer & Sewage Disposal System	10-May-63
181	Debenture – Water Supply	10-May-63
201	Grant to St. John Ambulance	27-May-63
202	Grant to Canadian Mental Health Association	27-May-63
203	Purchase of Land for Sewage Lagoon – SW ¼ 11-89-9-W4M	27-May-63
207	Declaration of Civic Holiday – August 5, 12963	15-Jul-63
208	Mill Rate for 1963	15-Jul-63
185	Adoption of 1962 Tax Roll	06-Aug-63
211	Adoption of 1963 Tax Roll	06-Aug-63
212	Provision for Grant to Medical Practitioner moving to Fort McMurray	19-Aug-63
209	Sale of Land to Peter Malcolm – Lot 8, Block 15, Plan 3969ET	03-Sep-63
214	Lease of Land for Well Site – SE ¼ 10-89-9-W4M	07-Oct-63
215	Purchase of Land for Water Supply Line & Sewage Outfall – SE ¼ 10-89-9-W4M	07-Oct-63

Bylaw #	Short Title	Date Passed
210	Sale of Land to Rollo Goodwin – Lot 6, Block 14, Plan 3969ET	23-Oct-63
219	Partial Refund of Taxes – Pt. 10-89-9-W4M	18-Nov-63
220	Partial Refund of Taxes – Lot 19, Block 10, Plan 616AO	18-Nov-63
223	Partial Cancellation of Tax Levy – Lots 22-23, Block 4, Plan 616AO	03-Feb-64
224	Appointment of Returning Officer	17-Feb-64
226	Grant to CNIB	06-Apr-64
229	Grant to Canadian Mental Health Association	20-Apr-64
230	Authorization for 1964 Census	04-May-64
231	Partial Cancellation of Tax Levy – G.J. Ross	04-May-64
232	Partial Cancellation of Tax Levy – Lots 19-20, Block 7, Plan 616AO	01-Jun-64
233	Debenture – Special Frontage Assessment – Water Distribution System	01-Jun-64
234	Debenture – Special Frontage Assessment – Sewer & Sewage Disposal System	01-Jun-64
236	Purchase of Land for Resale as Building Site	15-Jun-64
237	Temporary Borrowing Bylaw - \$2,000 at 5.75%	15-Jun-64
238	Declaration of Civic Holiday – August 3, 1964	06-Jul-64
221	Sale of Land to Colin Liard – Lots 3 & 4, Block 1, Plan 198AS	15-Jul-64
239	Purchase of Fire Truck from Gunnar Mining Ltd.	04-Aug-64
240	Temporary Borrowing Bylaw - \$40,000 at 5.75%	18-Aug-64
241	Adoption of 1964 Tax Roll	19-Aug-64
242	Mill Rate for 1964	21-Oct-64
243	Grant to Chamber of Commerce	10-Nov-64
245	Debenture – Water & Sewer Mains and Lift Stations	10-Nov-64
247	Provision for Entertainment of Guest – Dr. Ross & Party	30-Nov-64
249	Partial Cancellation of Tax Levy – Pt. River Lot 2, McMurray Settlement	05-Jan-65
252	Authorization for 1965 Census	05-Jan-65
253	Purchase of Land for Park	05-Jan-65
251	Purchase of Dump Truck with Box and Hoist	25-Jan-65
256	Grant to Various Organizations – St. John Ambulance, Canadian Mental Health Association, CNIB, Alberta Heart Foundation, Muscular Dystrophy	08-Feb-65
254	Partial Refund of Business Tax Levy – Bank of Nova Scotia	22-Feb-65
255	Partial Refund of Tax Levy	22-Feb-65
257	Temporary Borrowing Bylaw - \$50,000 at 5.75%	23-Feb-65
250	Purchase of Fire Truck	29-Mar-65
261	Drilling well for extending water and sewer	07-May-65
263	Ban on Loads over 8000 pounds	07-May-65
264	Water Meter Purchase	07-May-65
266	Provision for Entertainment of Guest	07-May-65
267	Mill Rate for 1965	31-May-65
270	Water meters	14-Jun-65
275	Adoption of 1965 Tax Roll	23-Aug-65
274	Debenture – Nurse's Residence and Office	28-Sep-65
280	Debenture – Development of Residential Subdivision	29-Sep-65
276	Sale of Land to Frank & Nellie Carter – Lots 3-4, Block 8, Plan 6344AY	01-Oct-65

Bylaw #	Short Title	Date Passed
281	Purchase of Patrol Car	10-Nov-65
277	Provision for Centennial Project	30-Nov-65
289	Grant to Chamber of Commerce	15-Dec-65
293	Assessment Discount – Land held for Development	16-Dec-65
295	Purchase of Land for Civic Centre – Lot A, Block 12, Plan 616AO	05-Jan-66
278	Debenture – Ice Arena	12-Jan-66
291	Purchase of Water Softener	12-Jan-66
292	Purchase of Truck	12-Jan-66
279	Debenture – Fire Fighting Equipment	26-Jan-66
293A	Purchase of Land – Lots 8-11, Block 8, Plan 7518AK	26-Jan-66
296	Purchase of Land – Block X, Plan 7518AK	26-Jan-66
296A	Authorization to Sell Subdivision Land – Pt. Block X, Plan 7518AK	26-Jan-66
273	Debenture – Storage Reservoir and Closed Reservoir	27-Jan-66
297	Purchase of Police Car	27-Jan-66
303	Purchase of Water Meters	01-Mar-66
304	Temporary Borrowing Bylaw - \$100,000 for Open Water Reservoir	01-Mar-66
298	Debenture – Athabasca Water Intake	14-Mar-66
299	Debenture – Water Treatment Plant	14-Mar-66
300	Debenture – Elevated Water Storage Reservoir	14-Mar-66
301	Debenture – Causeway	14-Mar-66
306	Grant to Chamber of Commerce	22-Mar-66
262	Fixation of Uniform Rates for Water and Sewer Local Improvement Projects 1964-1967	18-Apr-66
307	Purchase of Land – River Lot 27	18-Apr-66
308	Purchase of Land – Lots 19-21, Block 5, Plan 616AO	18-Apr-66
311	Purchase of Land – Drainage Ditch to Water Treatment Plant – SE ¼-10-89-9-W4M	02-May-66
312	Purchase of Land for Building Site – River Lot 26	02-May-66
314	Provision for Entertainment of Guest	03-May-66
315	Repeal Bicycle Bylaw	30-May-66
287	Refunding Portion of Tax Levy – Lots 12-13, Block 10, Plan 616AO	31-May-66
302	Debenture – King Street West Access Road	31-May-66
316	Temporary Borrowing Bylaw - \$100,000 at 6%	31-May-66
329	Mill Rate for 1966	30-Jun-66
330	Uniform Rate for Storm Sewers – 1966-1967	30-Jun-66
331	Debenture – Causeway	30-Jun-66
332	Temporary Borrowing Bylaw - \$200,000 for Causeway	30-Jun-66
333	Temporary Borrowing Bylaw - \$200,000 for Water Treatment Plant	30-Jun-66
338	Adoption of 1966 Tax Roll	02-Aug-66
318	Debenture – Extending of Water and Sewer System	15-Aug-66
319	Debenture – Special Local Benefit Assessment for Storm Sewer System “A”	15-Aug-66
320	Debenture – King Street West Access Road	15-Aug-66

Bylaw #	Short Title	Date Passed
321	Debenture – Special Local Benefit Assessment for Storm Sewer System “B”	15-Aug-66
322	Debenture – Special Local Benefit Assessment for Storm Sewer System “C”	15-Aug-66
323	Debenture – Special Local Benefit Assessment for Storm Sewer System “D”	15-Aug-66
324	Debenture – Queen Street West Access Road	15-Aug-66
325	Debenture – Road Construction	15-Aug-66
326	Debenture – King Street Access Road	15-Aug-66
336	Debenture – Public Works Building and Firehall	15-Aug-66
340	Sale of Residential Building	04-Oct-66
339	Local Improvement - Sidewalk Construction	17-Oct-66
343	Purchase of Air Compressor	17-Oct-66
342	Debenture – Civic Centre	21-Oct-66
346	Purchase of Land – Lots 30 & 31, Block 27, Plan 7904AS, with building & contents	02-Nov-66
345	Office Furniture	07-Nov-66
310	Debenture – Public Hearings	08-Nov-66
334	Sale of Old Skating Rink to Ski Club	08-Nov-66
344	Debenture – Relocate Water Line	21-Nov-66
350	Purchase of Land – Lot C, Plan 3595NY; Lots 1-15, 18-34, Block 3, Plan 1434AT	21-Nov-66
349	Debenture – Development of Residential Properties	05-Dec-66
355	Provision for Entertainment of Guest	23-Feb-67
357	Purchase of Truck	30-Mar-67
363	Temporary Borrowing Bylaw - \$200,000 at 6%	30-Mar-67
364	Mill Rate for 1967	11-May-67
358	Debenture – Development of Residential Properties	25-May-67
359	Local Improvement - Water Distribution System Extension	25-May-67
360	Local Improvement - Sewerage System	25-May-67
362	Debenture – Storm Sewer Extension	25-May-67
374	Refund Portion of Tax Levy – W ½ Block X, Plan 616AO	22-Jun-67
375	Debenture – Clearing and Grading of Roads, Provision of Sidewalks – River Lot 19	14-Jul-67
354	Purchase of Land – River Lot 18 & 19 for resale as Building Site	17-Aug-67
361	Debenture – Development of River Lot 19	17-Aug-67
367	Purchase of Truck/Garbage Packer	17-Aug-67
368	Debenture – Furniture, Equipment & Works	17-Aug-67
369	Debenture – Asphalt base on Main Streets	17-Aug-67
370	Debenture – Waterworks Materials and Looping Extension Lines	17-Aug-67
371	Debenture – Purchase of Half-ton Truck and Grader	17-Aug-67
378	Adoption of 1967 Tax Roll	17-Aug-67
379	Sale of Land to John Sharke – Lot 2, Block 5, Plan 3969ET	31-Aug-67
381	Plebiscite re: Fluoridation	14-Sep-67

Bylaw #	Short Title	Date Passed
382	Appointment of Returning Officer	14-Sep-67
383	Purchase of Curling Rink	28-Sep-67
380	Fluoridation of Water	26-Oct-67
393	Frontage Tax Levy	08-Feb-68
395	Provision for Secretary/Manager and Assistant Secretary/Manager	22-Feb-68
398	Temporary Borrowing Bylaw - \$250,000 for Bylaws 298, 299, 300, 301, 331 and 386	22-Feb-68
399	Sale of Subdivided Land – Birch Grove – Plan 5304NY	14-Mar-68
390	Purchase of Land – Lots 4-14, excluding Lot 7, Block 5, Lots 1-3 & 26-27, Block 2, Plan 5304NY	28-Mar-68
397	Local Improvement Tax Levy – Levy on a Frontage Basis for Bylaws 359, 360, 362 and 375	28-Mar-68
402	Purchase of Land for Subdivision and Resale	09-May-68
408	Order to Rectify Nuisance – Lots 20 & 21, Block 14, Plan 616AO	09-May-68
384	Debenture – Curling Rink	25-Jul-68
386	Debenture – Relocate Water Line	25-Jul-68
411	Temporary Borrowing Bylaw - \$200,000 at 7%	25-Jul-68
412	Debenture – Fire Fighting Equipment	25-Jul-68
417	Expansion of Water Treatment Plant	08-Aug-68
419	Addition to Arena	22-Aug-68
420A	Adoption of 1968 Assessment Roll	22-Aug-68
423	Purchase of Land for Recreational Use	23-Oct-68
466	Purchase of Land for Sewage Lagoon	15-Dec-68
422	Purchase of Tax Recovery Land	17-Dec-68
428	Mill Rate for 1968	17-Dec-68
429	Waterworks, Sewer & Plumbing Control	17-Dec-68
429	Waterworks, Sewer & Plumbing Control	17-Dec-68
432	Tax Arrears for Estate of D. Zimmer	17-Dec-68
431	Temporary Borrowing Bylaw - \$200,000	18-Dec-68
434	Temporary Borrowing Bylaw - \$500,000 at 7%	21-Jan-69
435	Debenture	04-Jun-69
439	Debenture – Waterways Waterworks Extension	18-Jun-69
440	Debenture – Single Family Residence	18-Jun-69
441	Adoption of National Fire Code	18-Jun-69
443	Adoption of 1968 Tax Roll	09-Jul-69
442	Mill Rate for 1969	23-Jul-69
448	Debenture – Sanitary Sewer Treatment Facility	08-Oct-69
449	Debenture - Special Frontage Assessment – Curbs & Gutters	08-Oct-69
450	Debenture – Special Frontage Assessment – Pavement	08-Oct-69
451	Debenture – Special Frontage Assessment - Underground Wiring	08-Oct-69
452	Debenture – Special Frontage Assessment – Curbs & Gutters	08-Oct-69
454	Debenture Amendment – Water Intake in Athabasca	08-Oct-69
455	Debenture Amendment – Water Treatment Plant	08-Oct-69
456	Debenture Amendment – Elevated Water Storage Reservoir	08-Oct-69

Bylaw #	Short Title	Date Passed
457	Debenture Amendment – Causeway	08-Oct-69
458	Debenture Amendment – Causeway	08-Oct-69
460	Debenture – Channel Diversion and Bridge Approach at Saline Creek	08-Oct-69
464	Purchase of Land for Recreational Facilities – Lots 1-29, Block 27, Plan 7904AS	03-Nov-69
463	Debenture – Chemical Feeders and Filter Media	17-Nov-69
467	Temporary Borrowing Bylaw – Capital Expenditures	18-Nov-69
470	Temporary Borrowing Bylaw – Dental Equipment	01-Dec-69
465	Purchase of Land for Recreational Facilities – Lots 14, 16-18, 29, 32-33, Block 27 and Lots 14-15, 22-23, Block 28, Plan 7904	15-Dec-69
474	Temporary Borrowing Bylaw - \$575,000 at 8.5%	19-Jan-70
478	Expropriation of Land for Recreation Facility Expansion	23-Mar-70
479	Expropriation of Land for Recreation Facility Expansion	23-Mar-70
482	Repealing of Temporary Borrowing Bylaw for Looping Water Main	07-Apr-70
484	Purchase of Grader	04-May-70
485	Equipping Dental Office	04-May-70
483	Debenture – Extending and Looping Water System	20-May-70
486	Mill Rate for 1970	17-Jun-70
492	Debenture Amendment	29-Jul-70
493	Debenture Amendment – Waterways Waterworks Extension	29-Jul-70
494	Debenture Amendment – Single Family Residence	29-Jul-70
495	Repealing of Temporary Borrowing Bylaw - \$33,000 for Looping Water Main	29-Jul-70
496	Adoption of 1970 Tax Roll	19-Aug-70
491	Debenture – Covered Swimming Pool	02-Sep-70
488	Debenture – Special Frontage Assessment – Sidewalks, Curbs, Gutters, Paving	21-Sep-70
498	Debenture – 4-unit Housing Project	23-Sep-70
497	Debenture – Repayment of Advances	21-Oct-70
500	Debenture – Purchase of Land for Development	21-Oct-70
499	Road Closure Bylaw	03-Nov-70
489	Debenture – Watermain Extension and Service Connections	24-Nov-70
490	Debenture – Sewer Main Extension and Service Connections	24-Nov-70
503	Grant to Minor Hockey League/Kinsmen Club/Horse & Rodeo Association	15-Dec-70
505	Assessment of Land held for Development	31-Dec-70
506	Purchase of Land for Subdivision	30-Mar-71
507	Temporary Borrowing Bylaw - \$300,000 at 8.5%	06-Apr-71
508	Special Frontage Assessment – Sewer & Sewage Disposal System	27-Apr-71
509	Special Frontage Assessment – Frontage for Water Supply System	27-Apr-71
512	Grant to Community Activities Committee	11-May-71
511	Mill Rate for 1971	25-May-71
515	Debenture – Extending Waterworks to Connect with Waterways	22-Jun-71

Bylaw #	Short Title	Date Passed
516	Debenture – Special Frontage Assessment – Sidewalks, Curbs, Gutters & Paving	22-Jun-71
518	Grant to Bantam Hockey Champion Jackets	22-Jun-71
520	Grant to Cosmopolitan Club	22-Jun-71
521	Adoption of 1971 Tax Roll	13-Jul-71
522	Refund of Taxes – Lot 3, Block 1, Plan 3963ET	13-Jul-71
523	Road Closure Bylaw – Block 1, Plan 1268NY	13-Jul-71
524	Elimination of Voters' List	22-Jul-71
528	Grant to Kinsmen Club	24-Aug-71
527	Debenture – Artificial Ice Plant, Cement Floor Arena and Curling Rink	28-Sep-71
530	Cancellation of Arrears	12-Oct-71
531	Grant to Chamber of Commerce	02-Nov-71
538	Road Closure Bylaw - Block 15, Plan 616AO, abutting Lots 1-4 and 22-25	08-Feb-72
514	Road Closure Bylaw – Part of RL 11	22-Feb-72
540	Temporary Borrowing Bylaw - \$500,000 at 7%	22-Feb-72
534	Debenture – Interceptor Sewer Main Extension	28-Mar-72
535	Debenture – Paving of Waterways Road	28-Mar-72
542	Mill Rate for 1972	25-Apr-72
536	Debenture – Preliminary Engineering, Geotechnical Investigation, Topographic, Mapping, Coordinate Base System	11-Jul-72
547	Debenture – Special Frontage Assessment – Waterworks System Extension	15-Aug-72
548	Debenture – Special Frontage Assessment – Domestic Sewer System Extension	15-Aug-72
549	Debenture – Special Frontage Assessment – Storm Sewer System	15-Aug-72
552	Grant to Kinsmen Club	15-Aug-72
554	Adoption of 1972 Tax Roll	22-Aug-72
553	Road Closure Bylaw – Plan 7518AK, Block 8, Lots 1-7 and 12-18	12-Sep-72
556	Supplementary Improvement Assessment	19-Sep-72
568	Debenture – Trunk Force Main and Lift Station	19-Dec-72
573	Grant to Chamber of Commerce	23-Jan-73
557	Purchase of Land	06-Mar-73
558	Purchase of Land – Lots 4 & 30, Block 28, Plan 7904AS	06-Mar-73
576	Debenture – Water Storage Reservoir, Upgrading Treatment Plant, Construction of Feeder Main	03-Apr-73
577	Debenture – Street Improvement Programs	10-Apr-73
584	Grant to Fort McMurray Minor Hockey	01-May-73
588	Adoption of 1973 Tax Roll	15-May-73
582	Mill Rate for 1973	29-May-73
592	Grant to Kinsmen Club	10-Jul-73
600	Temporary Borrowing Bylaw - \$990,000 at 8%	02-Oct-73
593	Road Closure Bylaw – Lot 17, Block 6, Plan 616AO	23-Oct-73
603	Off-Site Levy Bylaw	13-Nov-73
606	Authorize Water Supply Main Construction	27-Nov-73

Bylaw #	Short Title	Date Passed
601	Debenture – Extension to Water Supply and Treatment	08-Jan-74
604	Road Closure Bylaw – River Lot 21 – Clearwater Drive	12-Mar-74
611	Provision for Discounts on Prepayment of Taxes	12-Mar-74
613	Temporary Borrowing Bylaw - \$500,000 at 9.5%	25-Mar-74
610	Off-Site Levy Bylaw – Levies on Undeveloped land owned by AHC	26-Mar-74
598	Debenture – Sanitary Outfall Main and Lagoon	23-Apr-74
599	Debenture – Sanitary Sewer Outfall Main	23-Apr-74
602	Debenture – Fire Hall	23-Apr-74
617	Debenture – Refinancing of Capital Debt	28-May-74
590	Road Closure – NTCL Yards	25-Jun-74
616	Road Closure Bylaw – King Street	09-Jul-74
619	Road Closure Bylaw – Highway 63 – Tolen Drive	20-Aug-74
620	Mill Rate for 1974	20-Aug-74
627	Provision for Numbering Streets, Avenues and Houses	20-Aug-74
628	Adoption of 1974 Tax Roll	20-Aug-74
630	Road Closure Bylaw Amendment – Lot 17, Block 6, Plan 616AO	27-Aug-74
626	Debenture Amendment – Fire Hall	10-Sep-74
618	Debenture – Fire Hall	15-Oct-74
642	Temporary Borrowing Bylaw - \$1,900,000 at 11.5%	15-Oct-74
631	Debenture – MacDonald Island Recreation Centre	22-Oct-74
632	Debenture – Traffic Control Lights	22-Oct-74
633	Debenture – Fire Equipment	22-Oct-74
634	Debenture – Sanitary Landfill	22-Oct-74
635	Debenture – Water Treatment Plant	22-Oct-74
636	Debenture – Public Works Improvements	22-Oct-74
637	Debenture – Purchase of Serviced Mobile Home Lots	22-Oct-74
648	Registration of Mobile Homes	12-Nov-74
652	Levies on Land Owned by A.R.C.L.	10-Dec-74
638	Zoning Bylaw	14-Jan-75
641	Road Closure Bylaw – RL 34-35 – Thickwood Heights Area	14-Jan-75
705	Temporary Borrowing Bylaw - \$500,000 at Current Rate	24-Feb-75
644	Road Closure Bylaw – Fitzgerald, Marshall, King, Donovan	25-Feb-75
643	Road Closure Bylaw – Royal Bank	11-Mar-75
656	Temporary Borrowing Bylaw - \$1,000,000 at Current Rate	11-Mar-75
659	Amendment to Levies on Undeveloped Land Owned by AHC	08-Apr-75
651	Debenture – Sewer System Extensions and Enlargement of Pumping	22-Apr-75
662	Debenture Amendment – Fire Hall	20-May-75
657	Debenture – Water Storage reservoir, Upgrading Water Treatment Plant, Construction of Feeder Main	15-Jul-75
664	Debenture – Sanitary Sewage Disposal Programme 1975/76	29-Jul-75
668	Mill Rate for 1975	16-Sep-75
658	Debenture – Central Area Trunk Sanitary Sewer, East Trunk Sanitary Sewer, Temporary Booster Station	23-Sep-75

Bylaw #	Short Title	Date Passed
691	Debenture Amendment – Sewer System Extensions and Enlargement of Pumping	21-Oct-75
673	Debenture – Garbage Packers	28-Oct-75
676	Debenture – Grader	28-Oct-75
677	Debenture – Traxcavator	28-Oct-75
679	Debenture – Fire Halls 2 & 3	28-Oct-75
683	Debenture – Annex III	28-Oct-75
687	Debenture – Fire Equipment	28-Oct-75
669	Road Closure Bylaw – Silver Springs – Thickwood	18-Nov-75
666	Debenture – Storm Sewer on Hardin Street and Clearwater Court	02-Dec-75
699	Temporary Borrowing Bylaw - \$2,050,000 at Current Rate	16-Dec-75
672	Debenture – Traffic Control Lights	06-Jan-76
675	Debenture – School Grounds at Peter Pond and St. John's Schools	06-Jan-76
700	Debenture Amendment – Water Storage Reservoir, Upgrading Treatment Plant, Construction of Feeder Main	13-Jan-76
686	Debenture – Upgrading Water System	10-Feb-76
674	Debenture – Hydrants	17-Feb-76
702	Debenture – Sanitary Sewer Force Main from Snye across Athabasca	17-Feb-76
704	Debenture Amendment – Storm Sewer Extension	17-Feb-76
671	Debenture – Area 2 Arena	24-Feb-76
688	Debenture – Area 2 Arena	24-Feb-76
708	Temporary Borrowing Bylaw - \$1,000,000 at Current Rate	16-Mar-76
690	Road Closure Bylaw – Block 11, Plan 6344AY – Franklin, King, Manning	30-Mar-76
698	Road Closure Bylaw – Silver Springs – Thickwood	13-Apr-76
711	Debenture Amendment – Garbage Packers	27-Apr-76
372	Purchase of Land – NE ¼ 11-89-9-W4M	25-May-76
692	Debenture – MacDonald Island Recreation Centre	13-Jul-76
709	Road Closure Bylaw – Silver Springs - Thickwood	27-Jul-76
713	Debenture – 1967 Curb, Gutter and Paving	27-Jul-76
717	Debenture – School Grounds at Beacon Hill, Thickwood & Clearwater	27-Jul-76
715	Debenture – Land for Civic Centre	10-Aug-76
732	Court of Revision Bylaw	21-Sep-76
718	Closure of Public Highway – Area 1 Government Road Allowance	12-Oct-76
735	Mill Rate for 1976	12-Oct-76
373	Sale of Land – Lot 17, Block 16, Plan 616AO	26-Oct-76
737	Assessment & Taxation of Educational Institutions	26-Oct-76
740	Adoption of 1975 Tax Roll	26-Oct-76
741	Adoption of 1976 Tax Roll	09-Nov-76
742	Road Closure Bylaw Amendment – Silver Springs – Thickwood Heights	09-Nov-76
748	Debenture Amendment – Land for Civic Centre	04-Jan-77
749	Road Closure Bylaw Amendment – Area 1 Government Road Allowance	11-Jan-77
745	Debenture Amendment – Trunk Force Main and Lift Station	08-Feb-77
752	Road Closure Bylaw - Rookery Bay, Rock Bay – Area 5	15-Mar-77
755	Court of Revision Bylaw Amendment	29-Mar-77

Bylaw #	Short Title	Date Passed
730	Closure of Public Highway – McLennan Road Area	12-Apr-77
767	Temporary Borrowing Bylaw - \$2,000,000 for Interim Financing	28-Jun-77
765	Mill Rate for 1977	12-Jul-77
781	Road Closure Bylaw Amendment – Fitzgerald, Marshall, King, Donovan	26-Jul-77
771	Debenture – 1977 Street Improvements	27-Jul-77
772	Debenture - Machinery	27-Jul-77
774	Debenture – Cemetery Construction	27-Jul-77
775	Debenture – Public Works facilities	27-Jul-77
776	Debenture – Phase I MacDonald Island Complex	27-Jul-77
777	Debenture – Waterways N.I.P. Program	27-Jul-77
779	Debenture – Thickwood Heights Arena	27-Jul-77
780	Debenture – Paving Beacon Hill Arena Parking Lot	27-Jul-77
782	Debenture – Paving Beacon Hill Arena Parking Lot	13-Sep-77
788	Road Closure Bylaw Amendment – Rookery Bay & Rock Bay	27-Sep-77
791	Road Closure Bylaw Amendment – Royal Bank	25-Oct-77
795	Adoption of 1977 Tax Roll	22-Nov-77
800	Temporary Borrowing Bylaw - \$1,000,000 for Interim Financing	20-Dec-77
769	Road Closure Bylaw – Portion of Marshall Street	24-Jan-78
801	Temporary Borrowing Bylaw - \$4,000,000 for Interim Financing	24-Jan-78
806	Adoption of 1975 Tax Roll (with exceptions)	21-Feb-78
808	Debenture Amendment – Amendment of Repayment of Debentures	07-Mar-78
809	Amending Appoint of Municipal Secretary & Treasurer	07-Mar-78
816	Debenture Amendment – Amending Bylaws 770 through 780	04-Apr-78
815	Debenture – Computer Hardware and Software	18-Apr-78
794	Road Closure Bylaw – NE & SW Lan3, Block 6, Plan 616AO	16-May-78
804	Road Closure Bylaw – Block 5, Plan 6344AY, Lots 13 & 22	30-May-78
828	Temporary Borrowing Bylaw - \$7,124,000	18-Jul-78
831	Debenture Amendment – MacDonald Island Recreation Complex	22-Aug-78
835	Minimum Maintenance Standards Bylaw	10-Oct-78
821	Road Closure Bylaw – Plan 3595NY, Lots A&B Area 1	17-Oct-78
836	Debenture – Police Facilities	17-Oct-78
839	Mill Rate for 1978	17-Oct-78
842	Temporary Borrowing Bylaw - \$7,646,600 for Current Expenditures	17-Oct-78
829	Road Closure Bylaw - Greeley	14-Nov-78
854	Debenture – Oversizing of Water Reservoir and Main Lines – Abasand	09-Jan-79
862	Temporary Borrowing Bylaw - \$8,000,000 for Current Expenditures	09-Jan-79
853	Debenture – Purchase of Vehicles and Small Equipment	23-Jan-79
863	Establishment of a Recreation & Cultural Board	23-Jan-79
866	Recreation & Cultural Board Bylaw Amendment	06-Feb-79
868	Debenture Amendment – Sanitary Sewage Disposal Programme – 1975/76	06-Mar-79
847	Debenture – Construction of Abasand Heights Community School	17-Apr-79
848	Debenture – Abasand Heights School Grounds and Wading Pool	17-Apr-79
852	Debenture – Purchase of Furniture and Miscellaneous Equipment	17-Apr-79

Bylaw #	Short Title	Date Passed
851	Debenture – Purchase of Equipment	08-May-79
869	Road Closure Bylaw Amendment – Young Motors Area	08-May-79
884	Debenture Amendment – Abasand Heights School Grounds and Wading Pool	12-Jun-79
885	Debenture Amendment – Construction of Abasand Heights Community School	12-Jun-79
886	Special Frontage Assessment – Curbs, Gutters, Paving	19-Jun-79
887	Debenture Amendment – Cemetery Construction	24-Jul-79
888	Mill Rate for 1979	07-Aug-79
872	Debenture – Consumable Furniture, Equipment, Tools, etc.	11-Sep-79
873	Debenture – Major Equipment, Vehicles, Computer Software	11-Sep-79
874	Debenture – Improvements on Town-Owned Properties	11-Sep-79
875	Debenture – Street Improvement Programme	11-Sep-79
850	Debenture – Landscaping, Fencing and Park Development	18-Sep-79
877	Debenture – Raw Water Reservoir Repair	06-Nov-79
876	Debenture – Facility Upgrading Programme	13-Nov-79
878	Debenture – Completion of Thickwood Heights Arena	20-Nov-79
903	Adoption of 1979 Assessment Roll	18-Dec-79
910	Temporary Borrowing Bylaw - \$8,000,000	05-Feb-80
900	Road Closure Bylaw – Pleasant Drive and Walkway – Block 32, Sub-Plan 1347TR	04-Mar-80
913	Road Closure Bylaw – Block 27, Plan 772 2544	05-Aug-80
914	Road Closure Bylaw – High Avenue, Waterways	05-Aug-80
941	Repealing Debenture Bylaw – Improvements to Dr. Clark and Fr. Turcotte School Grounds	05-Aug-80
928	Mill Rate for 1980	08-Aug-80
934	Debenture – Completion of Recreational, Cultural, Educational Facilities	08-Aug-80
930	Debenture – rehabilitation of Lower Townsite Phase II	19-Aug-80
932	Debenture – Purchase of Furniture, Equipment, Vehicles and Tools	19-Aug-80
938	Debenture – Improvements to Water Supply	19-Aug-80
939	Debenture – Construction, Improvements and Repairs to Town Property	19-Aug-80
940	Debenture – Sewer Facility Improvements	19-Aug-80
1001	Debenture Amendment – Rehabilitation of Lower Townsite – Phase II	19-Aug-80
929	Debenture – Land Purchase	26-Aug-80
918	Road Closure Bylaw – Dickinsfield	07-Oct-80
924	Road Closure Bylaw – Gordon Avenue / King Street Area	04-Nov-80
949	Sale of Lot 11, Block 5, Plan 3969ET	18-Nov-80
953	Road Closure Bylaw – Timberline Drive – Area G	18-Nov-80
952	Road Closure Bylaw – Government Road Allowance in RL 37	09-Dec-80
955	Road Closure Bylaw – Waterways Area	16-Dec-80
956	Temporary Borrowing Bylaw - \$9,000,000 for Current Expenditures	05-Jan-81
957	Adoption of Crest for City of Fort McMurray Fire Dept.	20-Jan-81
960	Adoption of 1980 Assessment Roll	03-Feb-81

Bylaw #	Short Title	Date Passed
961	Repealing Franchise Agreement Amendment for Power and Water Supply	03-Feb-81
976	Temporary Borrowing Bylaw Amendment – Increase to \$15,000,000	07-Apr-81
927	Bus Service Agreement – Leonard Williams Holdings Ltd.	14-Apr-81
980	Business Assessment Bylaw	28-Apr-81
997	Mill Rate for 1981	07-Jul-81
1000	Debenture Amendment – Land Purchase	21-Jul-81
946	Debenture – Golf Course Improvements	04-Aug-81
990	Debenture – Rehabilitation of Lower Townsite – Phase III	04-Aug-81
1007	Repealing Debenture Bylaw – Construction of Daycare Centre	15-Sep-81
996	Bus Service Agreement with Leonard Williams Holdings Ltd.	24-Nov-81
1008	Adoption of 1981 Assessment Roll	24-Nov-81
1009	Repealing Debenture Bylaw – Construction/Completion of Dickinsfield Community School	24-Nov-81
1010	Debenture Amendment – School Grounds at Beacon Hill, Thickwood and Clearwater	24-Nov-81
1012	Road Closure Bylaw Amendment – Government Road Allowance in River Lot 37	08-Dec-81
1013	Temporary Borrowing - \$16,000,000	15-Dec-81
1014	Road Closure Bylaw – Waterways Area – Pine Road, Ptarmigan Drive SW, Ptarmigan Way, Block 25-27, Plan 1347TR	15-Dec-81
992	Debenture – School Grounds Development	02-Feb-82
1019	Mill Rate for 1982	27-May-82
988	Debenture – Fire Pumper and Medic Unit	01-Jun-82
989	Debenture – Hospital Street Improvements	22-Jun-82
993	Debenture – Construction of Thickwood Community School, Phase II	22-Jun-82
1018	Debenture – Construction of Thickwood Community School – Phase III	22-Jun-82
1028	Debenture Amendment – Amend Interest Rates for Various Debentures	22-Jun-82
1030	Debenture Amendment – Paving of Beacon Hill Arena Parking Lot	20-Jul-82
1031	Repealing Debenture Bylaw – Rehabilitation of Lower Townsite, Engineering Studies and Geotechnical	20-Jul-82
1032	Debenture – Hospital Street Improvements	20-Jul-82
1033	Debenture Amendment – Construction of Thickwood Community School Phase II	20-Jul-82
1034	Debenture Amendment – Construction of Thickwood Community School – Phase III	20-Jul-82
1036	Debenture Amendment – School Grounds Development	24-Aug-82
1044	Adoption of 1982 Assessment Roll	21-Dec-82
83/1	Temporary Borrowing	04-Jan-83
83/5	Debenture Amendment – 1977 Street Improvements	14-Jan-83
83/2	Repealing Debenture Bylaws 714, 716, 724, 770, 773, 849, 856, 847 & 991	01-Feb-83
83/9	Repealing Police Commission Bylaw	05-Apr-83

Bylaw #	Short Title	Date Passed
MO 422/83	Land Use Order Amendment – Plan 792 0314, Block 7, Lots 2-3, from HR to HI	03-May-83
83/13	Mill Rate for 1983	21-Jun-83
83/10	Transportation System Bylaw	21-Jun-83
83/15	Mutual Aid Agreement	02-Aug-83
83/16	Road Closure Bylaw – Morrison Street – Block 2, Plan 1989	06-Sep-83
83/18	Repeal of bylaw defining duties and powers of Chairman of Board of Administrators	20-Sep-83
83/25	Adoption of 1983 Assessment Roll	15-Nov-83
83/31	Road Closure Bylaw – Silin Forest Road	20-Dec-83
83/30	Temporary Borrowing	20-Dec-83
83/23	Bus Service Agreement Amendment – Leonard Williams Holdings Ltd.	07-Feb-84
84/1	Debenture – Franklin Avenue Reconstruction Stage 1	15-May-84
84/6	Mill Rate for 1984	19-Jun-84
84/9	Temporary Borrowing Bylaw Amendment	03-Jul-84
84/10	Debenture – Beacon Hill Arena Capital Remedial Works Stage 2	10-Jul-84
84/13	Debenture – Additional Funds to complete Beacon Hill Arena Capital Remedial Works Stage 2	28-Aug-84
84/22	Adoption of 1984 Assessment Roll	02-Nov-84
84/19	Road Closure Bylaw – Gordon Avenue/King Street Area	06-Nov-84
84/27	Temporary Borrowing Bylaw	18-Dec-84
84/20	Debenture – Spruce Valley Ski Hill Construction	18-Dec-84
85/1	Road Closure Bylaw Amendment – Waterways Area	22-Jan-85
85/7	Agreement for Maintenance/Management/Lease of Buses	02-Apr-85
85/17	Mill Rate for 1985	28-May-85
85/21	Debenture – Timberline Watermain Rehabilitation Program	11-Jun-85
85/20	Debenture – MacDonald Island Roadway and Parking Lot Improvements	11-Jun-85
85/19	Temporary Borrowing Bylaw Amendment	11-Jun-85
85/29	Debenture – Franklin Avenue Reconstruction Stage II – Shallow Utilities Relocation	16-Jul-85
85/23	Debenture – Spruce Valley Ski Society	16-Jul-85
85/22	Debenture – Fort McMurray Family Y Thickwood Heights Facility	16-Jul-85
85/39	Debenture – Mobile Equipment Vehicles	01-Oct-85
85/37	Adoption of 1985 Assessment Roll	01-Oct-85
85/36	Road Closure Bylaw – Block 12, Plan 6175NY Lane and Corner Cut-off, River Lot 18, Fort McMurray Settlement	01-Oct-85
85/41	Debenture – Father Patrick Mercredi School Ground Development	15-Oct-85
MO 361/85	Supplementary Assessment of Improvements	22-Oct-85
MO 461/85	Green Area - Hamlet & Rural Area Land Policy	04-Nov-85
85/40	Debenture – MacDonald Island Park Society Golf Course Renovations Phase 1	05-Nov-85
85/35	Police Commission Bylaw	05-Nov-85
85/43	Road Closure – Block 17, Plan 616AO	19-Nov-85
85/49	Temporary Borrowing Bylaw	03-Dec-85

Bylaw #	Short Title	Date Passed
86/06	Debenture – Mobile Equipment Fleet Replacement	06-May-86
86/08	Debenture – Franklin Avenue Reconstruction Stage II, Pond & Poplar Crescent	20-May-86
86/07	Temporary Borrowing Bylaw Amendment – Operating Expenditures	20-May-86
MO 297/86	Appointment of Assessor – Doug McLennan	04-Jun-86
86/14	Mill Rate for 1986	10-Jun-86
86/15	Debenture Amendment – Mobile Equipment Vehicles	17-Jun-86
MO 377/86	Nuisance Abatement Order	11-Jul-86
86/25	Debenture Amendment – Franklin Avenue Reconstruction	15-Jul-86
86/22	Debenture – Ross Haven/Timberline Watermain Replacement Program, Phase 1	22-Jul-86
86/21	Debenture – 1986 Local Improvement Program, Gutter, Sidewalks and Storm Sewer	22-Jul-86
MO 420/86	Nuisance Abatement Order – Enforcement Authorization	06-Aug-86
MO 428/86	Control of Sale of Liquor on Election Day	12-Aug-86
86/27	Debenture Amendment – 1986 Local Improvement Program	26-Aug-86
86/26	Debenture – Street Lighting Conversion	02-Sep-86
86/33	Adoption of 1986 Assessment Roll	18-Nov-86
86/38	Police Commission Bylaw Amendment	02-Dec-86
87/2	Temporary Borrowing Bylaw – Operating Expenditures and City Obligations	06-Jan-87
87/11	Debenture – 1987 Local Improvement Program	27-May-87
87/10	Debenture – Ross Haven/Timberline Watermain Replacement Program, Phase II	27-May-87
87/12	Mill Rate for 1987	05-Jun-87
87/18	Debenture – Pressure Reducing Valve Program	18-Aug-87
87/17	Debenture – Cathodic Protection Program	18-Aug-87
87/26	Temporary Borrowing	21-Dec-87
88/8	Borrowing Bylaw – current operating expenditures and obligations	01-Mar-88
88/9	Business Tax Bylaw Amendment – providing for assessment and taxation of trades, business and professions	18-Apr-88
88/12	Borrowing Bylaw Amendment – Current Operating expenditures and obligations	16-May-88
88/15	1988 Tax Rate Bylaw	14-Jun-88
88/20	Debenture Amendment – 1987 Local Improvement Program	20-Jun-88
88/18	Debenture – Franklin Avenue Reconstruction Stage III	20-Jun-88
88/17	Debenture – Timberline/Ross Haven Watermain Replacement	20-Jun-88
88/23	Debenture Amendment – Timberline/Ross Haven Watermain Replacement	19-Jul-88
88/22	Debenture Amendment – Pressure Reducing Valve Program	19-Jul-88
88/21	Debenture – 1988 Local Improvement Program	19-Jul-88
88/29	Debenture – Mobile Equipment Fleet Replacement	23-Aug-88
88/25	Debenture – Franklin Avenue Reconstruction Stage III	23-Aug-88
88/24	Debenture – 1988 Capital Projects	23-Aug-88

Bylaw #	Short Title	Date Passed
88/31	Debenture – Abasand Improvement Program	06-Sep-88
88/30	Debenture Amendment – Franklin Avenue Reconstruction Stage III	06-Sep-88
88/26	Debenture – Cemetery Design & Construction	06-Sep-88
88/39	Debenture Amendment – Special Frontage Assessment	01-Nov-88
88/40	Debenture Amendment – Cathodic Protection Program	21-Nov-88
88/46	Temporary Borrowing Bylaw – Current operating expenditures and obligations	19-Dec-88
88/45	Debenture – Ambulance Chassis	19-Dec-88
88/28	Curfew Bylaw	19-Dec-88
89/2	Debenture – Abasand Drive Slide III	17-Jan-89
89/1	1986 Local Improvement Program Amendment – Special Frontage Assessment	17-Jan-89
MO 128/89	Land Use Order Amendment – Plan 792 0314, Block 10, Lot 4 from HR to HI	01-Mar-89
89/14	1989 Tax Rate Bylaw	06-Jun-89
89/18	Adoption of 1988 Assessment Roll	19-Jun-89
89/23	Debenture – Gregoire Drive Rehabilitation	04-Jul-89
89/22	Debenture – Transit Fleet Replacement	04-Jul-89
89/21	Debenture – Valve Replacement Program	04-Jul-89
89/20	Debenture – Construction of Cemetery Roadway & Landscaping	04-Jul-89
89/19	Debenture – Local Improvement Project – Penhorwood Street	04-Jul-89
89/25	Debenture Amendment – Local Improvement – Penhorwood Street	31-Jul-89
89/24	Debenture Amendment – Construction of Cemetery Road & Landscaping	31-Jul-89
89/27	Debenture – Capital Bridge Maintenance	21-Aug-89
89/32	Debenture Amendment – Replacement of Schedules A, B & C	03-Oct-89
89/17	Northwestern Utilities Contract Renewal	03-Oct-89
89/33	Road Closure Bylaw – Plan 7518AK, Block 7, All of Lane	07-Nov-89
MO 748/89	Remuneration & Expenses Payable to Board/Committee Members	04-Dec-89
89/39	Adoption of 1989 Assessment Roll	18-Dec-89
90/3	Borrowing Bylaw – current expenditures and obligations	09-Jan-90
90/6	Various Bylaw Amendments	06-Feb-90
90/11	Debenture – Purchase of Handicapped Bus and Tractor w/Flail Mower	19-Mar-90
90/17	Debenture – Transit Fleet Replacement	22-May-90
90/16	Business Tax Bylaw Amendment	22-May-90
90/14	Economic Development Board Bylaw	22-May-90
90/18	1990 Tax Rate Bylaw	08-Jun-90
90/22	Business Tax Bylaw Amendment	18-Jun-90
90/21	Debenture – Mobile Fleet Replacement	18-Jun-90
90/20	Debenture – Abasand Drive Improvements (Resurfacing)	18-Jun-90
90/19	Debenture – Alberta Drive Rehabilitation	18-Jun-90
90/26	Debenture – Construction of 1990 Watermain Replacement	16-Jul-90
90/25	Debenture – Abasand Heights Sewer Service Replacement	16-Jul-90
90/24	1990 BRZ Tax Bylaw	16-Jul-90
90/30	Debenture Amendment – 1990 Watermain Replacement	04-Sep-90

Bylaw #	Short Title	Date Passed
90/29	Debenture Amendment – Abasand Heights Sewer Service Replacement	04-Sep-90
90/27	Debenture – 1990 Mobile Equipment Replacement/Addition Program	04-Sep-90
MO 615/90	Remuneration & Expenses Payable to Boards and Committee Members	24-Sep-90
90/34	Debenture Amendment – Local Improvement Amendment	06-Nov-90
90/33	Debenture Amendment – Clearwater Crescent Laneway Local Improvement	06-Nov-90
90/32	Road Closure bylaw – SW part of the NW Boundary of Lot 1, Block 1, Plan 4224NY	06-Nov-90
90/37	Borrowing Bylaw – Current Operating expenditures and obligations	06-Dec-90
90/39	Debenture Amendment – Local Improvement – Franklin/Mills Laneway	17-Dec-90
90/38	Debenture – Fire Pumper Truck Replacement	17-Dec-90
MO 038/91	Conklin Volunteer Fire Brigade – Appointment of Fire Chief and Deputy Fire Chief	15-Jan-91
MO 058/91	Travel/M meal Expenses Payable	30-Jan-91
91/1	Adoption of 1990 Assessment Roll	05-Feb-91
91/3	Debenture – Local Improvement – King/Marshall Street Laneway	05-Mar-91
91/2	Debenture – Replacement Ambulance	18-Mar-91
MO 303/91	Election - Nomination Papers	15-Apr-91
91/6	Debenture Amendment – Local Improvement – King Street/Marshall Street	15-Apr-91
91/11	Debenture – 1991 Capital Equipment Purchases	21-May-91
91/10	Debenture – 1991 Transit Fleet Replacement	21-May-91
91/9	Debenture – 1991 Transit Bus Retrofit Program	21-May-91
91/12	1991 Tax Rate Bylaw	29-May-91
91/13	Debenture – 1991 Capital Equipment Purchases	04-Jun-91
91/16	Debenture – 1991 Watermain Replacement Program	17-Jun-91
91/15	Debenture – Rehabilitation of Cell 1, Stream 1, Sewage Lagoon	17-Jun-91
91/14	Debenture – 1991 Cathodic Protection Program	17-Jun-91
91/24	Debenture – Highway 63/King Street/Tolen Drive Intersection Rehabilitation	15-Jul-91
MO 600/91	Conklin Community Services Committee – Appointment of Members	25-Jul-91
91/26	Debenture – 1991 Watermain Replacement Program Extension	23-Aug-91
91/25	Debenture – 1990 & 1991 Capital Bridge Maintenance	23-Aug-91
91/18	Road Closure – All roads within Block 1, Plan 802 1827	03-Sep-91
91/34	Debenture – Spruce Valley Ski Hill Slope Stabilization	05-Nov-91
91/35	Debenture – Highway 63/King Street/Tolen Drive Intersection Rehabilitation	18-Nov-91
91/44	Adoption of 1991 Assessment Roll	16-Dec-91
91/43	Borrowing Bylaw – Current operating expenditures and obligations	16-Dec-91
91/42	Debenture – 1991 Capital Equipment Purchase	16-Dec-91
MO 897/91	Land Use Order Amendment – Plan 852 1969 – to allow keeping of horses	17-Dec-91
92/2	Debenture Amendment – Special Frontage Assessment	18-Feb-92
MO 273/92	Establish Ad Hoc Committees and Appointment of Members	19-Mar-92

Bylaw #	Short Title	Date Passed
MO 110/92	Policies on Roles & Responsibilities	30-Mar-92
MO 336/92	Anzac Community Services Committee – Appointment of Members	31-Mar-92
MO 466/92	Completion of Assessment Roll	08-May-92
92/6	Debenture – Rehabilitation of Rescue Truck	19-May-92
92/13	1992 Tax Rate Bylaw	02-Jun-92
92/9	Debenture – 1992 Mobile Equipment Purchases	02-Jun-92
92/14	Debenture – 1992 Transit Fleet Replacement	15-Jun-92
MO 605/92	Appointment of Returning Officer	23-Jun-92
MO 638/92	Land Use Order Amendment – SW ¼ 26-88-9-W4M – Provisions for urban expansion district to allow greenhouses, tree nursery and caretaker's residence	25-Jun-92
MO 687/92	Electoral Boundaries	16-Jul-92
MO 751/92	Establishment of Hospital Boundaries	25-Aug-92
MO 733/91	Travel/Meal Expenses Payable to Board/Committee Members	16-Oct-92
92/32	Debenture Amendment – Local Improvement – Laneway between King Street/Marshall Street	01-Dec-92
92/28	Road Closure Bylaw – Plan 792 2412, Block 26; Plan 772 2544, Block 26, Plan 812 2231, Block 26	01-Dec-92
92/33	Borrowing Bylaw – current operating expenditures and obligations	21-Dec-92
MO 1195/92	Adoption of 1992 Assessment Roll	29-Dec-92
93/2	Debenture – Local Improvement – Laneway – King/Marshall Street	18-Jan-93
93/7	Adoption of 1992 Assessment Roll	16-Feb-93
MO 607/93	Delegation of Authority	17-Feb-93
93/9	Water & Sewer Rates Bylaw Amendment – Fee Schedule	02-Mar-93
93/8	Debenture – Special Frontage Assessment	02-Mar-93
93/3	Taxi Bylaw	15-Mar-93
MO 676/93	Delegation of Authority	02-Apr-93
MO 680/93	Land Surface Conservation & Reclamation Council – Appointment of Members	13-Apr-93
93/14	Debenture – West Thickwood Heights Sanitary Sewer Upgrade	25-May-93
93/16	1993 Tax Rate Bylaw	27-May-93
MO 165/93	Transfer of Funds from ID Trust/Capital Reserve to Anzac Second Access Reserve	23-Aug-93
93/24	Debenture – Athabasca Avenue Rehabilitation	24-Aug-93
93/26	Debenture – Local Improvement – Main Street Laneway	14-Sep-93
93/32	Debenture Amendment – Special Frontage Assessment	28-Sep-93
93/28	Taxi Bylaw Amendment	28-Sep-93
93/27	Road Closure Bylaw - Plan 198AS, Block 2	28-Sep-93
MO 196/93	Appointment of Development Officers	30-Sep-93
93/34	Repealing of Community Services Advisory Board Bylaw	12-Oct-93
93/37	Debenture – 1993 Transit Bus Retrofit	26-Oct-93
93/44	Road Closure Bylaw Amendment – Plan 6175NY, Block 12; Plan 6344AY, Block 12	16-Dec-93
93/42	Borrowing Bylaw – current operating expenditures and obligations	16-Dec-93

Bylaw #	Short Title	Date Passed
93/40	Board/Committee Bylaw Amendments	16-Dec-93
MO 378/93	Adoption of Assessment Roll	23-Dec-93
94/2	Water & Sewer Rates Bylaw Amendment	11-Jan-94
MO 046/94	Appointment of Assessors	14-Jan-94
94/1	Taxi Bylaw Amendment	25-Jan-94
MO 058/94	Delegation of Authority	31-Jan-94
MO 059/94	Delegation of Authority	31-Jan-94
94/6	Debenture – 1994 Computer Purchase	22-Mar-94
94/5	Adoption of 1993 Assessment Roll	22-Mar-94
94/8	Debenture – 1994 Transit Bus Retrofit	26-Apr-94
93/22	Electric Power Supply Bylaw – Agreement with Alberta Power	10-May-94
94/13	1994 Tax Rate Bylaw	24-May-94
94/10	Debenture – 1994 Watermain Replacement Program	24-May-94
MO 226/94	Grant to Athabasca Tribal Corporation for construction of Gregoire West Sewage Lagoon	30-May-94
94/14	Debenture – 1994 Cathodic Protection Program	14-Jun-94
MO 198/94	1994 Requisition Limiting Regulation	21-Jun-94
94/25	Debenture – Local Improvement – Waterways Street Upgrading	28-Jun-94
94/24	Debenture – Local Improvement – Marshall Street Improvements	28-Jun-94
94/28	Debenture – 1994 Highway 63 Surface Rehabilitation	12-Jul-94
94/23	Debenture – 1994 MacKenzie Boulevard Rehabilitation	12-Jul-94
94/22	Debenture – Sanitary Sewer Lagoon	12-Jul-94
94/21	Debenture – 1993 Beacon Hill Drive Rehabilitation	12-Jul-94
94/20	Debenture – Centralized Public Works Facility Construction	12-Jul-94
94/19	Road Closure Bylaw – Plan 832 2683 – All of Road Widening	12-Jul-94
94/18	Road Closure Bylaw – Plan 6344AY, Block 11	12-Jul-94
MO 276/94	Appointment of Advisory Council Members – Fort McMurray	15-Jul-94
94/30	Debenture – 1994 Watermain Replacement Program	09-Aug-94
MO 265/94	Transfer of Funds from Capital Reserve to ID Trust for Saprae Creek Fire Dept.	06-Sep-94
MO 335/94	Transfer of Funds from Capital Reserve to ID Trust	15-Sep-94
MO 333/94	1994 Mill Rates	20-Sep-94
MO 345/94	Transfer of Funds from ID Trust to Capital Reserve	30-Sep-94
MO 346/94	Transfer of Funds from ID Trust to Capital Reserve	05-Oct-94
MO 360/94	Formation and Maintenance of Reserve Funds (Fort McMurray Region)	14-Oct-94
94/36	Debenture Amendment – Standard and Special Frontage Assessment	08-Nov-94
94/35	Debenture Amendment – Special Frontage Assessment	08-Nov-94
MO 400/94	Name Change of Various Capital Reserves	12-Dec-94
MO 401/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 402/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 403/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94

Bylaw #	Short Title	Date Passed
MO 404/94	Transfer of Funds from ID Trust to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 405/94	Transfer of Funds from Rural Fort McMurray Area General Capital Reserve to Rural Fort McMurray Area Water Reserve	12-Dec-94
MO 406/94	Transfer of Funds from Rural Fort McMurray Area General Capital Reserve to Rural Fort McMurray Area Transportation Reserve	12-Dec-94
MO 407/94	Transfer of Funds from Anzac Second Access Road Reserve to Rural Fort McMurray Area Transportation Reserve	12-Dec-94
MO 408/94	Transfer of Funds from Rural Fort McMurray General Capital Reserve to Rural Fort McMurray Area Fire Reserve	12-Dec-94
94/41	Adoption of 1994 Assessment Roll	13-Dec-94
94/40	Debenture – 1995 Telephone System	13-Dec-94
94/39	Debenture – 1995 City Hall Renovation	13-Dec-94
95/1	Short-Term Borrowing Bylaw – current operating expenditures and obligations	10-Jan-95
FM 19-94	To adopt the Sapræ Creek Area Structure Plan	01-Feb-95
MO 167/95	1994 Assessment Roll	17-Mar-95
MO 188/95	RMWB Subdivision Approving Authority Authorization Order	27-Mar-95
MO 201/95	Transfer of Funds from General Capital Reserve to Rural Landfill Reserve	31-Mar-95
MO 202/95	Transfer of Funds from Rural Land Development Reserve to Landfill Reserve	31-Mar-95
MO 203/95	Establishment of Rural Land Development Reserve and transfer funds from 1995 Operating Trust Budget	31-Mar-95
MO 204/95	Establish Rural Fort McMurray Drainage Reserve and Transfer Funds	31-Mar-95
MO 205/95	Establish Rural Telecommunications Reserve and Transfer Funds	31-Mar-95
MO 206/95	Rename Rural Fort McMurray Water Reserve to Rural Water/Sewer Reserve	31-Mar-95
MO 207/95	Transfer of Funds from General Capital Reserve to the Fire Reserve	31-Mar-95
MO 208/95	Transfer of Funds from 1995 ID 1453 Operating Trust Budget to Rural Transportation Reserve	31-Mar-95
MO 209/95	Transfer of Funds from Fort Chipewyan Road Reserve to Rural Water/Sewer Reserve	31-Mar-95
MO 210/95	Transfer of Funds from 1995 ID 143 Operating Trust Budget to Rural Fire Reserve	31-Mar-95
MO 211/95	Transfer balance of Financial Management Reserve to Rural Landfill Reserve	31-Mar-95
95/009	1995 Urban Tax Rate Bylaw	02-Jun-95
95/006	Debenture – 1995 Watermain Rehabilitation	20-Jun-95
95/005	Debenture – 1995 Cathodic Protection Program	20-Jun-95
95/017	Debenture – 1995 Signal Road Rehabilitation	11-Jul-95
95/024	Debenture – 1995 Memorial Drive Rehabilitation	21-Jul-95
95/023	Debenture – 1995 Clearwater Drive Paving	21-Jul-95
95/022	Debenture – 1995 Abasand Drive (Athabasca Avenue, Ravine Park)	21-Jul-95
95/021	Debenture – 1995 Fitzgerald Avenue Rehabilitation	21-Jul-95

Bylaw #	Short Title	Date Passed
95/020	Debenture – 1995 Silin Forest Road Rehabilitation	21-Jul-95
95/028	Debenture – 1995 Ambulance Purchase	12-Sep-95
95/027	Debenture – 1995 Computer Purchase Plan	12-Sep-95
95/034	1995 Rural Tax Rate Bylaw	24-Oct-95
95/040	Confidentiality of Commercial Information provided by taxpayers	28-Nov-95
95/035	Loan Guarantee Bylaw – MacDonald Island Park Society	28-Nov-95
96/002	Debenture – Spruce Valley Ski Hill	27-Feb-96
96/012	Repealing of Bylaw exempting certain Properties from Taxation	12-Mar-96
96/011	Debenture – Replacement Garbage Packer	12-Mar-96
96/010	Debenture – Regional Landfill Loader/Compactor	12-Mar-96
96/008	Debenture – 1996 Watermain Replacement Program	12-Mar-96
96/007	Debenture – Sanitary Sewer Lagoon	12-Mar-96
96/006	Debenture – Capital Bridge Rehabilitation	12-Mar-96
96/005	Debenture – Memorial Drive Guard Rail	12-Mar-96
96/003	Debenture – Ross Haven Drive Pavement Upgrade	12-Mar-96
96/027	1996 Tax Rate Bylaw	28-May-96
96/034	Debenture – McCormick Drive Local Improvement Project	25-Jun-96
96/035	Salvation Army Loan Assurance	27-Aug-96
96/037	1995 Tax Rate Bylaw Amendment	10-Sep-96
96/041	Friends of Centennial Pool Loan Assurance	12-Nov-96
96/042	Road Closure Bylaw – NW ¼ 23-88-8-W4M and remainder of Government Road Allowance N of NE ¼ 28-88-8-W4M	14-Jan-97
97/005	Debenture – MacDonald Island Rehabilitation	25-Feb-97
97/004	Debenture – MacDonald Island Capital Equipment Purchase	25-Feb-97
97/003	Debenture – MacDonald Island Capital Equipment Purchase	25-Feb-97
97/010	Debenture – MacDonald Island Bleachers	11-Mar-97
97/006	Debenture – Variable Speed Drive Pumps	11-Mar-97
97/024	Debenture – 1997 Watermain Replacement Program	25-Mar-97
97/023	Debenture – Hot In-Place Pavement Recycling	25-Mar-97
97/022	Debenture – Waterways Loop/Zone Connection	25-Mar-97
97/021	Debenture – Utilities Vactor 13-07	25-Mar-97
97/020	Debenture – Storm Main Line Replacement	25-Mar-97
97/019	Debenture – Chip Seal Pavement Improvements	25-Mar-97
97/018	Debenture – 1997 Replacement Garbage Packer	25-Mar-97
97/017	Debenture – Dickins Drive South Slide Repair	25-Mar-97
97/016	Debenture – Sanitary Sewer Main Upgrading	25-Mar-97
97/015	Debenture – Regional Landfill	25-Mar-97
97/014	Debenture – 1997 LaLoche Road Improvements	25-Mar-97
97/013	Debenture – Draper Road Improvements	25-Mar-97
97/012	Debenture – Old Stoney Mountain Road	25-Mar-97
97/011	Debenture – Capital Bridge Rehabilitation	25-Mar-97
97/025	Debenture – Jubilee Centre Renovations	08-Apr-97
97/039	Road Closure Bylaw – Plan 6344AY (Gordon Avenue); Plan 852 1933; Plan 6344AY, Block 4	13-May-97

Attachment: 1. Bylaw No. 19/013 (Bylaw No. 19/013 - Repealing of Obsolete Bylaws)

Bylaw #	Short Title	Date Passed
97/035	Debenture – Thickwood Arena Improvements	13-May-97
97/037	1997 Tax Rate Bylaw	20-May-97
97/047	Establishing Legal Boundaries of Hamlet of Conklin	24-Jun-97
97/046	Debenture – Anzac/Fort McKay Lift Station Projects	24-Jun-97
97/045	Debenture – Roadway Rehabilitation Project	24-Jun-97
97/044	Debenture – Sanitary Sewer Rehabilitation Project	24-Jun-97
97/051	Debenture – Local Improvement – South Entry Service Road	25-Aug-97
97/050	Debenture Amendment – Hot In-Placement Pavement Recycling Project	26-Aug-97
97/055	Debenture – Transit Bus purchase	28-Oct-97
97/058	Repealing bylaw established for purpose of exempting church-owned land from taxation	25-Nov-97
97/059	Short-Term Lending Bylaw – Ptarmigan Nordic Ski Club	13-Jan-98
98/009	Debenture Amendment – Old Stoney Mountain Road	27-Jan-98
98/003	Debenture – 1998 Equipment Replacement	10-Feb-98
98/002	Debenture – Purchase of Screener and Radial Stacker	10-Feb-98
98/001	Debenture – Renovations to Jubilee Centre Municipal Offices	10-Feb-98
98/021	Debenture - #1A Lift Station Pump	24-Feb-98
98/020	Debenture – Condenser Purchase – Thickwood Heights Arena	24-Feb-98
98/019	Debenture – Transit Bus Retrofit	24-Feb-98
98/018	Debenture – Memorial Drive Pavement Life Extension Project	24-Feb-98
98/017	Debenture – Confederation Way Pavement Project	24-Feb-98
98/016	Debenture – 1998 Urban Roads Rehabilitation	24-Feb-98
98/015	Debenture – Abasand Drive Pavement Improvement Project	24-Feb-98
98/014	Debenture – Abasand Drive Erosion Project	24-Feb-98
98/013	Debenture – Snow Dump study & Development	24-Feb-98
98/012	Debenture – 1998 Memorial Drive Rehabilitation	24-Feb-98
98/011	Debenture – Sanitary Sewer Main Upgrading	24-Feb-98
98/010	Debenture – 1998 Watermain Replacement Program	24-Feb-98
98/038	Debenture Amendment – 1995 Computer Purchase Plan	14-Apr-98
98/032	Debenture – Replacement Ambulance Purchase	14-Apr-98
98/039	1998 Supplementary Assessment Bylaw	28-Apr-98
98/037	Debenture – 1998 Capital Bridge Rehabilitation	28-Apr-98
98/036	Debenture – Community Tennis Court Upgrades	28-Apr-98
98/052	1998 Tax Rate Bylaw	12-May-98
98/045	Road Closure Bylaw – Plan 616AO, Block 4	12-May-98
98/044	Road Closure Bylaw – 89-10-W4M – adjoining NW 13-89-10-W4M; W boundary of SW 13-89-10-W4M	12-May-98
98/043	Road Closure Bylaw – Adjoining W boundary of SW 24-89-10-W4M and S of Plan 802 2551	12-May-98
98/054	Saprae Creek Area Structure Plan Amendment re: country residential development	26-May-98
98/057	Debenture Amendment – 1998 Capital Bridge Rehabilitation	09-Jun-98
98/058	Institutional Voting Stations - 1998 Election	23-Jun-98
98/056	Debenture Amendment – Thickwood Arena Rehabilitation	23-Jun-98

Bylaw #	Short Title	Date Passed
98/006	Road Closure Bylaw – Adjoining E boundary of SE ¼ 2-89-9-W4M	14-Jul-98
98/069	Debenture Amendment – 1998 Memorial drive Rehabilitation	28-Jul-98
98/067	Fort McMurray Airport Task Force	28-Jul-98
98/083	Debenture – Purchase of Rescue Truck	10-Nov-98
99/018	Debenture Amendment – Thickwood Arena Rehabilitation	23-Feb-99
99/017	Debenture – 1999 Fleet Replacement	23-Feb-99
99/013	Debenture – Arterial Permanent Pavement Markings Project	23-Feb-99
99/012	Debenture – Confederation Pavement Improvement	23-Feb-99
99/010	Debenture – Thickwood Boulevard Pavement Life extension	23-Feb-99
99/009	Debenture – Abasand Drive Pavement Life Extension	23-Feb-99
99/007	Debenture – Fire Management Information Systems Project	23-Feb-99
99/015	Debenture – Hardin Street Widening	09-Mar-99
99/014	Debenture – Timberline Drive Rehabilitation Project	09-Mar-99
99/011	Debenture – Janvier Streets Hard Surfacing Project	09-Mar-99
99/008	Debenture – Telesquirt Purchase	09-Mar-99
99/006	Debenture – Diesel Emission Systems Project	09-Mar-99
99/034	1999 Supplementary Assessment Bylaw	13-Apr-99
99/033	1999 BRZ Tax Bylaw	13-Apr-99
99/047	1999 Tax Rate Bylaw	11-May-99
99/044	Debenture – Skateboard Park Project	11-May-99
99/001	Debenture – Purchase of Video-Conferencing Equipment	22-Jun-99
99/064	Debenture – Transit Bus Replacement	24-Aug-99
99/063	Debenture – Transit Bus Retrofit Project	24-Aug-99
99/057	Loan Guarantee – MacDonald Island Park Society	24-Aug-99
98/033	Debenture – Purchase of Additional Ambulance	24-Aug-99
99/072	Regional Roads Committee Bylaw	23-Nov-99
00/012	Establishing a Brush Disposal Committee	22-Feb-00
00/013	Establishing a Fire Sprinkler Task Force	22-Feb-00
00/016	Debenture – 2000 Fleet Replacement	14-Mar-00
00/017	Debenture – 2000 Fleet Replacement	14-Mar-00
00/018	Debenture – Pavement Management System	14-Mar-00
00/019	Debenture – Hardin Street Upgrading	28-Mar-00
00/021	Debenture – Water Loop/Zone Connections	28-Mar-00
00/023	Debenture – Fort Chipewyan Pavement Improvements	28-Mar-00
00/024	Debenture – Janvier Community Centre	28-Mar-00
00/027	Road Closure - 89-9-W4M adjoining S boundary of SW 26-89-10-W4M	28-Mar-00
00/030	Debenture – Mobile Data Terminals	28-Mar-00
00/037	Authorizing Collection of Electoral Information for the Chief Electoral Officer	28-Mar-00
00/038	Establishing a Resource Development Review Committee	28-Mar-00
00/035	Debenture – Water Meter Replacement Program	11-Apr-00
00/028	2000 BRZ Tax Bylaw	25-Apr-00
00/029	Debenture Amendment – LIP – South Entry Service Road - Gregoire	25-Apr-00
00/041	Debenture – Cemetery Upgrade and Expansion	25-Apr-00

Attachment: 1. Bylaw No. 19/013 (Bylaw No. 19/013 - Repealing of Obsolete Bylaws)

Bylaw #	Short Title	Date Passed
00/042	Debenture – Parks Shop Relocation	25-Apr-00
00/045	Road Closure Bylaw – Road Allowance Adjoining S boundary of SW 26-88-9-W4M	25-Apr-00
00/049	Taxi Bylaw Amendment – Amending Taxi/Limousine Rates	25-Apr-00
00/052	Road Closure Bylaw - SW 1/4 6-90-9-W4M; W 1/2 31-89-9-W4M; SW 1/4 31-89-9-W4M; SE 1/4 30-89-9-W4M	09-May-00
00/047	2000 Tax Rate Bylaw	23-May-00
00/057	Road Closure Bylaw – Plan 1902 EU – River Lot 9 – McMurray Settlement	23-May-00
00/058	Debenture – C.A. Knight Complex Main Building Roof	23-May-00
00/059	Repeal Supplementary Assessment Bylaw	23-May-00
00/064	Establishment of Special Transportation Advisory Committee	27-Jun-00
00/065	Debenture – Ambulance Replacement	11-Jul-00
00/071	Debenture – Automated Document Management System	22-Aug-00
00/072	Debenture – Fort Chipewyan Raw Water Intake	22-Aug-00
00/075	Debenture – Abasand Redevelopment Project	26-Sep-00
00/077	Establishment of Animal Control Bylaw Task Force	10-Oct-00
01/013	Debenture – 2001 Fleet Replacement	13-Feb-01
01/012	Debenture – Handi-Bus Purchase	13-Feb-01
01/005	Waterways ARP Amendment – Lot 9, Block 2, Plan 3969ET	13-Feb-01
01/002	Debenture – Parks Office & Reception Space Relocation	13-Feb-01
01/001	Road Closure – Plan 832 2528 (Confederation Way)	13-Feb-01
00/053	Road Closure Bylaw – Adjoining W boundary of W ½ 21-112-7-W4M and NW corner of ¼ 21-112-7-W4M	27-Feb-01
01/014	Animal Control Bylaw Task Force Amendment	27-Feb-01
01/032	Green Area - Hamlet & Rural Area Land Policy Amendment	27-Mar-01
01/018	Road Closure & Disposal – Part of Road Plan 1902E – Fort McMurray Settlement RL 9	27-Mar-01
01/039	Establishment of Fort McMurray Leisure Facilities Steering Committee	10-Apr-01
01/038	Establishment of Sapræ Creek Community Hall Steering Committee	10-Apr-01
01/037	Establishment of Janvier Municipal Building Steering Committee	10-Apr-01
01/036	Establishment of Snye Sustainability Steering Committee	10-Apr-01
01/033	2001 BRZ Tax Bylaw	10-Apr-01
01/035	Debenture – Snye Sustainability	24-Apr-01
01/034	Road Closure & Sale – River Lot 28, SW 13-89-10-W4M adjoining Lot 5, Plan 982 0716 (Wood Buffalo	24-Apr-01
01/048	2001 Tax Rate Bylaw	22-May-01
01/047	Debenture – Pumper # 4 Replacement	22-May-01
01/046	Debenture – Ambulance Replacement	22-May-01
01/058	Debenture – Jubilee Centre Security System	12-Jun-01
01/057	Debenture – Athabasca River Water Treatment Plant Security System	12-Jun-01
01/053	Debenture – 2001 Urban Roadway Rehabilitation	12-Jun-01
01/059	Debenture – Optical Scan Voting System	26-Jun-01
01/052	Debenture – Janvier Sewage Lagoon Project	26-Jun-01
01/074	Debenture Amendment – Fort Chipewyan Pavement Improvements	10-Jul-01

Bylaw #	Short Title	Date Passed
01/072	Establishment of Library RCMP Facility Steering Committee	10-Jul-01
01/065	Conklin Area Structure Plan Amendment – Lots 6-12, Block 1, Plan 832 1553 and Lots 13-17, Block 2, Plan 832 1553	10-Jul-01
01/064	Debenture – Fort Chipewyan Sewage Lagoon / Water Conservation Upgrade	10-Jul-01
01/063	Debenture - #1A Lift Station Emergency Power	10-Jul-01
01/087	Locations to Receive Nominations for 2001 General Municipal Election	28-Aug-01
01/086	Establishment of Institutional Voting Stations for 2001 General Municipal Election	28-Aug-01
01/085	Establishment of Human services Needs Assessment Committee	28-Aug-01
01/081	Debenture – C.A. Knight Recreation Centre Renovation P1/S1	28-Aug-01
01/079	Debenture – Fort McMurray Sewage Treatment	28-Aug-01
01/078	Debenture – Athabasca River Water Treatment Plant Internal Road	28-Aug-01
01/075	Debenture – Abasand Heights Booster Station	28-Aug-01
01/091	Short Term Borrowing Bylaw	13-Nov-01
01/097	Repealing Bylaw providing for a Pension for Elected Officials	27-Nov-01
01/096	Human Services Needs Committee Amendment – Amend Membership	27-Nov-01
01/092	Repeal Municipal Planning Commission Bylaw	27-Nov-01
01/094	Debenture – Fire Hall # 1 Addition / Re-roofing	11-Dec-01
02/003	FM Leisure Facilities Committee Amendment – Membership	12-Feb-02
02/001	Subdivision & Development Appeal Board Amendment - Membership	12-Feb-02
02/010	Rescind Off Highway Vehicle Steering Committee Bylaw	26-Feb-02
02/006	Debenture – 2002 Equipment Purchase – 5-year term	26-Feb-02
02/005	Debenture – 2002 Equipment Purchase – 3-year term	26-Feb-02
02/004	Debenture – Public Library Technology Upgrades	26-Feb-02
02/018	Debenture – Urban Garbage Fleet Expansion	26-Mar-02
02/017	Debenture – Rescue Unit – Anzac Fire Department	26-Mar-02
02/016	Debenture – Water Tanker – Fort Chipewyan Fire Department	26-Mar-02
02/014	Debenture – Ambulance Unit – Timberlea Fire Station	26-Mar-02
02/020	2002 BRZ Tax Bylaw	09-Apr-02
02/019	Establishment of Regional Roads Committee	09-Apr-02
02/033	Debenture – Geographic Information Systems Technology	23-Apr-02
02/027	Debenture – 2002 Urban Roadway Rehabilitation	23-Apr-02
02/026	Debenture – LaLoche Winter Trail	23-Apr-02
02/025	Debenture – Transit Bus Replacement	23-Apr-02
02/024	Debenture – Jubilee Centre Elevators	23-Apr-02
02/023	Debenture – Timberlea Athletic Park	23-Apr-02
02/022	Debenture – Sportsfield Upgrade	23-Apr-02
02/021	Debenture – Saprae Creek Community Hall	23-Apr-02
02/037	2002 Tax Rate Bylaw	14-May-02
02/041	Debenture – Storm Main Line Replacement Upgrading	28-May-02
02/040	Debenture – Sanitary Sewer Main Upgrading	28-May-02
02/051	Rescinding Loan Guarantee to Rotary House Fundraising Society	25-Jun-02
02/049	Debenture – Rural Programmable Logic Controls Upgrades	25-Jun-02

Attachment: 1. Bylaw No. 19/013 (Bylaw No. 19/013 - Repealing of Obsolete Bylaws)

Bylaw #	Short Title	Date Passed
02/043	Debenture – Athabasca River Water Treatment Plant Expansion	25-Jun-02
02/050	Debenture – Thickwood Heights Community Centre Renovations	09-Jul-02
02/063	Road Closure - Plan 3359TR – Portion of Alberta Drive	27-Aug-02
02/069	Road Closure - Pl. 002 3829, Bl. 3, Diefenbaker/Dominion	10-Sep-02
02/071	Debenture – 2002 Train Construction	08-Oct-02
02/074	Road Closure – Plan 6344AY, Block 11 (8200 Franklin Avenue)	12-Nov-02
02/068	Road Closure – Municipal Road Allowance SW 1-89-9-W4M	26-Nov-02
02/078	Emerging Issues Reserve Bylaw	10-Dec-02
03/005	Debenture – Vista Ridge Groomer	28-Jan-03
03/017	Municipal Taxation Committee Amendment – Amend Membership	11-Mar-03
03/012	Debenture – 2003 Abasand Neck Urban Park Development	11-Mar-03
03/011	Debenture – 2003 Regional Cemetery Projects	11-Mar-03
03/010	Debenture – 2003 Trail Construction & Amenities	11-Mar-03
03/009	Debenture – Pumper # 6 Replacement	11-Mar-03
03/008	Debenture – South Station Pumper	11-Mar-03
03/016	Debenture = Spruce Valley Drive Rehabilitation	25-Mar-03
03/014	Debenture – Transit Fare Boxes and Information System	25-Mar-03
03/013	Debenture – King Street Booster Station	25-Mar-03
03/027	Debenture – Track Facility Restoration	08-Apr-03
03/026	2003 BRZ Tax Bylaw	08-Apr-03
03/020	Bridging Loan - YMCA of Wood Buffalo	08-Apr-03
03/028	Debenture – 2003 Fleet Replacement	22-Apr-03
03/041	2003 Tax Rate Bylaw	13-May-03
03/033	Debenture – 2003 Urban Roadway Rehabilitation	13-May-03
03/032	Debenture – 2003 Fleet Replacement – 10-year term	13-May-03
03/031	Debenture – Fleet Additions	13-May-03
03/030	Road Closure Bylaw – Pine Lane – Conklin	13-May-03
03/042	Debenture – South Station Ambulance	10-Jun-03
03/029	Debenture – Emergency Communications Implementation	14-Oct-03
03/055	Debenture – Frank Lacroix Arena Roof Repairs and HVAC Replacement	28-Oct-03
03/068	Debenture – Fire Hall # 2 – South Station	10-Feb-04
04/002	2004 BRZ Tax Rate Bylaw	10-Feb-04
04/006	Debenture – Supervisory Control Data Acquisition and Programmable Logic Controller Upgrades	24-Feb-04
04/003	Debenture Borrowing Amendment – Timberlea Athletic Park	24-Feb-04
04/008	Debenture – Jubilee Centre Heating System and Ventilation Plant Upgrades	09-Mar-04
04/013	Establishment of Locations to Receive Nominations for 2004 General Municipal Election	13-Apr-04
04/018	Debenture – Construction of Wood Buffalo Sport and Wellness Centre	11-May-04
04/021	2004 Tax Rate Bylaw	25-May-04
04/022	Loan Guarantee Bylaw - MacDonald Island Park Corporation – May 12, 2004-June 30, 2005	08-Jun-04
04/028	Debenture – Construction of Connector Roadway – Riedel to King Street	22-Jun-04

Bylaw #	Short Title	Date Passed
04/036	Debenture – Thickwood Heights Arena Exterior Walls	24-Aug-04
04/034	Road Closure Bylaw – Selby Avenue	24-Aug-04
04/039	Road Closure Bylaw – Swanson Lane	14-Sep-04
04/037	Road Closure Bylaw – Opti-Nexen Lease	28-Sep-04
04/045	Rescinding Municipal Taxation Committee Bylaw	12-Oct-04
04/040	Road Closure Bylaw – CNRL Lease	25-Jan-05
05/001	Communities in Bloom Committee Amendment – Amend Membership	25-Jan-05
05/006	2005 BRZ Tax Rate Bylaw	22-Feb-05
05/012	Establishment of MacDonald Island Redevelopment Steering Committee	26-Apr-05
05/016	2005 Tax Rate Bylaw	24-May-05
05/014	MacDonald Island Park Corporation Loan Guarantee	24-May-05
05/021	Boys & Girls Club Bridging Loan	28-Jun-05
05/032	Establishment of Archie Simpson Redevelopment Committee	12-Jul-05
05/028	Debenture Amendment – Fort McMurray Sewage Treatment/Tertiary Sewage Treatment	12-Jul-05
05/033	MacDonald Island Redevelopment Steering Committee Amendment – Increase representation	23-Aug-05
05/039	Road Closure Bylaw – Plan 6344AY, Block 12	22-Nov-05
05/029	Road Closure Bylaw – CNRL Lease	24-Jan-06
06/012	2006 BRZ Tax Bylaw	11-Apr-06
06/018	Debenture Amendment – Highway 63N Water Supply Line Local Improvement	09-May-06
06/019	2006 Tax Rate Bylaw	23-May-06
06/021	Anzac Area Structure Plan Amendment – Lot 4MR, Block 11, Plan 792 0314 form Open Space to Public Service	13-Jun-06
06/015	Title to Undeveloped Government Road Allowances – NW 6-90-9-W4M and NE 1-90-10-W4M	22-Jun-06
06/033	Debenture – Clearwater Drive	03-Oct-06
06/031	Title to Undeveloped Government Road Allowances – Road Diversion Plan 1993 CL	12-Dec-06
06/044	Establishment of Community Image Steering Committee Bylaw	13-Dec-06
07/003	2007 Business Revitalization Zone Tax Bylaw	28-Feb-07
07/016	Debenture – Jubilee Building Fire Alarm System	26-Mar-07
07/015	Debenture – Jubilee Building Hot Water Distribution System	26-Mar-07
07/008	Debenture – Heavy Equipment Replacement	26-Mar-07
07/007	Debenture – Vacuum Street Sweepers	26-Mar-07
07/031	Establish Locations to Receive Nominations for 2007 General Election	28-Mar-07
07/017	Debenture – Beacon Hill Pumphouse Reservoir Roof Replacement	28-Mar-07
07/022	Debenture – Thickwood Boulevard Retaining Wall and Sidewalk Replacement	11-Apr-07
07/039	Community Identification Committee Bylaw	24-Apr-07
07/009	Debenture – Fort McMurray Fire Department Water Tanker Replacement	09-May-07
07/040	Debenture – Confederation Way – Third Eastbound Lane	24-May-07

Bylaw #	Short Title	Date Passed
07/037	2007 Tax Rate Bylaw	24-May-07
07/068	Subdivision & Development Appeal Board Bylaw Amendment	11-Oct-07
07/051	Hamlet of Anzac Area Structure Plan Amendment	11-Oct-07
07/066	Debenture – Thickwood/Timberlea Multiuse Facility	16-Nov-07
07/004	Title to Undeveloped Government Road Allowances – 90-9-W4M	16-Nov-07
08/005	Debenture – Water Treatment Plant Security System Upgrade	26-Feb-08
08/020	Debenture – Fort Chipewyan Pumphouse / Lift Station # 2 Auxiliary Power Supply	11-Mar-08
08/019	Debenture – Fort Chipewyan Water Treatment Plant Back-up Power Supply	11-Mar-08
08/018	Debenture – Solid Waste Office/Shop	11-Mar-08
08/017	Debenture – Lift Station Upgrades	11-Mar-08
08/015	Debenture - Highway 63 Infrastructure Relocation	11-Mar-08
08/014	Debenture Amendment – Athabasca Water Treatment Plant Expansion	11-Mar-08
08/013	Debenture – Downtown Sewer Capacity Increase	11-Mar-08
08/009	Debenture – Road/Fleet and Transit Shared Facility	11-Mar-08
08/007	Debenture – Upgrade Pressure Reducing Valves 2008	11-Mar-08
08/006	Debenture – Water Treatment Plant Administration Renovations	11-Mar-08
08/004	Debenture – Water Treatment Plant High Voltage Rehabilitation 2008	11-Mar-08
08/025	Debenture – Force mains – Lift Stations 1B to Wastewater Treatment Plant	25-Mar-08
08/024	Debenture – Lift Station 1A Pump Upgrades	25-Mar-08
08/032	Locations to Receive Nominations for 2008 Ward 2 By-Election	22-Apr-08
08/033	Debenture Amendment – Highway 63N Water Supply Line Local Improvement	13-May-08
08/029	Tax Rate Bylaw 2008	27-May-08
08/034	Debenture – Regional Emergency Services Mobile Fire Training Tower and Vehicle	16-Jul-08
08/039	Debenture – In-Vehicle Computers	26-Aug-08
09/010	Title to Undeveloped Government Road Allowances – 90-9-W4M	10-Feb-09
09/012	Title to Undeveloped Government Road Allowances – 89-10-W4M	24-Feb-09
09/011	Title to Undeveloped Government Road Allowances – Plan 032 5018	24-Feb-09
09/004	Debenture Amendment – Athabasca Water Treatment Plant Expansion	24-Mar-09
08/028	Debenture – Highway 63 Collector-Distributor Road Development Impacts	13-May-09
09/015	Tax Rate Bylaw 2009	19-May-09
09/026	Road Closure – Sanitary Force main Alignment	25-Aug-09
09/020	Repealing of Kewatinok Community Board Bylaw	27-Oct-09
08/031	Road Closure – Plan 5076LZ, Fort Chipewyan	10-Nov-09
10/008	Repealing of Election Statement Bylaw No. 1992/4	13-Apr-10
10/006	Voting Hours Bylaw – 2010 General Municipal Election	13-Apr-10
10/005	Nomination Bylaw – 2010 General Municipal Election	27-Apr-10
10/010	2010 Tax Rate Bylaw	11-May-10

Bylaw #	Short Title	Date Passed
10/026	Fort McMurray Airport Authority Municipal Property Tax Exemption. Bylaw	22-Jun-10
11/013	Repealing Bylaw No. 02/053 – Capital Infrastructure Reserve and Bylaw No. 04/038 – Emerging Issues Reserve	27-Apr-11
11/012	2011 Tax Rate Bylaw	10-May-11
11/010	Road Closure Bylaw (Hwy 63 North of Confederation Way turn)	24-May-11
11/023	Road Closure and Authorization to Sell	12-Jul-11
11/002	Closure of Undeveloped Government Road Allowance – Conklin Cemetery Expansion	12-Jul-11
11/015	Repeal of Airport Parking Bylaws 99/054 and 99/055	25-Oct-11
11/028	Disestablishment of BRZ	22-Nov-11
11/029	Closure of Undeveloped Gov. Rd. Allowance	13-Dec-11
12/027	Purpose of Closing and Creating Title to Undeveloped Road AI	10-Jan-12
12/016	Voting Hours Bylaw – 2012 Ward 1 By-Election	08-May-12
12/015	Nomination Bylaw – 2012 Ward 1 By-Election	08-May-12
12/014	2012 Property Tax Rate Bylaw	08-May-12
12/024	Establishment of the Design Review Panel	10-Jul-12
12/023	Amendment to Gregoire Lake Area Structure Plan	28-Aug-12
12/020	Road Closure - Highway 69	09-Oct-12
13/013	Road Closure Bylaw	26-Mar-13
13/016	2016 Tax Rate Bylaw	14-May-13
13/028	Revising of Bylaw No. 12/027 – Saline Creek Plateau Area Road Allowances	27-Aug-13
13/021	Road Closure - Conklin Multi-Use Facility	10-Sep-13
14/019	2014 Property Tax Rate Bylaw	13-May-14
14/003	Road Closure Bylaw and authorization to sell	27-May-14
14/023	Repeal Fort McMurray Games Legacy Reserve Fund	24-Jun-14
15/010	2015 Property Tax Rate Bylaw	12-May-15
15/001	Willow Square - Road Closure Bylaw – Plan 3738NY	09-Jun-15
14/028	Road Closure – Hamlet of Anzac	07-Jul-15
15/029	Grayling Terrace Road Closure Bylaw to facilitate construction of sewer lift station	12-Jan-16
16/010	Tax Penalty Bylaw Amendment to provide relief from penalties for unpaid 2016 property taxes	31-May-16
16/007	2016 Property Tax Rate Bylaw	06-Jul-16
17/008	Waiver of Fee - Acceptable Contaminated Soil	11-Apr-17
17/009	Tax Penalty Bylaw Amendment to effect cancellation/refund of tax penalties applied on January 1, 2017	25-Apr-17
17/007	Repeal Noise Bylaw Amendment 16/015	25-Apr-17
17/011	Repeal Wood Buffalo Recovery Committee Bylaw No 16/013	16-May-17
17/010	2017 Property Tax Rate Bylaw	16-May-17
18/008	2018 Property Tax Rate Bylaw	08-May-18



COUNCIL REPORT

Meeting Date: June 25, 2019

Subject: Bylaw No. 19/015 - Fireworks Bylaw

APPROVALS:

Annette Antoniak

Director

Chief Administrative Officer

Recommended Motion:

1. THAT Bylaw No. 19/015, being the Fireworks Bylaw, be read a second time.
2. THAT Bylaw No. 19/015 be read a third and final time.

Summary:

The Alberta Fire Code no longer regulates the storage, purchase and discharge of fireworks. Unless the Municipality adopts a bylaw to regulate fireworks, businesses are permitted to sell fireworks, and residents are permitted to discharge fireworks without the written consent of Regional Emergency Services (RES).

The adoption of the proposed bylaw will not have a negative impact to the residents who enjoy fireworks. The proposed Fireworks Bylaw provides for a transition from the former control measures provided by the Alberta Fire Code to the municipal Fireworks Bylaw. Residents will be able to continue to enjoy fireworks in a safe and responsible manner as in the past.

Background:

On April 1, 2019 the Province of Alberta adopted the National Fire Code 2015 - Alberta Edition. Historically, the Alberta Fire Code regulated sales and discharge of fireworks in the Province. The Alberta Fire Code historically prohibited the distribution, sale, purchase, possession, handling, discharge and firing of fireworks without obtaining written permission from the municipal fire department. RES has historically prohibited fireworks sales in the Municipality by choosing not to issue written permission for sales and restricted discharge by issuing permits on a limited basis. Under the National Fire Code 2015 - Alberta Edition, the fireworks regulations regarding sales and use had been removed. This change to the National Fire code means residents and businesses can sell, purchase and use fireworks within the Municipality without concern for any control measures.

Alternatives:

Should the Municipality choose not to implement this bylaw, residents, businesses and event coordinators would be able to distribute, sell, purchase, possess, handle discharge and fire off fireworks without proper safety control measures.

Budget/Financial Implications:

There are no budget/financial implications as there is no change in current processes for obtain fireworks permits.

Rationale for Recommendation:

RES recommends adopting this Fireworks Bylaw as a means of oversight for public safety and the safe handling of fireworks around forested areas. The 2016 Regional Hazard Risk Vulnerability Assessment (HRVA) identified wildfire as one of the highest hazards that the Municipality faces every year. Without the bylaw, the probability and/or likelihood of wildfire occurring from the use of fireworks increases.

The National Fire Protection Association states, in the attached Fireworks Fact Sheet, fact-based statements relating to fire, injury, and wildfire ignition due to fireworks:

- “Two thirds of the fires started by fireworks in 2009-2013 were bush, grass or forest fires”
- “In 2013, fireworks caused an estimated 15,600 reported fires in the U.S., including 1,400 structure fires, 200 vehicle fires, and 14,000 outside and other fires”, and
- “These fires resulted in an estimated 30 civilian injuries and \$21 million in direct property damage, with no reported fire deaths. Most fireworks deaths and injuries occur without fires.”

Most major municipalities in Alberta, such as Edmonton, Calgary, Red Deer, Lethbridge, and Grande Prairie, have a fireworks bylaw in place or are in the process of developing one, in light of the recent changes to the Alberta Fire Code.

Strategic Priorities:

Responsible Government

Attachments:

1. Bylaw No. 19/015 - Fireworks Bylaw

2. NFPA Fireworks Fact Sheet

BYLAW NO. 19/015

A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO REGULATE AND CONTROL THE SALE AND SETTING OFF OF FIREWORKS WITHIN THE REGIONAL MUNICIPALITY OF WOOD BUFFALO

WHEREAS pursuant to section 7 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 as amended, a council may pass bylaws for municipal purposes respecting the safety, health and welfare of people and the protection of people and property;

AND WHEREAS pursuant to section 8 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, a council may, in a bylaw, regulate or prohibit and provide for a system of licenses, permits or approvals;

AND WHEREAS Council for the Regional Municipality of Wood Buffalo recognizes that fireworks are explosive devices which are classified as dangerous goods under the Alberta Fire Code and which, when used improperly by untrained persons, can cause injury, damage, fire and death;

AND WHEREAS Council for the Regional Municipality of Wood Buffalo deems it desirable and necessary in order to protect and preserve the safety and welfare of its citizens to prohibit the sale of fireworks and regulate fireworks permits within the geographic limits of the Regional Municipality of Wood Buffalo;

NOW THEREFORE, the Council for the Regional Municipality of Wood Buffalo, duly assembled, hereby enacts as follows:

1. SHORT TITLE

- 1.1. This Bylaw may be cited as the "Fireworks Bylaw".

2. DEFINITIONS

- 2.1. "Alberta Fire Code" means the National Fire Code – 2019 Alberta Edition, as amended or repealed and replaced from time to time;
- 2.2. "Consumer Fireworks" means consumer fireworks classified as such under the Regulation, including outdoor, low hazard, consumer fireworks, such as fireworks showers, fountains, golden rain, lawn lights, pin wheels, Roman candles, volcanoes and sparklers, but does not include Christmas crackers and caps for toy guns containing not in excess of twenty-five one-hundredths of a grain of explosive used per cap;
- 2.3. "Display Fireworks" means display fireworks classified as such under the Regulation, including outdoor, high hazard and recreational fireworks which only licensed users may use, in accordance with the Regulation;

- 2.4. “Event” means an event where Fireworks are used, shown or displayed;
- 2.5. “*Explosives Act*” means the *Explosives Act*, R.S.C., 1985, c. E-17 and the regulations enacted thereunder, as amended or repealed and replaced from time to time;
- 2.6. “Fire Department” means the Regional Municipality of Wood Buffalo Fire Department;
- 2.7. “Firecracker” means any device that explodes instantaneously when ignited and does not produce any subsequent display or visible effect after the explosion and includes, but is not limited to, those devices commonly known as Chinese firecrackers, but does not include paper caps containing not more than 16.2 mg ($\frac{1}{4}$ grain) of explosive per cap or devices to be used with the paper caps, such as Christmas crackers and caps used in cap pistols ;
- 2.8. “Fireworks” means Display Fireworks, Consumer Fireworks and Special Effect Pyrotechnics Fireworks;
- 2.9. “Fireworks Permit” means a document issued by Municipality which constitutes written permission for purposes of the Alberta Fire Code;
- 2.10. “Highway” has the same meaning as defined in the *Traffic Safety Act*, R.S.A. 2000, c. T-6, as amended or repealed and replaced from time to time;
- 2.11. “Motor Vehicle” has the same meaning as defined in the *Traffic Safety Act*, R.S.A. 2000, c. T-6, as amended or repealed and replaced from time to time;
- 2.12. “Minor” means an individual who is under 18 years of age;
- 2.13. “Municipality” means the Regional Municipality of Wood Buffalo, a municipal corporation in the Province of Alberta and, where the context so requires, means the area contained within the corporate boundaries of the Regional Municipality of Wood Buffalo;
- 2.14. “*Noise Bylaw*” means Bylaw No.83/24 of the Regional Municipality of Wood Buffalo, as amended or repealed and replaced from time to time;
- 2.15. “Peace Officer” includes a member of the Royal Canadian Mounted Police, a Community Peace Officer appointed by the Municipality and a Bylaw Enforcement Officer appointed to enforce the Municipality’s bylaws;
- 2.16. “Person” includes a corporation and the heirs, executors, administrators or other legal representatives of a person;

- 2.17. "Pyrotechnician" means an individual who is certified and authorized to purchase and supervise the display of Special Effect Pyrotechnics Fireworks under the *Explosives Act*;
- 2.18. "Regulation" means *Explosives Regulations, 2013*, SOR/2013-2011, as amended or repealed and replaced from time to time;
- 2.19. "Safety Codes Officer" means an individual designated as a Safety Codes Officer in the Fire Discipline under the *Safety Codes Act*, R.S.A. 2000, c. S-1, as amended; and
- 2.20. "Special Effect Pyrotechnics Fireworks" means special effect pyrotechnics classified as such under the Regulation, including high hazard fireworks, such as listed black powder bombs, bullet effect, flash powder, air bursts, smoke compositions, bergs, lances and wheels, that are used to produce a special pyrotechnic effect for indoor or outdoor performances.

3. SALE OF FIREWORKS

- 3.1. No Person shall display, offer for sale or sell Fireworks within the Municipality.

4. POSSESSION, HANDLING AND DISCHARGE OF FIREWORKS

- 4.1. No Person shall possess, handle, discharge, fire or set off Fireworks within the Municipality unless the Person holds a valid and subsisting Fireworks Permit.
- 4.2. No Person shall possess, handle, discharge, fire or set off Fireworks within the Municipality in a manner that is contrary to the terms and conditions of a Fireworks Permit.
- 4.3. No Person shall discharge, fire or set off Fireworks on any land of which the Person is not the owner, without obtaining the prior written permission of the owner of the land to do so.
- 4.4. No Person shall store, handle or set off Fireworks in an unsafe manner or in a manner that creates a nuisance, taking into account the noise, danger of fire and explosion, and risk of death, injury and damage to Persons and property inherent in the storage, handling or use of Fireworks.
- 4.5. A Person who stores, handles or sets off Fireworks shall use reasonable care to ensure that those Fireworks are not accessible to a Minor.

5. FIRECRACKERS

- 5.1. No Person shall possess, handle, discharge, fire or set off Firecrackers within the Municipality.

- 5.2. No Person shall display, offer for sale or sell Firecrackers within the Municipality.

6. REQUIREMENT FOR FIREWORKS PERMIT

- 6.1. No Person shall discharge, fire or set off Fireworks within the Municipality without first obtaining a Fireworks Permit.
- 6.2. An application for a Fireworks Permit must be submitted in the form prescribed by the Municipality a minimum of three weeks prior to the Event, and be accompanied by:
- (a) the application fee, as set out in the Municipality's *Fees, Rates and Charges Bylaw*; and
 - (b) details of the location, date and time of the Event; and
 - (c) a list of all Fireworks to be used during the Event.
- 6.3. An application for a Fireworks Permit for Display Fireworks or Special Effect Pyrotechnics Fireworks must also be accompanied by:
- (a) a drawing or map depicting the physical access to be provided for fire and emergency vehicles at the Event;
 - (b) the free zone area of clear distance between the point of launch and an occupied area at the Event;
 - (c) the emergency plan for the Event;
 - (d) proof, in a form acceptable to the Fire Department Chief, of liability insurance in amount of not less than \$5,000,000.00, naming the Municipality as an additional insured;
 - (e) the name, address and certification number of the display supervisor or Pyrotechnician under whose supervision the Event shall be held;
 - (f) the name, address and certification numbers of all other display supervisors, Pyrotechnicians and assistants participating in the Event; and
 - (g) any other such information as required by the Municipality.
- 6.4. The Municipality may require any additional information from the applicant to ensure the public's safety and may, at its discretion, issue a Fireworks Permit, with or without conditions, or refuse to issue a Fireworks Permit.
- 6.5. No Fireworks Permit shall be issued to a Minor.

6.6. The Municipality, at its discretion, may suspend or revoke a Fireworks Permit:

- (a) for reasons of non-compliance with the *Alberta Fire Code*, the *Explosives Act*, this Bylaw or the terms and conditions of the Fireworks Permit;
- (b) due to changes in environmental conditions; or
- (c) for any reasons of safety to Persons or property.

7. TERMS AND CONDITIONS - CONSUMER FIREWORKS

7.1. No Person shall discharge, fire or set off Consumer Fireworks in, into, over, on or from:

- (a) a building;
- (b) a Motor Vehicle;
- (c) a Highway;
- (d) a park or other public place; or
- (e) a forest protection area designated under the *Forest and Prairie Protection Act*, R.S.A. 2000, c. F-19, as amended.

7.2. The Person named on the Fireworks Permit shall be responsible for any property damage or injury caused by the discharge, firing or setting off of Consumer Fireworks.

7.3. Consumer Fireworks shall only be permitted to be set off on privately-owned property in an area that is not designated for residential use in the Municipality's Land Use Bylaw.

7.4. Despite section 7.3, Consumer Fireworks may be permitted on privately-owned residential property if:

- (a) the property has an area of at least one hectare; and
- (b) the location from which the Consumer Fireworks are to be set off is at least 50 metres from the property line.

8. TERMS AND CONDITIONS - DISPLAY FIREWORKS AND SPECIAL EFFECT PYROTECHNIC FIREWORKS

8.1. No Person shall advertise that a Display Fireworks Event or Special Effect Pyrotechnics Fireworks Event is to be held in the Municipality unless the Person holds a valid and subsisting Fireworks Permit for the Event.

- 8.2. If, in the opinion of the Municipality, it is necessary for a Safety Codes Officer to be present at the setting off of the Display Fireworks or Special Effect Pyrotechnics Fireworks:
- (a) the presence of such Safety Codes Officer shall be a condition of the permit, and all associated costs shall be borne by the applicant;
 - (b) the Safety Codes Officer shall have the right to enter any premises for the purpose of ensuring public safety and shall not be hindered or obstructed in any way whatsoever; and
 - (c) the Safety Codes Officer shall also have the authority to require any precautions for the prevention of fire which in the Safety Codes Officer's opinion is deemed necessary before any Fireworks are set off pursuant to the Fireworks Permit;
- 8.3. If Display Fireworks or Special Effect Pyrotechnics Fireworks are to be held on municipal property, approval from the Municipality must be obtained prior to applying for a permit;
- 8.4. No permit shall be issued for a location within 200 metres of any place where explosives, or flammable or combustible liquids or substances are manufactured or stored;
- 8.5. Every Person to whom a Fireworks Permit is issued for Display Fireworks or Special Effect Pyrotechnics Fireworks must:
- (a) provide and maintain approved, fully operational fire extinguishing equipment ready for immediate use, throughout the time while the Fireworks are being set off or displayed and for a reasonable period thereafter, at the location or site of the Event;
 - (b) produce the Fireworks Permit, forthwith, upon demand by the Fire Department, a Peace Officer or a Safety Codes Officer; and
 - (c) permit the inspection of any site where the Fireworks may be stored, set off or displayed and the Fireworks themselves together with all associated equipment, by the Fire Department, a Peace Officer or a Safety Codes Officer, forthwith, upon demand.
- 8.6. Every Person to whom a Fireworks Permit is issued under this section, shall, immediately after the conclusion of the setting off or holding of a Display Fireworks Event or Special Effect Pyrotechnics Fireworks Event, carry out a site inspection and shall:
- (a) remove all unused or partly used Fireworks from the site;
 - (b) gather together and remove all debris remaining after using or partial use of the Fireworks; and;

- (c) return the site to the condition it was prior to the setting off or holding of the Event.

8.7. Every Person who fires or sets off Display Fireworks or Special Effect Pyrotechnics Fireworks shall take all steps reasonably necessary, as would a reasonable and prudent person, to ensure no harm to persons or property damage;

8.8. Property damage or injury as a result of the firing or setting off of Display Fireworks or Special Effect Pyrotechnics Fireworks shall be the responsibility of the Person setting off the Fireworks.

9. TERMS AND CONDITIONS – SPECIAL EFFECT PYROTECHNIC FIREWORKS

9.1. Special Effect Pyrotechnics Fireworks shall only be set off under the supervision of a Pyrotechnician.

10. OFFENCES

10.1. A Person to whom a Fireworks Permit has been issued pursuant to this Bylaw and any Person carrying out an activity otherwise regulated, restricted or prohibited by this Bylaw pursuant to such permit, shall comply with all terms or conditions forming part of the Fireworks Permit.

10.2. A Person shall not make any false or misleading statement or provide any false or misleading information to obtain a Fireworks Permit.

10.3. If any term or condition of a Fireworks Permit is contravened or if a false or misleading statement or false or misleading information was provided to obtain the permit, the Municipality may immediately cancel the permit.

10.4. During a fire ban imposed by the Municipality or any other regulatory authority having jurisdiction, all Fireworks Permits shall be suspended until such time as the Municipality, in its discretion, deems it appropriate to reinstate the Fireworks Permits.

10.5. It is the sole responsibility of the Person who holds a Fireworks Permit to ensure that there is no fire ban in place prior to discharging or setting off Fireworks. A Person who discharges Fireworks during a fire ban is guilty of an offence.

10.6. No Person shall obstruct or hinder any Person in the exercise or performance of the Person's powers pursuant to this Bylaw.

10.7. The onus of proving a Fireworks Permit has been issued in relation to any activity otherwise regulated, restricted or prohibited by this Bylaw is on the Person alleging the existence of such a permit.

11. PENALTIES

- 11.1. A Person who contravenes any provision of this Bylaw is guilty of an offence.
- 11.2. A Person who is guilty of an offence is liable to a fine in an amount not less than that established in this section, and not exceeding \$10,000.00, and to imprisonment for not more than 6 months for non-payment of a fine.
- 11.3. Specific penalties for infractions and contraventions of this Bylaw are set out in Schedule A, attached hereto and forming part of this Bylaw.
- 11.4. In the event an offense is repetitive in nature, the specified penalty set out in Schedule A shall be doubled for each subsequent offense.
- 11.5. Any penalty imposed pursuant to this Bylaw will be in addition to, and not in substitute for, any other penalty or remedy imposed pursuant to any other applicable statute, law, or legislation

12. VIOLATION TICKET

- 12.1. A Peace Officer is hereby authorized and empowered to immediately issue a Violation Ticket pursuant to the *Provincial Offences Procedure Act*, R.S.A. 2000, c.P-34, as amended, to any Person who the Peace Officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.
- 12.2. If a Violation Ticket is issued in respect of an offence, the Violation Ticket may:
 - (a) specify the fine amount established by this Bylaw for the offence; or
 - (b) require a Person to appear in court without the alternative of making a voluntary payment.

13. VOLUNTARY PAYMENT

- 13.1. A Person who commits an offence may:
 - (a) if a Violation Ticket is issued in respect of the offence; and
 - (b) if the Violation Ticket specifies the fine amount established by this Bylaw for the offence;

make a voluntary payment by submitting to a Clerk of the Provincial Court, on or before the initial appearance date indicated on the Violation Ticket, the specified penalty set out on the Violation Ticket.

14. SEVERABILITY

14.1. Should any provision of this Bylaw be declared invalid by a court of competent jurisdiction, then the invalid provision shall be severed and the remainder of the Bylaw shall remain in effect.

15. CONFLICT WITH OTHER BYLAWS

15.1. Nothing in this Bylaw shall exempt any Person from complying with the requirements of any bylaw in force or from obtaining any license, permission, permit, authority or approval required under any bylaw or provincial or federal statute or regulation.

16. COMING INTO FORCE

16.1. This Bylaw shall come into force on the day it is finally passed.

READ a first time this 11th day of June, 2019.

READ a second time this _____ day of _____, 2019.

READ a third and final time this _____ day of _____, 2019.

SIGNED and PASSED this _____ day of _____, 2019.

Mayor

Chief Legislative Officer

SCHEDULE A SPECIFIED PENALTIES

Section	Violation	Penalty
3.1	Unauthorized display or sale of Fireworks	\$500.00
4.1	Possessing, handling or discharging Fireworks without a valid Fireworks Permit	\$250.00
4.2	Possessing, handling or discharging Fireworks contrary to the terms of the Bylaw.	\$250.00
4.3	Failure to obtain permission of property owner prior to discharging Fireworks	\$500.00
4.4	Storage, handling or discharge of Consumer Fireworks in an unsafe manner or a manner that creates a nuisance	\$250.00
4.5	Failure to ensure Fireworks not accessible to a Minor.	\$250.00
5.1	Possession or discharge of Firecrackers	\$250.00
5.2	Display or sale of Firecrackers	\$500.00
6.1	Failure to obtain a Fireworks Permit	\$250.00
7.1	Discharge of Consumer Fireworks from an unauthorized location	\$500.00
7.3	Discharge of Consumer Fireworks on privately-owned property in an area that is not designated for residential use in the Municipality's Land Use Bylaw (unless exempted under s. 7.4)	\$500.00
8.1	Advertising of Fireworks without a valid Fireworks Permit	\$500.00
8.5(a)	Failure to have fully operational fire extinguishing equipment at the Event	\$500.00
8.5(b)	Failure to produce a valid Fireworks Permit	\$500.00
8.5(c)	Failure to permit inspection of the Fireworks site	\$1,000.00
8.6	Failure to conduct site inspection	\$500.00
9.1	Failure to supervise discharge of Special Effect Pyrotechnics Fireworks by Pyrotechnician	\$1,000.00
10.2	Making false or misleading statement to obtain a Fireworks Permit	\$500.00
10.3	Obstructing or interfering with exercising of powers and responsibilities under this Bylaw.	\$1,000.00



FIREWORKS FACT SHEET

EACH YEAR, FIREWORKS INJURE THOUSANDS AND CAUSE THOUSANDS OF FIRES.

FIRES INVOLVING FIREWORKS

- In 2013, fireworks caused an estimated 15,600 reported fires in the U.S., including 1,400 structure fires, 200 vehicle fires, and 14,000 outside and other fires.
- These fires resulted in an estimated 30 civilian injuries and \$21 million in direct property damage, with no reported fire deaths. Most fireworks deaths and injuries occur without fires.
- Two thirds of the fires started by fireworks in 2009-2013 were brush, grass or forest fires. However, most of the injuries and property damage resulted from structure fires.
- More than one-quarter (28%) of fires started by fireworks in 2009-2013 were reported on Independence Day. Almost half (47%) of the reported fires on the Fourth of July were started by fireworks.

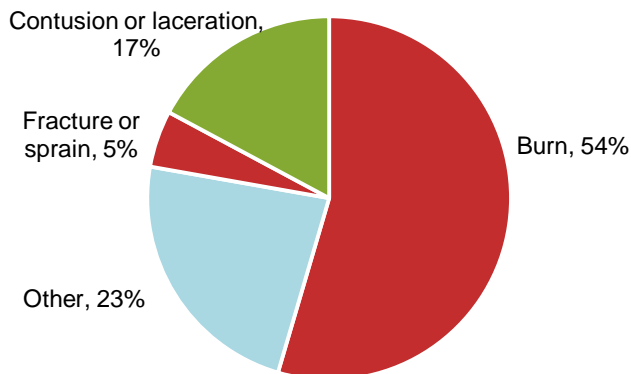
FIREWORKS INJURIES SEEN AT EMERGENCY ROOMS

In 2014, U.S. hospital emergency rooms saw an estimated 10,500 people for fireworks-related injuries. These injury estimates were obtained or derived from the [Consumer Product Safety Commission's 2014 Fireworks Annual Report by Yongling Tu and Demar Granados](#). The detailed statistics below are based only on injuries seen from June 20-July 20, 2014. Two-thirds of the fireworks injuries occurred during that period.

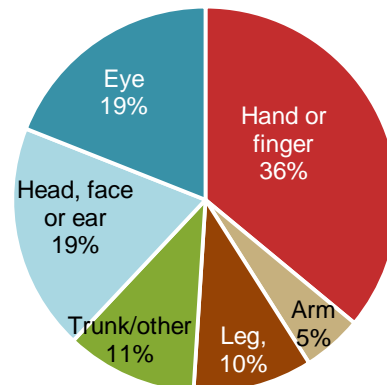
More than half (54%) of the fireworks injuries were burns, while almost 17% were contusions or lacerations.

More than one-third (36%) of the fireworks injuries in 2014 were to hands or fingers. One in five (19%) were eye injuries. An additional 19% were to other parts of the head.

**2014 Fireworks-Related Injuries*
by Type of Injury**



**2014 Fireworks-Related Injuries*
by Part of Body Injured**



Note: The reds and browns are extremities (51% of total) and the blues are parts of the head (38%).

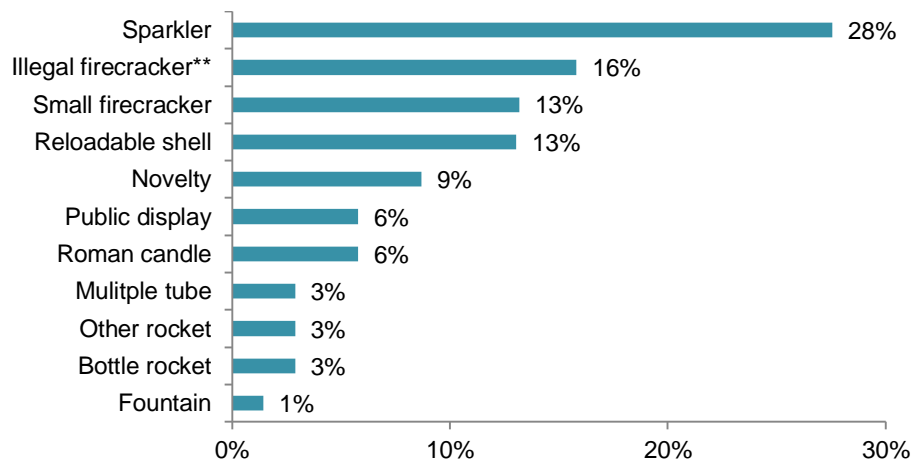
*Based on injuries during the month around July 4.

FIREWORKS INJURIES SEEN AT EMERGENCY ROOMS, FROM JUNE 20 TO JULY 20, 2014

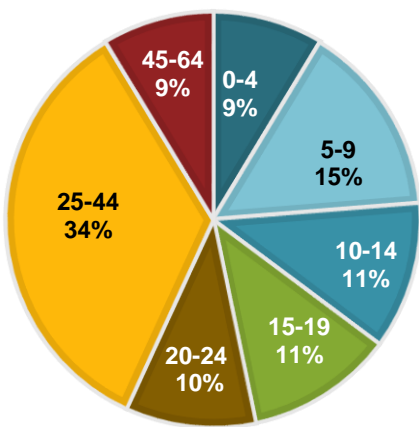
These injury estimates were obtained or derived from the [Consumer Product Safety Commission's 2014 Fireworks Annual Report by Yongling Tu and Demar Granados](#).

- Sparklers alone accounted for more than one one-quarter (28%) of the emergency room fireworks injuries¹ in 2014.
- Only 6% of fireworks injuries were caused by public displays.
- Males accounted for three-quarters (74%) of the injuries.
- More than one-third (35%) of the people hurt by fireworks were under 15; nine percent were under five.
- Children ages 5-9 were 2.4 times as likely as the general population to be injured by fireworks.
- Youth ages 10-19 had a risk 1.8 times the overall risk.

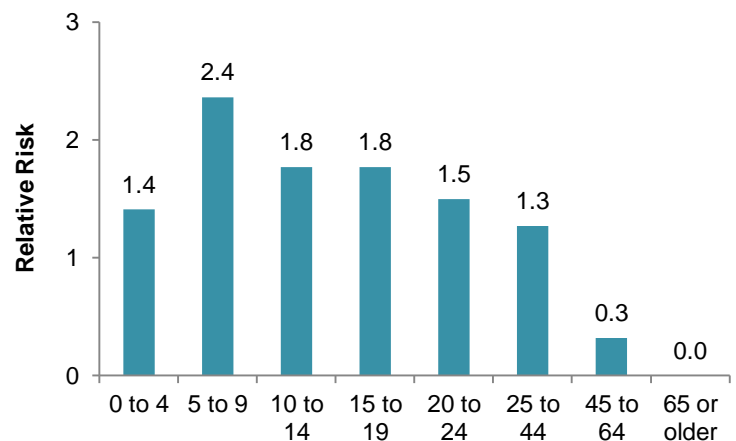
2014 Fireworks Related Injuries,* by Type of Fireworks¹



2014 Fireworks-Related Injuries* by Age of Victim



Relative Risk of 2014 Fireworks-Related Injury* by Age of Victim



*Based on injuries during the month around July 4.

**Illegal under Federal law

¹ Based on known types of fireworks.

Source: [Fireworks](#), NFPA, Marty Ahrens, June 2016



COUNCIL REPORT

Meeting Date: June 25, 2019

Subject: Bylaw No. 19/019 - Well Drilling Equipment Tax Bylaw

APPROVALS:

Annette Antoniak

Director

Chief Administrative Officer

Recommended Motion:

1. THAT Bylaw No. 19/019, being the Well Drilling Equipment Tax Bylaw, be read a first time.
2. THAT Bylaw No. 19/019 be read a second time.
3. THAT Bylaw No. 19/019 be considered for third reading.
4. THAT Bylaw No. 19/019 be read a third and final time.

Summary:

In accordance with the *Municipal Government Act*, the Regional Municipality of Wood Buffalo is required to pass a Well Drilling Equipment Tax Bylaw for the purpose of completing the work set out in the approved Operating and Capital Budgets.

Background:

The Well Drilling Equipment Tax (WDET) was introduced in 1948 as a way to offset the cost of repairing damage to roads from well drilling activity. The regulation permitting the tax expired on December 31, 2013.

AR 218/2014, the Well Drilling Equipment Tax Rate Regulation, came into effect on January 1, 2015. The regulation introduces a new formula and rates effective January 1, 2016. The tax levied on all well drilling equipment is provided to the Municipality by the province on monthly basis. The Municipality sends invoices to the owners and they have 30 days to pay these taxes.

Municipal Government Act section 388 requires a municipal council to pass a Well Drilling Equipment Tax bylaw in order to impose a tax in respect of equipment used to drill a well for which a license is required under the *Oil and Gas Conservation Act*.

Budget/Financial Implications:

COUNCIL REPORT – Bylaw No. 19/019 - Well Drilling Equipment Tax Bylaw

For the 2019 taxation year, the projected revenue from Well Drilling Equipment Tax is \$1,300,000.

Rationale for Recommendation:

The *Municipal Government Act* requires a municipality to pass Well Drilling Equipment Tax bylaw in order to collect Well Drilling Equipment taxes.

Strategic Priorities:

Responsible Government

Attachments:

1. Bylaw No. 19/019 - Well Drilling Equipment Tax Bylaw

BYLAW NO. 19/019**A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO TAX WELL DRILLING EQUIPMENT USED TO DRILL A WELL FOR WHICH A LICENSE IS REQUIRED PURSUANT TO THE OIL AND GAS CONSERVATION ACT.**

WHEREAS Section 388(1) of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended, authorizes a council to pass a well drilling equipment tax bylaw;

AND WHEREAS Section 11(1) of the *Oil and Gas Conservation Act*, R.S.A. 2000, c.O-6, as amended, requires that a person not commence drilling a well or undertake any operations preparatory or incidental to the drilling of a well or continue any drilling operations, any producing operations or any injecting operations unless a licence has been issued and is in full force and effect; and the person is the licensee;

AND WHEREAS the *Well Drilling Equipment Tax Rate Regulation*, AR 218/2014, prescribes the methodology to be used in calculating a tax payable under Division 6 of Part 10 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended;

NOW THEREFORE the Council of the Regional Municipality of Wood Buffalo, duly assembled, hereby enacts as follows:

1. This bylaw shall be cited as the "Well Drilling Equipment Tax Bylaw".
2. The Regional Municipality of Wood Buffalo shall impose a tax on all equipment used to drill a well for which a licence is required under the *Oil and Gas Conservation Act*, R.S.A. 2000, c.O-6, as amended.
3. The tax imposed pursuant to this bylaw is payable by the person holding a licence issued pursuant to the provisions of the *Oil and Gas Conservation Act*, R.S.A. 2000, c.O-6, as amended.
4. The amount of the tax imposed by this bylaw shall be calculated in accordance with *Well Drilling Equipment Tax Rate Regulation*, AR 218/2014, as amended, or repealed and replaced, from time to time.
5. This Bylaw shall become effective when passed.

READ a first time this _____ day of _____, 2019.

READ a second time this _____ day of _____, 2019.

READ a third and final time this _____ day of _____, 2019.

SIGNED and PASSED this _____ day of _____, 2019.

Mayor

Chief Legislative Officer



COUNCIL REPORT

Meeting Date: June 25, 2019

Subject: Strategic Plan Progress Report, Quarter 1 & 2: January 1-June 19, 2019

APPROVALS:

Annette Antoniak

Director

Chief Administrative Officer

Recommended Motion:

THAT the Strategic Plan Progress Report for Quarter 1 & 2, 2019 be accepted as information.

Summary:

The 2018-2021 Strategic Plan was approved by Council on January 30, 2018. Work on the four strategic priorities listed in the plan is now underway. The Strategic Plan Quarter 1 & 2, 2019 report details the activities that have occurred for the period ending June 19, 2019.

Background:

On January 30, 2018, Council approved the Strategic Plan for 2018-2021. The Plan includes an organizational vision, mission and values, four strategic priorities, strategies/initiatives to advance those priorities as well as key performance indicators.

Directors have been identified to lead each of the strategies/initiatives, and these individuals have described milestones, implementation timelines and an associated budget. The Operating and Capital budgets approved by Council on November 30, 2018 contain the resources necessary to accomplish the activities scheduled for 2019.

Work on the strategies/initiatives listed in the Strategic Plan took place throughout the year. The progress report details the activities for the first two quarters of 2019 up to June 19, 2019 (Attachment 1).

The progress report lists the strategies/initiatives associated with each of the four strategic priorities, the applicable work that has occurred up to June 19, 2019, the activities planned to continue throughout 2019, and an indication of the status of these strategies/initiatives (i.e. if it is "on target", "delayed", or "complete"). The majority of the strategies are "on target" in that the work performed throughout 2019 is aligned with the milestones and implementation timelines established.

As part of our strategic plan we are working closely with Wood Buffalo Economic Development Corporation (WBEDC). WBEDC have assumed full responsibility and are working on the following strategies / initiatives: 3b: Business Attraction and Incentives, 3c: Small Business Incubator, 3d: Economic Gardening and Pop Up Stores and 3e: Shop Local Program. WBEDC will be responsible to update their Board of Directors on the status of these strategies/initiatives.

Budget/Financial Implications:

Budget implications were identified and included in the 2019 budget.

Strategic Priorities:

Responsible Government

Attachments:

Strategic Plan Q1 and Q2 Report Jan 1- June 19 2019

Attachment 1 – Strategic Plan Progress Report, January 1-June 19, 2019

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
Strategic Priority #1: Responsible Government					
1a	Fiscal Responsibility	Finance	<ul style="list-style-type: none"> On May 8, 2018 the 2018 – 2020 Fiscal Management Strategy was presented to Council along with the 2018 Tax Rate Bylaw. The Tax Rate Bylaw was adopted by Council. On May 7, 2019 the 2019-2021 Fiscal Management Strategy was presented to Council along with the 2019 Tax Rate Bylaw. 	<ul style="list-style-type: none"> Continue to manage budget and plans 	☑
1b	Shared Services	Finance	<ul style="list-style-type: none"> Wood Buffalo Economic Development Corporation setup is continuing. 	<ul style="list-style-type: none"> Add a payroll component to setup. 	⦿
1c	Budgets and Financial Plans	Finance/CAO	<ul style="list-style-type: none"> 2018 audited statements were presented to Council April 9th same statements have been released to the Province of Alberta as per MGA requirements. 2019 Budgets and 2020 – 21 plans were presented and approved, November 2018. 	<ul style="list-style-type: none"> 2019 Quarter One Financial Performance Report was presented to Council May 14th. 2020 Budget preparation schedule is being finalized. 	⦿
1d	Asset Management	<p>Engineering</p> <p>Public Works</p>	<ul style="list-style-type: none"> Have finalized Asset Management Plans for all seven service areas. Council approved Asset Management System Policy April 23, 2019, and CAO approved six Administrative Procedures. Meetings with all the service areas, WTP, UGS, Parks, Facilities, Transportation, WWTP to discuss implementation priorities, review the Council Policy and Administrative Procedures, identify the AM Team Member for each area, and determine what support they would like from Engineering. The Municipality has received the draft Asset Management Implementation Plans for all seven service areas. Public Works providing ongoing support to Engineering to review draft asset management plans. Scope of work to RFP for data collection services related to vertical assets in development and being reviewed by Finance and Engineering. Building Life Cycle – operational and capital projects ongoing. Started conducting a gap analysis on our preventative maintenance programs to identify existing deficiencies and gaps. 	<ul style="list-style-type: none"> Engineering to work with operating departments to implement high-priority improvement actions for 2019/2020, including implementation of the asset risk model, development of asset registers for assets not currently inventoried, and identification of level of service performance measures for those not currently tracked. Engineering to measure and monitor the achievement and progress of improvement actions to report at year end. Work with Engineering to finalize Asset Management program and implement Post RFP - approximately May/June once scope has been finalized, award and begin comprehensive data collection. Findings will be incorporated into ongoing preventative maintenance plans. Continue to support the service areas in their asset data collection efforts. In 3rd Quarter 2019, begin work with service areas to document LOS and performance measures 	<p>⦿</p> <p>⦿</p> <p>⦿</p>

⦿ On Target











⌚ Delayed

☑ Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> Goal Alignment session held on January 10/19 for all leaders, goals were cascaded from CAO to the operational areas Performance goals set for 2019 set for all exempt employees and are being monitored by leaders Redesign of the performance management (exempt) documentation with guidelines and leadership tools Leadership alignment session scheduled for April 11/19 with a primary focus on “Going Home Better” 	<ul style="list-style-type: none"> Mid-year reviews to be completed by end of June 2019 for all exempt employees Identification of critical positions across organization Talent strategy focusing on career development, workforce planning & further expansion of succession planning for all areas 	⊙
1f	Foster equality, diversity and inclusion in the region	Corporate and Community Services	<ul style="list-style-type: none"> Homelessness Initiatives Strategic Committee (HISC) recommendations presented to Council for funding in 2019/2020 fiscal year as well as two amendments to 2018/2019 approved budget. Community Plan to End Homelessness (CPH) Homelessness Initiatives Strategic Committee (HISC) recommendations presented to Council for funding in 2019/2020 fiscal year as well as two amendments to 2018/2019 approved budget. Funded agencies attended a Meet and Greet at McMurray Experience on April 3. “Reaching Home: Canada’s Homeless Strategy” was launched. Focus will be on outcomes-based approaches, implementing coordinated access and robust data collection. Quiet room implemented in 6 municipal buildings. “I see you: Sawubona” project dedicated to providing an opportunity to reflect on how we see others took place for a month at MacDonald Island. Up to 3,000 people have accessed the installation. The installation was made available to other agencies for awareness and training purposes. 	<ul style="list-style-type: none"> Present the 8-year Community Plan to End Homelessness update to Council. Launch coordinated access. A coordinated access system is the process by which individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level access points where trained workers use a common assessment tool to evaluate the individual or family’s depth of need, prioritize them for housing support services and then help to match them to available housing focused interventions. Coordinated access is required by the federal funding agreement by March 2022. Exhibit is in Anzac until May 5; May 8-10 at the Family and Community Support Service (FCSS) conference at the Merit Hotel, Fort McMurray; and May 22-June 5 at the contact office in Janvier. 	⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<ul style="list-style-type: none"> “Not in Our Town” speaker facilitated a discussion on their approach to addressing hate and equity in the US and shared best practices and learnings. Regional Advisory Committee on Inclusion, Diversity and Equality (RACIDE) presentation to SLT to provide update on the Diversity and Inclusion workplan and recommendations for future initiatives to assist the RMWB realize its common commitments to Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD). Advisory Committee on Aging (ACOA) adopted the Age Friendly Work Plan and presented to the Senior Leadership Team. Wood Buffalo Workplace Inclusion Charter has been developed by RACIDE with support from the Fort McMurray Chamber of Commerce, Alberta Ministry of Labour, Northern Alberta Development Council, Bow Valley Local Immigration Partnership and Wood Buffalo Economic Development Corporation. Presentations are taking place with employers upon request 	<ul style="list-style-type: none"> Regional Advisory Committee on Inclusion, Diversity and Equality (RACIDE) presentation to SLT to provide update on the Diversity and Inclusion workplan and recommendations for future initiatives to assist the RMWB realize its common commitments to Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD). Monitor progress on the Age Friendly Work Plan. Continue to communicate the charter and toolkit and encourage employers to sign the official declaration and work through its 20 commitments. 	
1g	Accessibility	Engineering/ Public Works	<ul style="list-style-type: none"> 2018 evaluations are done and being reviewed, 44 facilities in total were completed 2019 condition assessments 66 facilities in total. This year’s evaluations included data capture for all the equipment in our facilities Our internal staff are conducting facility walkdowns (visual inspections) for general wear and tear and minor repairs. Distribution of facilities completed to date are as follows; <ul style="list-style-type: none"> 45/66 rural facility walkdowns completed in 2019 to date 18/154 urban facility walkdowns completed in 2019 to date 	<ul style="list-style-type: none"> Complete Remaining Reviews Complete Remaining Reviews 	© <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
1h	Intergovernmental Relations	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Support lobbying of Bills C-48 and C-69, which impact the energy sector, including presentations to Senate Committees and written submissions. Support advocacy days in Ottawa for regional issues. Follow-up correspondence from subsequent Ottawa and Senate lobbying. Advocacy issues tracker and implementing relationship tracker tool. Supporting correspondence to different levels of government based on Council motions; as an example, a letter to the Federal and Provincial governments related to the ‘mortgage stress test.’ 	<ul style="list-style-type: none"> Information gathering on new Provincial government and written letters to Ministries regarding areas of concern for Wood Buffalo. Ongoing support of Council in efforts to work with other communities to advocate for energy sector and healthy regional economy. 	©
1i	Partnerships with Social Profits	Public Works – Recreation & Culture	<ul style="list-style-type: none"> Social Sustainability Plan Stewardship Committee has begun to meet to identify primary goals for 2019 supported by Neighborhood and Community Development (Community Services). 	<ul style="list-style-type: none"> Grant agreements distributed, Q1 funding disbursed to grant recipients, in accordance with the payment schedules in the agreements. 	

Attachment: Strategic Plan Q1 and Q2 Report Jan 1- June 19 2019 (Strategic Plan Progress Report,

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				<ul style="list-style-type: none"> Technology platform to be developed; scheduled for delivery December 2019. Facilities buildout scheduled for completion late August 2019. 	
1k	Wildfire Recovery	Recovery Task Force	<ul style="list-style-type: none"> Assessment of damage to municipal greenspace document was received and passed on to the GOA's consultant for their review. Assessment of damage to sidewalks, roads, curb and gutters is under review by AEMA for funding approval. Work on the Firebreak and Trail Restoration project will commence in April. Seeding, tree planting, installation of benches and garbage containers and trail paving to complete this year. Erosion Control project is ongoing and is anticipated to be completed by October 2019. Comprehensive Firebreak Homes Initiative is ongoing and to be completed this year. Hazardous tree removal has continued into 2019 and will be completed this year. Resurvey work is ongoing with the placement of monuments left to do this Spring. Soil Stockpiling will continue to the end of 2019, will review status of rebuild as the construction season continues. Water and Wastewater Restoration project will continue this year. We will monitor the rebuilds throughout the construction season. Playground area restoration work to commence and complete this season. 	<ul style="list-style-type: none"> Review damaged areas and tender for start of work this year and complete in 2020. Tender and award of contracts for work to begin this construction season and to complete in 2010. Continue the project for completion this year and turn over areas to Parks. Project ongoing. Continue to work through this program to complete by July/August. Project to start up in June. Iron post/monuments to be placed this Spring. Project ongoing. Project will continue into 2019. Tender package to be released in June 2019 	        
1l	Public Engagement Strategy	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Ongoing engagements which occurred over Q2 including: wildfire commemorative park space, Rural Water & Sewer Servicing, Land Use Bylaw, downtown revitalization, and the Truth and Reconciliation report. 	<ul style="list-style-type: none"> Ongoing work on public engagement strategy through Q3. Explore tools to increase capacity for meaningful public engagement. Forecasted engagement through Q3 2019: downtown revitalization, wildfire commemorative park space, and Truth and Reconciliation report. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1m	Youth	Corporate and Community Services	<ul style="list-style-type: none"> Expansion of MACOY to include 71 youth and 5 mentors. Working closely with Fort McKay and Anzac to include youth from rural communities. MACOY continues to work on their projects such as the 20 under 20 edition of YMM magazine. Program runs until May 2019 with current group. 	<ul style="list-style-type: none"> Evaluate and report back to Council. Recruitment of MACOY members for 2019/2020 term. 	⊙
1n	Whistleblower Initiative	Human Resources	<ul style="list-style-type: none"> Policy and procedure completed 	<ul style="list-style-type: none"> Completed 	☑
Strategic Priority #2: Downtown Revitalization					
2a	Encourage Development in the Downtown	DCAO office / Planning & Development	<ul style="list-style-type: none"> Contributing ideas for potential interim and permanent development options for the former SEC Lands. Preparing a scope of work for the downtown ARP. Facilitating permits for downtown development. 	<ul style="list-style-type: none"> Continue managing permits in the downtown and guide applicants through the permit review process. Negotiate with developers to reach a mutually agreeable development proposal. Go to tender with RFP soliciting consultant support and mentorship for downtown ARP 	⊙
2b	Establish Municipal Land Inventory	Planning & Development		<ul style="list-style-type: none"> Land Administration has completed and submitted SLT. 	☑
2c	Incentives to Update Store Fronts	DCAO office / Planning & Development	<ul style="list-style-type: none"> Prepared an Incentives report to research possible incentives available for use. Researched approaches taken by mid and large-sized cities throughout Canada. 	<ul style="list-style-type: none"> Determine which incentives are best suited to fit Council's goals. Design a framework that provides a breakdown and description of the suite of incentives. Explore approaches for how best to offer the incentives to developers. 	⊙
2d	Clear Land Use Plans and Regulations	Planning & Development	<ul style="list-style-type: none"> Working with internal and external partners to craft bylaw to bring Council's work camp moratorium into law. Engaging with industry representatives to gain insight into their concerns regarding potential LUB amendments pertaining to work camps. Brought forward amendments to existing cannabis regulations for Council consideration and debate. Working with consultant to draft the parking and signage regulations for the Land Use Bylaw. Refining all sections of the draft LUB by putting draft regulations through a rigorous testing phase. Seeking stakeholder input on draft LUB 	<ul style="list-style-type: none"> Investigate potential to amend deferred LUB amendment for new work camps requirements. Bring forward a bylaw that brings into force Council's work camp moratorium. Finalize draft LUB and bring forward to Council for consideration. 	⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
2e	Riverfront Master Planning & Revitalization	DCAO office / Planning & Development	<ul style="list-style-type: none"> Supporting Public Works and Engineering in the upgrading of a riverfront trail along the Clearwater River. 	<ul style="list-style-type: none"> Collaborate with Public Works on development of a waterfront master plan. 	⊙
2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> Finalizing RFP for consultant support on the MDP. Consulting fees have been budgeted in 2019 to support contracting out the entire project. 	<ul style="list-style-type: none"> Post RFP on Alberta Purchasing Connection. Review proposals and select consultant. 	⊙
2g	Aging in Place Facility	Corporate and Community Services	<ul style="list-style-type: none"> WBHDC have hired a consultant to assist with developing community housing profiles outlining key housing indicators. WBHDC will prepare a capital project submission to the Province for the 'Aging in Place' facility. Willow Square Continuing Care Centre under construction. Anticipate building will be complete by the end of November 2019 for transfer to AHS as they prepare the facility for occupancy in summer 2020. 	<ul style="list-style-type: none"> WBHDC and stakeholders to bring the housing needs assessment to the attention of the Province to increase deficit-funding requests from the region as well as solutions for rural communities. WBHDC capital submission to Provincial government. Continued construction. 	⊙
3a	Work with Industry and Suppliers – Fly In, Fly Out	CAO office / Planning & Development	<ul style="list-style-type: none"> Supporting FIFO sub-committees by providing data to inform conversations and eventual recommendations. 	<ul style="list-style-type: none"> Continue supporting ongoing conversations by providing additional information as requested by stakeholders both internal and external. 	⊙
3b	Business Attraction and Incentives	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC 		⊙
3c	Small Business Incubator	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC 		⊙
3 d	Economic Gardening and Pop Up Stores	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC 		⊙
3 e	Shop Local Program	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC 		⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
3f	Support Arts and Culture	Public Works – Recreation & Culture	<p>2018 Winter Games Successfully Hosted</p> <ul style="list-style-type: none">Economic Impact assessment completedPresentation to Council in November-December 2018 delayed <p>Wood Buffalo Regional Arts & Culture Master Plan</p> <ul style="list-style-type: none">Public Engagement completedRe-titled <i>Wood Buffalo Culture Plan</i>First draft of the plan vetted through internal stakeholders and Community Advisory CommitteeA total of \$5,000 budgeted in 2019 to support implementation. <p>Comprehensive Multi-year public art plan and implementation guide</p> <ul style="list-style-type: none">RFP posted December 2018 and closed January 24, 2019A total of \$85,000 budgeted to support the development of the Plan <p>Artist in Residency Successful Completion for 2018</p> <ul style="list-style-type: none">Annual Program completed for 2018Initiation of plan transfer to Arts Council Wood Buffalo <p>Street Banner Program successfully implemented in Spring and Summer</p> <ul style="list-style-type: none">Successfully implemented spring and summer program <p>Artist in Motion successfully completed two showcases at McMurray Experience for 2018</p> <ul style="list-style-type: none">Annual Program completed for 2018	<ul style="list-style-type: none">2019 May 14th Presented recommendations to council to distribute the remaining funds from 2018 Alberta Winter Games and recommendations to formally dissolve the Society. Host Society presented final report and economic Development presented economic impact from the games.Presented to Mayor and Council May 14, 2019. The Culture plan was adopted as a guiding document to support and enhance arts and heritage initiatives in the Regional Municipality of Wood Buffalo over the next ten years. That Administration work with the established community based advisory committee to transition from development to implementation and evaluation of the Wood Buffalo Culture plan and that Administration report back to council meetings bi-annually on progress.Next scheduled Community Advisory Committee meeting is June 18thUndertaking Review and evaluation of proponents received through RFP process.Hire Consultant to work with internal stakeholders and Public Art Committee to initiate the development of the planAdoption of the plan by the public Art Committee and council to follow once completed.RFP closed, evaluations first week in June, to be awarded mid-June.Arts Council Wood Buffalo to lead the program, commencing in 2019Benchmark the installation process to evaluate one installation per year and continue to work closely with Operations/RoadsBudgeted approximately \$27,150 for 2019-theme is Wood Buffalo History2019 costs associated with staff time only to support programInitiated Lunch and Learn component/ two public calls completed to date	<div>☑/⊙🕒</div> <div>🕒</div> <div>☑/⊙</div> <div>☑/⊙</div> <div>☑/⊙</div>

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#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4a	Truth and Reconciliation Commission Calls to Action	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> Develop logo and tagline for TRC engagement campaign. Ongoing meetings with regional Indigenous organizations to gather feedback on Calls to Action. Refining communications and engagement plan as necessary. Begin planning TRC Symposium for late September, which will also serve as a community check-in. 	<ul style="list-style-type: none"> Completion meetings with regional Indigenous organizations to gather feedback on Calls to Action. Update website to support TRC Calls to Action engagement with education piece. Incorporate feedback into draft report. Undertake TRC Symposium at end of Q3. 	⊙
4b	Indigenous Consultation	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> Internal stakeholders have been identified for project working group. Comprehensive review of all existing internal material relating to previous engagement efforts. External review of relevant research and information. 	<ul style="list-style-type: none"> Project team working session to take place end of June. Internal interviews with key administration and personnel in Q3. Internal stakeholder audit during Q3. Create draft policy in Q3. External stakeholder interviews and community engagement in Q3 and Q4. 	⊙
4c	Delivery of Water and Sewer Servicing	Engineering	<p>Design and Construction for Rural Water and Sewer Servicing Program is taking place simultaneously. The work in each community is divided into various contracts:</p> <p>A) Progress Update – Design: ANZAC:</p> <ul style="list-style-type: none"> Lift Station design 100% complete. Service connection design is at 30% (this is the conceptual part). Community engagement April 24. <p>CONKLIN:</p> <ul style="list-style-type: none"> Design for Water and Sewer Installation on Christina Lake Dr. and Father Mercredi Tr. and 2 packaged Lift Stations is now at 90%. Construction for these designs is 2020. Service connection design is at 20% (this is the conceptual part). <p>DRAPER:</p> <ul style="list-style-type: none"> 3.7km of roadway contract is tendered. Balance of road depends on sewer and water decision which is related to slope stability. Water & Sewer still at 50% complete. Service connection design is at 50% (this refers to the concept and some of the ‘on-lot’ design such as tanks and pumps, but not the runs from house to 	<ul style="list-style-type: none"> Assessment of project/program risks to continue Service Connections Pricing Survey <ul style="list-style-type: none"> Planning to visit every lot Creating the team to do this survey with involvement from consultant and contractors <p>Draper</p> <ul style="list-style-type: none"> Start construction of 3.7 km of road – only to the S bend <p>Bylaw</p> <ul style="list-style-type: none"> Working with Legal team to develop bylaw as required 	<p>⊙</p> <p>⊙</p> <p>⊙</p>

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<p>Road)</p> <ul style="list-style-type: none"> Community Engagement on March 18, 2019. <p>GREGOIRE LAKE ESTATE (GLE):</p> <ul style="list-style-type: none"> Acquisition of private land is now complete. Design for force main GLE to Anzac- in South Utility Corridor (SUC) is complete. Service Connection Design is at 30% (this is the conceptual part). Community Engagement (with Anzac) April 24. <p>JANVIER:</p> <ul style="list-style-type: none"> Design for Janvier Lagoon and outfall pipe is now completed, and AEP approval received. Service connection design is at 50% (this is the conceptual part). Community Engagement May 9. <p>SAPRAE CREEK:</p> <ul style="list-style-type: none"> Lift Station to tender. Service connection design is at 90%. Community Engagement April 3. <p>B) Progress Update – Construction:</p> <p>ANZAC:</p> <ul style="list-style-type: none"> ANC Contract #1: Lift Stations – Construction started May 2019. Substantial completion by May 18, 2020 ANC Contract #2: Remaining scope of work will be re-written and retendered. Current Contractor to complete deficiencies <p>CONKLIN:</p> <ul style="list-style-type: none"> CLN Contract #2: Construction on Two Lift Stations – substantially completed. Currently under warranty. CLN Contract #3: Construction of water and sewer up to property line along with road reconstruction on Pine Lane and Poplar Dr. – in progress with completion date Nov 2020. <p>JANVIER:</p> <ul style="list-style-type: none"> Janvier Contract #1: Construction of water and sewer up to the property line along with road reconstruction – in progress and will be completed by July 2019. 	<ul style="list-style-type: none"> To complete the remaining construction 	<p>⊙</p> <p>⊙</p> <p>⊙</p> <p>⌚</p> <p>⊙</p> <p>⊙</p>

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			GREGOIRE LAKE ESTATE (GLE): <ul style="list-style-type: none"> GLE Contract #1: Construction of water and sewer up to the property line along with road reconstruction, construction in progress; bottom lift on all roads completed, scheduled to be completed by Sept 2019. GLE Contract #2: Construction of water reservoir, pumphouse and lift station, construction in progress; scheduled to be completed by Oct 2019. Contract #3: Construction of force-main from GLE to Anzac – Tree clearing completed. Contract 4: force-main GLE to Anzac – Tender posted SAPRAE CREEK ESTATES (SCE): <ul style="list-style-type: none"> Contract #1: Construction of water and sewer up to the property line along with road reconstruction started and will be completed by Sept 2020. Contract #2: Construction of force-main and gravity main from SCE to Airport Sanitary System - the contract is awarded, construction in progress, 50% completed. Contract #3 – Lift Station: Tender is in award process 	<ul style="list-style-type: none"> Complete top lift paving and address the seasonal deficiencies in summer 2019 Continue construction Tender for construction in Q2 2019 Construction shall continue in 2019 – 2020 Construction to start in 2019 and finish in 2020 	<p>⊙</p> <p>⊙</p> <p>⊙</p>
4d	Amalgamation Review	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Completion of the Amalgamation Review Workbook for foundation to engagement session conversations. Phase 1 of community engagement with rural and Indigenous leadership groups has been complete. Feedback from rural and Indigenous leadership groups has been compiled which will inform the summary and full Amalgamation Review reports. 	<ul style="list-style-type: none"> Complete draft “What We Heard Engagement Report” and summary report in Q3. Evaluate initial engagement process and re-engage with any rural and Indigenous leadership groups that may require additional dialogue. Engage with key internal stakeholders in Q3 and Q4 that may have been identified through the initial phases of the review. Draft full Amalgamation Review report in conjunction with summary report. 	⊙
4e	Emergency Management	Regional Emergency Services	<ul style="list-style-type: none"> The Community Based Plans are 100% complete and included in the Regional Emergency Management Plan (REMP). Household Emergency Management Guides will be distributed to every household in the Municipality during the month of May 2019. 	<ul style="list-style-type: none"> Operationalize each community plan by offering training and practical exercises. 	⊙

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4i	Rural Operational Efficiencies & Cost Savings	Public Works/ Engineering	<ul style="list-style-type: none">Successfully merged Environmental Services with Public Works and created Rural Operations Team reporting out of Anzac including personnel from roads, environment and parks.RFP for Risk Assessment in Environmental Services awarded to KPMG. (Comprehensive Risk analysis of Environmental Services Branch that encompasses operational risk, OH&S risk and Business continuity risk)	<ul style="list-style-type: none">Continue to explore opportunities for efficient delivery of core services, while ensuring fiscal responsibility.Work on Risk Assessment – Interviews with staff are being scheduledInternal reviews and data collection completed March.	<div><div>☑</div><div>🕒</div><div>☑</div></div>



COUNCIL REPORT

Meeting Date: June 25, 2019

Subject: Letter of Support - Education Crisis, Fort Chipewyan

APPROVALS:

Annette Antoniak

Director

Chief Administrative Officer

Recommended Motion:

THAT the Mayor sign a letter of support to the Federal Minister of Indigenous Services Canada and the Provincial Minister of Education requesting an urgent meeting be held with community leaders regarding the education crisis that exists in Fort Chipewyan.

Summary:

On June 18, 2019, the Regional Municipality of Wood Buffalo received a request from the Mikisew Cree First Nation, to consider passing a motion to support the efforts of the Fort Chipewyan community leaders to call for an urgent meeting with the Federal Minister of Indigenous Services and the Provincial Minister of Education to discuss the education crisis in that community.

Background:

The 2010 Northland School Division Inquiry Team Report ("Report") (Attachment 1) made several recommendations to the Government of Alberta for improvements in Northlands Schools throughout Alberta. Despite this Report, the 2008 United Nations Declaration on the Rights of Indigenous People (Attachment 2) and the 2015 Truth and Reconciliation Commission of Canada: Calls to Action (Attachment 3), substandard education services still exist in Alberta. Specifically, in Fort Chipewyan, education has reached a crisis level with no graduates for the 2018 - 2019 school year and a marked departure of teachers, who will not be returning for various reasons, such as housing and work conditions.

Rationale for Recommendation:

With nearly a decade since the release of the Report, an urgent meeting is required with Federal and Provincial Ministers to discuss the current status of recommendations contained in the Report and to create an immediate plan of action to ensure students receive a proper education beginning with the 2019 - 2020 school year.

Strategic Priorities:

Responsible Government
Rural and Indigenous Communities and Partnerships

Attachments:

- 1. 2010 Northland School Division Inquiry Team Report**
- 2. 2008 United Nations Declaration of the Rights of Indigenous Peoples**
- 3. 2015 Truth and Reconciliation Commission of Canada: Calls to Action**

The Northland School Division Inquiry Team Report

*to the Honourable Dave Hancock,
Minister of Education,
Government of Alberta*

November 2010

ALBERTA EDUCATION CATALOGUING IN PUBLICATION DATA

Alberta. Alberta Education.

The Northland School Division Inquiry Team report to the Honourable Dave Hancock,
Minister of Education, Government of Alberta.

ISBN 978-0-7785-9105-4 (print)

ISBN 978-0-7785-9106-1 (online)

1. Education and state – Alberta. 2. School management and organization – Alberta.

3. Educational leadership – Alberta. 4. Academic achievement – Alberta. I. Title.

LC91.2.A3 A333 2010

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CONTENTS

EXECUTIVE SUMMARY OF RECOMMENDATIONS	1
Primary Considerations	1
Student Learning Outcomes and Achievement Results	2
Central Administration and Leadership	4
Financial and Capital Management	6
Governance	7
Boundaries	8
Implementation	8
MANDATE AND TERMS OF REFERENCE	9
Terms of Reference	9
INQUIRY TEAM MEMBERS	11
ACKNOWLEDGEMENTS	12
INTRODUCTION	13
CONSULTATION AND INQUIRY PROCESS	15
Data-Gathering Strategies	15
BACKGROUND CONTEXT	20
History of Northland School Division	20
Current Structure of Northland School Division	21
Recent Results Summary from Annual Reports	22
Summary of Previous Related Studies	23
FINDINGS AND RECOMMENDATIONS	24
Primary Considerations	24
Student Learning Outcomes and Achievement Results	26
Central Administration and Leadership	31
Financial and Capital Management	39
Fiduciary Responsibilities	42
Governance	43
Boundary Arrangements	45
Implementation	47
Other Matters	47
CONCLUDING COMMENTS	48

EXECUTIVE SUMMARY OF RECOMMENDATIONS

The Northland School Division Inquiry was convened by the Minister of Education in January 2010 to gather information, report findings and offer recommendations regarding Northland School Division (NSD). The focus was on the Division's:

- Student learning and achievement outcomes
- Instructional and administrative leadership
- Financial condition and budget processes
- Board and administration oversight of capital projects and day-to-day operations
- Operation of central administration
- Compliance with fiduciary responsibility
- Current governance structure and its effectiveness
- Present boundaries and alternatives to these boundaries.

Between February and July 2010, the Inquiry Team reviewed extensive documentary information, visited all 23 communities served by the jurisdiction and met three dozen persons with expert knowledge about NSD operations, as well as with leadership representatives of the school systems neighbouring.

The nature of the Inquiry's terms of reference has generated a substantial number of recommendations. In the following listing, those presented in **bold type** are regarded by the Inquiry Team as key measures required to re-establish NSD's effectiveness.

The recommendations range from broad in scope to the narrowly focused and specific. There is a timeframe staging element to the recommendations: while many can be initiated immediately, others will require process over time, but in all cases, work needs to begin promptly.

While the recommendations are structured following the terms of reference, a more grouped and phased approach may be helpful for implementation. Implementation planning requires immediate action and needs to engage NSD communities and stakeholders in considering how best to proceed with the recommendations.

Primary Considerations

With effective governance and leadership, a renewed NSD has the potential to contribute significantly to the improvement of Aboriginal student learning outcomes in northern Alberta, but this will only happen if NSD becomes a strong force for change.

Recommendation #1: That the provincial government maintain the current boundary structure of NSD, except for the circumstances set out later in Recommendations #44 and #45; and that NSD be clearly

identified and recognized as a special purpose school authority for Aboriginal education that is focused around capitalizing on its unique opportunity to provide excellence in First Nations and Métis education.

Recommendation #2: That Alberta Education implement a mandated progress review process to occur at three-year-intervals; further, that if after nine years, there is no or only limited progress in implementing the recommendations of this report and in improving measures in the Annual Educational Result Reports, then the need for further interventions, including possible radical boundary change, should be reconsidered.

Recommendation #3: That NSD implement an improvement strategy requiring an action-oriented leadership structure that is centred on strategic governance and focused on the following three central priorities over the next nine to 12 years:

- English language and numeracy development
- Improved student attendance
- Strengthening parents' engagement with their schools through improving communication and levels of trust. In this regard, it is recommended that NSD take the lead in implementing the FNMI Services Branch parent-engagement initiative.

Recommendation #4: That as part of the process to improve parent and community engagement with the school, NSD:

- Encourage and facilitate appropriate teacher involvement with their community, and where possible, develop extracurricular activities with students
- Establish the practice of schools and their staffs regularly hosting community supper gatherings at the school as a means of developing awareness and engagement.

Student Learning Outcomes and Achievement Results

Improving student achievement results requires a sustained focus on language development, improved student attendance and increased parent engagement.

Recommendation #5: That NSD more effectively utilize locally developed measures within the Accountability Pillar to better tailor the accountability process to the unique characteristics of the jurisdiction (for example regarding grade level of achievement).

Recommendation #6: That NSD engage teachers and parents in a process of ongoing review of Provincial Achievement Tests (PATs) as they are released in an effort to:

- Build greater awareness and understanding of the tests
- Provide feedback to Alberta Education where there is agreement that particular test items may in fact be biased either culturally or because the items assume background experiences that students living in remote communities may not have.

Recommendation #7: That NSD review and update its grade promotion policy and take steps to ensure that the revised policy is well communicated to parents. NSD should make every effort to ensure that parents understand the distinction between grade placement and academic grade level of achievement.

Recommendation #8: That NSD place sustained emphasis on strengthening languages (English and Aboriginal) by multiple strategies that are tailored to the contextual needs of each community. In this regard specifically that NSD leadership research a successful approach for the acquisition of Aboriginal languages, English language and numeracy. Further, that NSD leadership establish baseline data on these areas and train all staff in effective teaching of selected programs or approaches. That NSD also maintain longitudinal data to track student progress, adjust strategies as needed and carry out ongoing assessment.

Recommendation #9: That library enhancement for the purpose of supporting reading be an integral part of the effort to strengthen languages.

Recommendation #10: That it be mandatory for NSD schools to offer full-day Kindergarten programs.

Recommendation #11: That NSD promote and maintain close coordination with Head Start programs as a means of helping alleviate the readiness for school deficiencies experienced by many students, and further, that in communities where no other agency offers a Head Start program, NSD should consider offering such a program.

Recommendation #12: That NSD strengthen the Aboriginal cultural content within the curriculum; and further that more emphasis, including staff development and support, be placed on Aboriginal content infusion as provided for in the Alberta curriculum.

Recommendation #13: That NSD strengthen professional leadership for Aboriginal language instructors and provide training for Aboriginal language instructors to increase the capacity to deliver quality Aboriginal language programs.

Recommendation #14: That there be recognition of the reality that not all parents support Aboriginal language and cultural instruction within the school environment by providing an opt-out arrangement similar to the manner in which public schools generally deal with religious instruction.

Recommendation #15: That NSD establish a system-level to system-level administrative liaison process with neighbouring school jurisdictions providing instruction to students from NSD communities to address student and program articulation issues and other considerations.

Recommendation #16: That NSD endeavour to improve communications with schools and jurisdictions offering junior-senior high school services to NSD students. Further, that NSD assign staff to monitor the performance of, and act as an advocate for, all students pursuing junior-senior high school programs in schools outside of NSD.

Recommendation #17: That NSD give planning consideration to establishing a combined regional and virtual high school to serve students in the smaller communities, as an alternative to existing boarding arrangements.

Recommendation #18: That NSD initiate and sustain discussions with Northern Lakes College and any other post-secondary institution that has a presence in communities served by NSD to capitalize on potential joint efforts in high school programming.

Central Administration and Leadership

A re-establishment of central administration and leadership capacity is needed for NSD to be more effective.

Recommendation #19: That as NSD is re-defined as a special purpose system for Aboriginal education, there be a requirement, over time, for persons in leadership roles to have FNMI heritage and Aboriginal language fluency along with demonstrated skill in dealing effectively with Aboriginal cultures.

Recommendation #20: That NSD re-establish an effective orientation program for new hires, with a substantial emphasis on community and cultural components, and further, that the placement of new employees into communities be arranged with sufficient time for them to experience community-level orientation and settling-in prior to the start of teaching duties.

Recommendation #21: That NSD implement and maintain staff development activities that enhance teachers' skills at individualizing, differentiating instruction, employing more experiential-based learning activities and devising learning activities that include formative assessment skills, in recognition of the diverse learning levels and needs of NSD students.

Recommendation #22: That NSD ensure strengthened responsibility and accountability relationships between students, teachers, principals and the superintendency. In particular, that the human resources management function (recruitment and termination of personnel) become clearly a management activity with appropriate community input only; it must cease to be regarded as a governance function subject to political processes.

Recommendation #23: That NSD re-establish central, regionally based, administrative and pedagogical roles by re-directing some resources away from classroom-based positions. These re-established roles should provide direction, assistance and support to principals and teachers for NSD-wide approaches, implementation and assessment of core literacy and numeracy programs.

Recommendation #24: That NSD establish and sustain over time a school-community development function within the organization. This function should include a staff position whose job is to regularly and systematically facilitate school-based meetings with parents and community members to develop the school's strategic role within the future of the community. This staff position must take the lead in implementing the parent engagement process, including reflecting the concepts behind the former Community Schools program and the Integrated Services delivery model. Further, that this function also include designated resources to enable school staff to regularly host community gatherings (such as community suppers) at the school.

Recommendation #25: That NSD establish and sustain over time an internal communications function. This function should include a staff position whose job is to ensure that key messages about the system's priorities are directed to internal audiences through all appropriate channels. These key messages include the importance of: schooling, regular attendance, consistent parental support and the inclusion of Aboriginal culture.

Recommendation #26: That NSD continue to maintain and enhance records of the levels of training of paraprofessional/support staff.

Recommendation #27: That where paraprofessional/support staff members have not completed a level of training commensurate with their assignments, each staff member develop a training plan that leads to a recognized credential relating to their assignments and that NSD encourage and assist staff with in-service programs tied to course requirements.

Recommendation #28: That when new paraprofessional/support staff are hired, they be required to commit to an upgrading program/plan that leads to a recognized credential related directly to their assignment.

Financial and Capital Management

Business management practices and arrangements require structural improvement.

Recommendation #29: That NSD ensure appropriate personnel and internal arrangements are in place for systematic quarterly financial reporting to the Board of Trustees.

Recommendation #30: That Alberta Education and NSD jointly explore supporting NSD teacher housing through an arms-length entity (some type of housing authority) acting on NSD's behalf, and perhaps on behalf of other public sector employers in northern Alberta communities, in order to get away from the staff relations issues associated with the employer being the landlord; further that innovative, ongoing provincial funding be implemented to enable such an arrangement to be viable.

Recommendation #31: That Alberta Education provide one-time catch-up funding to NSD for upgrading to current standards school libraries and facilities, particularly with respect to old portable classrooms, and the teacher housing inventory.

Recommendation #32: That NSD obtain title to, or an enforceable long-term interest in, land prior to commencing construction of any capital project.

Recommendation #33: That NSD ensure it has appropriate leases in place for all its schools situated on Métis Settlement lands.

Recommendation #34: That prior to releasing funds for the construction of new school facilities, Alberta Education verify that the recipient school jurisdiction has obtained title to, or an enforceable long-term interest in, the land for the building site.

Recommendation #35: That Alberta Education facilitate negotiation of a new, omnibus Education Agreement between NSD and Treaty 8 First Nations within the context of the *Memorandum of Understanding on First Nations Education in Alberta*, to replace the dated tuition agreements currently in place.

Recommendation #36: That Alberta Education take a leadership role in the establishment of a regional service and support consortium for First Nations and Métis education, involving NSD with neighbouring school jurisdictions and the First Nations education authorities operating in northern Alberta; further that funds from the FNMI grant be considered to enable initiatives in this area.

Governance

Re-establishing effective governance and leadership requires a new structure.

Recommendation #37: That Alberta Education entrench NSD's governance policies and protocols in a Ministerial Order, or similar arrangement, to ensure that those in governance roles focus on governance activities and delegate management activities to staff, subject to effective accountability, reporting and oversight processes in a manner that cannot be unilaterally revised by NSD.

Recommendation #38: That the provincial government amend the *Northland School Division Act* to establish a nine-member Board of Trustees; seven elected by direct election (ward system), one other a First Nations' representative nominated pursuant to an Education Agreement (with Treaty 8) and one other a Métis representative nominated by Métis Settlements General Council, both of the latter appointed to the board by the Minister of Education. For a graphic representation, please see Appendix 12: Renewed Governance Model.

Recommendation #39: That a term limit of not more than two consecutive three-year terms be established for members of the Board of Trustees to ensure effective representation from throughout the system over time and to minimize the potential of factional politics and inappropriate concentrations of power.

Recommendation #40: That an ex officio (non-voting) member of the Board of Trustees be appointed by the Minister of Education as a process observer and coach to facilitate organizational change and ensure that the participants of the new structure remain true to intent. Please see Appendix 12: Renewed Governance Model.

Recommendation #41: That Alberta Education support a governance structure that fosters a sense of ownership at the community and parent levels without impinging unduly on school operations and teachers' professional practice.

Recommendation #42: That the provincial government amend the *Northland School Division Act* to expand Local School Board Committee membership to include parent and teacher representation and that its role be consistent with that of a School Council as set out in the School Council Regulation.

Recommendation #43: That a Council of Chairs of the newly constituted Local Boards meet twice yearly with the Board of Trustees in a legislative advisory role.

Boundaries

There are a few instances where realignment of NSD schools with neighbouring school jurisdictions is consistent with the concept of NSD being an entity focused on Aboriginal students.

Recommendation #44: That Alberta Education appoint a facilitator to work with the Anzac School community and Fort McMurray Public School District regarding realignment of Anzac School to Fort McMurray Public School District jurisdiction.

Recommendation #45: That Alberta Education initiate a process for transferring Red Earth Creek School to Peace River School Division jurisdiction.

Recommendation #46: That NSD initiate school closure proceedings at Keg River.

Recommendation #47: That Alberta Education establish a process for Métis Settlements to periodically determine by plebiscite if they wish to remain part of NSD or transfer to a neighbouring school jurisdiction or vice-versa.

Implementation

Recommendation #48: That Alberta Education create a multi-stakeholder implementation team including representation from:

- All its branches involved with NSD operations
- NSD leadership
- The external agencies and organizations involved with NSD

to engage in developing and delivering strategies, including those for community engagement with this report's recommendations, which are necessary to bring about positive change in NSD.

MANDATE AND TERMS OF REFERENCE

In January 2010 the Minister of Education dismissed the Corporate Board of Northland School Division (NSD) and appointed an Official Trustee to oversee the jurisdiction. This action taken pursuant to provisions of the *School Act* reflected concern over persistently weak student learning outcomes and other matters relating to the governance of the jurisdiction. The Inquiry was initiated in conjunction with this initiative to gather information and develop recommendations for improving this situation.

Terms of Reference

The Northland School Division Inquiry was established on January 21, 2010 by the Minister of Education with the following terms of reference:

It is expected that under Section 41(1) of the *School Act*, and with all authority granted by Sections 41(2), (3) and (4) of the *School Act*, the members of the Inquiry will, as appropriate, consult with the 23 communities that comprise NSD, and will gather information for, report findings to and offer recommendations to the Minister, on the following:

1. Student achievement in NSD and plans developed by the Division and schools to improve student learning and achievement results as measured by the Accountability Pillar.
2. The exercise of instructional and administrative leadership by the Superintendent of Schools, including steps taken to improve student learning and achievement, and regarding the management of personnel, special education, FNMI programming and supervision of schools.
3. The financial condition of NSD, including, without limitation, budget processes and allocation of funds to schools.
4. The nature and extent of board or administration oversight in capital projects and day-to-day financial operations. It is expected that specific attention will be paid to the Bishop Routhier School in Peavine and to the issues that have precluded occupancy of this facility by NSD.
5. The operation of the NSD central administration.
6. Compliance with fiduciary responsibilities by members of the board and administration.
7. The effectiveness of the current governance structure of NSD, specifically the devolution of authority to Local School Board Committees (LSBC) pursuant to the *Northland School Division Act* and Northland Policy 7 — Local School Board Committees. In this context, members of the Inquiry are expected to seek input from the 23 communities that comprise NSD about the effectiveness of existing governance structures and alternatives to the present governance structure.

8. Alternatives to the present boundaries of the school Division, including consideration of the possible incorporation of a number of NSD schools into other existing school jurisdictions. In this context, members of the Inquiry are expected to seek input from the 23 communities that comprise NSD about the effectiveness of existing school jurisdiction boundaries.
9. Any other matter connected with the management, administration or operation of the board, as further directed by the Minister.

INQUIRY TEAM MEMBERS

David van Tamelen (Chair) worked for the Peace River School Division in Peace River from 1971 to 2004 as an educator and administrator including in the roles of Secretary Treasurer and then Superintendent of Schools. He attended the University of Alberta where he received his Bachelor of Education (1970), Bachelor of Arts (1971) and his Master of Education specializing in Educational Administration (1988). He completed his Doctorate in Education in 1999. Since his retirement he has operated an educational consulting practice, whose clients have included the Alberta School Boards Association, several school jurisdictions and Alberta Education.

Nathan Matthew has represented First Nations education on diverse committees and councils at the local, provincial and national levels. As chief of the Simpcw First Nation for 17 years and chair of the Shuswap Nation Tribal Council for two terms, Nathan has paved the way for positive changes in Aboriginal communities. His deep commitment to quality education for Aboriginal learners has been the focus of his distinguished career as a political and educational leader. Under his leadership the First Nations of the Province of British Columbia signed the first Aboriginal Education Jurisdiction Agreement with the federal and provincial governments. He received a Bachelor of Recreation and Education from the University of British Columbia in 1972 and received his Master of Education in 1990. In 2006, he was awarded an honorary Doctorate from Thompson Rivers University. He served as the British Columbia First Nations representative on the Education Advisory Council to B.C.'s Minister of Education from 1989 to 2005.

Keith Wagner's teaching and leadership experience has taken him across the province from southern Alberta to Grande Prairie and Fort Vermillion in the far north at all levels of school and school system administration. He has also served with the Curriculum Branch of Alberta Education, including in the roles of Director of that branch and as an Acting Assistant Deputy Minister. His diverse perspectives as a former teacher, school principal and Deputy Superintendent have led him to his current occupation as a private consultant in educational policy and curriculum issues. In this regard he has worked on several projects with various school boards and the Alberta School Boards Association. He received his Bachelor of Education from the University of Calgary in 1971 and obtained his Master of Arts in Education from the University of Victoria in 1983.

ACKNOWLEDGEMENTS

Appreciation is extended to all who helped out with the Inquiry Team's work.

Executive Secretary Lorraine Cardinal-Roy is from Sucker Creek First Nation. She is fluent in Cree. In addition to her administrative role, Ms. Cardinal-Roy provided valuable cultural knowledge, advice and support.

The First Nations, Métis and Inuit Services Branch (Alberta Education) provided administrative support and community facilitation to the Inquiry Team. Education managers, including Debbie Mineault, fluent in Cree who have extensive experience with education in Aboriginal communities, provided assistance with community engagement and protocol.

Billy Joe Laboucan from Little Buffalo provided community facilitation. His fluency in the Cree language and knowledge of Northlands communities was invaluable.

Inquiry Co-ordinator Sandra Shepitka-Boyle, for her organizational expertise and liaison with Alberta Education. Also to the Alberta Education staff who provided information and technical assistance as arranged by the co-ordinator.

Official Trustee Colin Kelly provided facilitation and information support.

The Alberta Teachers' Association (ATA) provided assistance in developing the survey questionnaire.

Thanks are extended to the many knowledgeable individuals who spent time sharing insights; and to NSD central office staff who provided documents and shared their experience and insights.

Special thanks are extended to Ann Rosin, Executive Secretary at NSD, and school principals and secretaries for their logistical assistance.

Thank you to Colin Fetter, counsel, Brownlee LLP Barristers & Solicitors and Nancy Mackenzie, editor, for their assistance with the preparation of this report.

And finally, the Inquiry Team is very grateful to all of the people in the school communities who came and shared their thoughts. All shared a genuine desire to see improvements in their children's education.

INTRODUCTION

This report provides a summary of the NSD Inquiry Team's work, including information-gathering activities, findings and recommendations for consideration and in-depth appendices.

Northland School Division's demographic is unique in Alberta. More than 95 per cent of the student population is First Nations, Métis or Inuit (FNMI). Geographically, the population is dispersed in predominantly remote, small communities. NSD's student learning outcomes as measured by the provincial Accountability Pillar are weak and — other than at the Grade 3 acceptable level — have shown no significant improvement in most measurement areas over the past five years. For this to improve, the Aboriginal vision, support and active involvement for student development must become integral to NSD's future. The purpose of NSD must be common to the purpose and expectations of its FNMI populations in the schools and in the communities.

The Inquiry Team confirmed that NSD communities have a clear desire to keep their school division as an entity. Both geographic and cultural isolation are feared. If schools are transferred into mainstream jurisdictions, the people are concerned about marginalization. A key message heard was "Make NSD work, don't hide the problems of Aboriginal education in other jurisdictions." Even if substantial boundary changes were seen to be rational, they would not be amenable to the populations served given the socio-cultural realities of the communities and would likely set back some of the gains which have been made regarding parent and community engagement with the schools. There is an evident sense of ownership that both staff and community members feel toward NSD. Yet, in spite of many concerns, a spirit of enthusiasm and regard for the organization endures.

While it may seem counter-intuitive to maintain NSD operation of schools where the students move to neighbouring jurisdictions to complete high school, the Aboriginal focus of NSD should establish a strong foundation for its students at the elementary and junior high school level so that — secure in their identity and educational skill level — they can more successfully transition to the mainstream school experience. In this respect, NSD needs to be more strategic in its governance and program delivery approach for Aboriginal students.

Much of what is reported here is not new; many findings and recommendations are a reiteration of previous studies and reports. NSD has proven to be a rather change-resistant organization. To improve student learning outcomes, the organization must now overcome that limitation and make substantial adjustments to improve student results. Advocacy for change is an essential ingredient for the future success of NSD.

For the most part, this report and its recommendations are directed at NSD and Alberta Education. However, it must be recognized that other organizations and

entities that impact the communities, for example Children and Youth Services, also have to be engaged with securing the improvement of student outcomes. Also, the *Memorandum of Understanding for First Nations Education in Alberta*, established in February 2010 between Alberta, Canada and Treaties 6, 7 and 8, establishes part of this inter-agency context.

The nature of the Inquiry's terms of reference has generated a substantial number of recommendations, which range from broad in scope to those that are narrowly focused and specific. Additionally, there is a timeframe element to some of the recommendations: while many can be initiated immediately, some need to be dealt with ahead of others and some will require process over time. While the recommendations in the report are structured following the terms of reference, a more grouped and phased approach may be helpful for implementation. To be effective, it is very important that this implementation planning begin immediately to engage NSD communities and stakeholders in considering how best to proceed with the recommendations.

CONSULTATION AND INQUIRY PROCESS

NSD serves approximately 2,900 Kindergarten to Grade 12 students in 23 schools located in remote communities in northern Alberta. Of these, approximately 57 per cent are provincial students and 43 per cent are federally supported First Nations students. An overview of NSD is provided in Appendix 1: Map of Northland School Division and Appendix 2: NSD Communities, Schools, Grades and Enrolment. Please also see Appendix 3: Accountability Pillar Overall Summary, which provides 2009 data on Provincial Achievement Tests (PATs), Diploma Exam values and other overall evaluations based on a variety of measures.

In consideration of the cultural environment, the Inquiry took a non-legalistic, informal yet structured approach to receiving input. The objective was to be approachable, responsive and accepting of whatever information people wished to direct to the Inquiry Team. The community-based information-gathering was conducted in as flexible a manner as possible. A mixture of team members meeting together and of individual members meeting with sources was used to manage scheduling and workload. Particular effort was made to ensure team member participation for the community visits; in all cases, at least two members were able to attend and in most cases all three were present. Where team members conducted individual meetings, information was shared with the other members on an ongoing basis and debriefing conversations were held on a regular basis throughout the information-gathering phase of the Inquiry. This resulted in a somewhat iterative process, where additional sources were engaged to follow-up on topics and questions that emerged as the information-gathering proceeded.

The team was careful not to intervene in operational matters of the system. Issues of this nature that came to the attention of the Inquiry were referred to NSD governance and administration through regular liaison communications between the Inquiry Chairman and the Official Trustee.

It should be noted that while the Inquiry gathered and analysed a large quantity of data, this process was not conducted within the standards and protocols common to academic research and should not be considered as such.

Data-Gathering Strategies

The Inquiry's information-gathering has included the following activities, some of which have been conducted as a group and some of which have been conducted by individual members of the Inquiry Team, with findings shared with the other members.

Reviews of:

- Student learning and achievement-related data (learner assessment data; attendance data) at the jurisdiction and school levels.

- NSD documentary records including internal reports, Corporate Board, Corporate Board Committee and LSBC minutes.
- Division and school-level improvement plans (Three-Year Education Plans; Alberta Initiative for School Improvement (AISI) Project plans and reports).
- Other plans and reports identified as relevant to student learning and achievement results in NSD.
- Samples of recent PATs to ascertain the degree to which they may be culturally biased, as well as descriptors of test development strategies, especially as those strategies are designed to minimize such bias.
- Selected NSD locally developed instructional resources with respect to improving student learning and achievement results.
- Effective/promising practices for improving FNMI student learner outcomes and achievement results, as a reference for assessing NSD plans and practices.
- Overview of FNMI education governance arrangements in neighbouring provinces.
- Financial and budgetary data (audited financial statements; auditor's management letters; internal financial reports and budgets for system and school levels); also review of budgeting and internal resource allocation (site budgeting) system data.
- Costs associated with the Corporate Board and LSBC governance structure and the central office administrative structure.
- Comparison data for other northern-tier Alberta school jurisdictions.
- Documentation and information specific to the Bishop Routhier School construction project at Peavine Métis Settlement.

The documentary sources are listed in Appendix 4: References.

Interviews/briefings were conducted with:

- NSD executive and central office professional staff.
- Alberta Education staff with expertise and familiarity regarding NSD and regarding FNMI activities.
- The superintendents of 11 neighbouring school jurisdictions (in some instances, they involved other administrative and/or elected officials in the discussions).
- Thirty-plus persons, including Alberta Education and NSD staff, identified as having perspectives and/or information of interest to the Inquiry Team; particularly with respect to other recently completed reports commissioned by NSD regarding its operations.
- NSD administrative staff, to interpret financial data and board and administration oversight processes for both operating and capital project activities; also with respect to teacher housing operations.

The interview sources are listed in Appendix 5: Interviews and Briefings.

Additional information-gathering activities have included:

- Meetings with the Métis Settlements General Council and with Treaty 8 First Nations Education Council.
- A review of selected scholarly dissertations regarding NSD, discussed in Appendix 6: Doctoral Dissertations Related to NSD.
- Scheduled community visits. Please see below and Appendix 7: Schedule of Community Visits and Consultation Input.
- Survey questionnaires, which were developed by the Inquiry Team and refined, implemented and analyzed by a contracted firm (HarGroup Management Consultants, Inc.) to secure individual input from NSD teaching staff and separately from paraprofessional/support staff. These survey results are discussed in Appendix 8: Partial Teacher and Paraprofessional/Support Staff Survey Questionnaires.
- A review of prior NSD-focused reports. Please see Appendix 9: Prior Studies and Reports Related to Northland School Division.
- Three focus groups of FNMI post-secondary students (from NSD communities as much as possible) were convened at Concordia University College, Northern Lakes College Grouard Campus and Northern Lakes College Wabasca/ Stoney Point Campus respectively, to gather input regarding their educational experiences. At Mistassiniy School, where a substantial number of junior and senior high school students are served, focus groups with some of these students were conducted. Please see Appendix 10: Summary of Student Focus Groups.

Community visits:

Between April 20, 2010 and June 22, 2010 the Inquiry Team visited each of the 23 communities that comprise NSD to seek advice and perspectives about its terms of reference, particularly improving student learning outcomes, the effectiveness of existing governance structures including alternatives to the present structure and the effectiveness of existing school jurisdiction boundaries. Additional information regarding the community information-gathering is provided in Appendix 7: Schedule of Community Visits and Consultation Input.

In addition to the Inquiry Team members, the community visitation team included the Inquiry's Executive Secretary Lorraine Cardinal-Roy and Debbie Mineault and Billy Joe Laboucan as Community Facilitators who assisted with respect to community protocols and the information-gathering process. The Executive Secretary and the Facilitators were all fluent in Cree and familiar with the communities; in several instances, translation support was utilized by the participants.

In each community a series of meetings was held with each of the following groups:

- School teaching staff
- School paraprofessional (support) staff
- The school principal and assistant principals, where present
- Local leadership of the community (chiefs and councils of First Nations; chairpersons and councils of Métis Settlements; Municipal District/County representatives)
- The LSBC
- Members of the community in discussion group settings.

In a few of the communities where local leadership arrangements were informal and there was an overlap of membership with the LSBC these meetings were combined. This extensive community input gathering process totalled over 100 meetings.

The staff and leadership group meetings were convened during the day and the community meeting took the form of a supper gathering at the school followed by group discussions. Meetings were generally held at the school, with the exception of some of the meetings with local leadership, which were held at their offices. The community visit format generally took from about 9 a.m. through 9 p.m. Additional travel time together provided the team members opportunity for reflection, discussion with the facilitators, debriefing and analysis of the input heard. For the community meetings, every effort was made to have the full team in attendance and for the most part this was achieved. The process was kept as flexible as possible to accommodate local community practices or wishes regarding the structure of the meetings. In addition to information provided in response to the Inquiry's *Discussion Guide for Community Visits* (Appendix 7, Part B), several communities prepared formal presentations to the team and in one case the community leadership presented an extensive perspective on behalf of the community. In several communities, the schools took the opportunity to present student performances of music and dance in conjunction with the community gatherings convened by the Inquiry.

While the Inquiry Team has gathered and considered information from many sources, the input received through the meetings and discussions, which comprised the community visits phase of the Inquiry, provided essential contextual understanding. Some ideas that appear sensible from an external perspective become of questionable viability when considered from a community perspective.

Data from the community meetings and gatherings is extensive. It was summarized and analyzed thematically, and is further presented in Appendix 7.

Briefs:

Provision was established and publicised on the Alberta Education website for receipt and review of written input from persons and organizations interested in providing commentary to the inquiry. While response was limited, the input received in this manner was reviewed to provide additional perspectives. The Alberta School Boards Association (ASBA) and Alberta School Councils Association (ASCA) jointly submitted a comprehensive brief. A brief was also received from the Athabasca Tribal Council.

The Inquiry Team is of the view that the data-gathering approaches and activities described above were effective in providing sufficient information and understanding to support the findings and recommendations which follow.

BACKGROUND CONTEXT

History of Northland School Division

The history of NSD has been well documented in previous studies. Readers interested in detailed information are referred to the studies summarized in Appendix 9: Prior Studies and Reports Related to Northland School Division.

NSD exists within the context of the establishment of Indian reserve lands and treaties, of Métis Settlements and the settlement of traditional lands by non-natives. These circumstances have shaped and affected relationships within NSD. It is important to note that most people in the NSD communities are affected by the legacy of the residential school era; most grandparents and many parents are products of that troubled experience. The realities of social and economic marginalization also have substantial effects on schooling in many of the communities. The pace of change in the communities has been rapid: most are only one or two generations removed from traditional life on the land.

The ASBA/ASCA brief (2010) provided the following summary:

Northland School Division was created as an operating entity by the provincial government in 1960. Unlike other school Divisions in the province that have been operating with locally elected school boards since the creation of Alberta in 1905, Northland was initially governed by a provincially appointed official trustee and superintendent. This arrangement served the Division until 1965 when the Alberta Legislature proclaimed the first *Northland School Division Act*. This Act called for the provincial appointment of five trustees who would replace the Official Trustee. These five trustees were appointed for a three-year term and included an appointed chair from the University of Alberta's Faculty of Education, one representative from the Department of Education, one representative from Municipal Affairs, one representative from Public Welfare and one resident from the Northland area. The goal of the cross-ministry representation was to provide for the co-ordination of various government services to the students of Northland. The Division operated from Edmonton with a provincially appointed superintendent.

The *Northland School Division Act* was amended in 1968. This amendment called for the appointment of seven trustees, five of whom were to be residents of Northland.

The Alberta *School Act* of 1970 replaced provincially appointed superintendents with local board-appointed superintendents. Northland School Division, pursuant to the provisions of the new Act, appointed its first locally appointed superintendent.

The *Northland School Division Act* was again amended in 1976 to allow for the creation of subdivisions within the school Division. Trustees continued to be appointed.

The current *Northland School Division Act* was passed by the Alberta Legislature in 1983. This Act created the governance and operating structure in place in Northland today.

Also, it must be noted that NSD has operated in the broader, evolving context of First Nations and Métis relations with the provincial and federal levels of government. This has resulted in higher expectations of self-determination and self-government over broad areas including education.

What is clear is that NSD has always served primarily an FNMI population and previous boundary reviews and changes have at times resulted in schools that had primarily non-Aboriginal student populations being moved under the administration of other neighbouring systems. In the intervening time since the last comprehensive review of the system was completed in 1996, changes have occurred in the broader context, especially as regards self-determination for education for First Nations. This has resulted in some schools formerly operated by NSD now being operated by bands such as Loon Lake, Cadotte Lake and Garden River. At the time of the inquiry, the land on which the schools at Chipewyan Lake, Peerless Lake and Trout Lake operated was being transferred to First Nation jurisdiction as a result of treaty negotiations. The arrangement regarding the operation of these schools will be subject to continued negotiation.

Extensive economic development has occurred and continues to occur in some of the areas within NSD, such as the Fort McMurray area and other oil and gas developments such as Conklin and Wabasca. During the history of NSD, road infrastructure has improved substantially, so that while many of the schools remain remote and travel distances are significant, they are not as isolated as was the case in 1960. In addition to some schools becoming band-operated over the past 30-plus years, several schools that served largely non-Aboriginal populations have been realigned with neighbouring public school jurisdictions, while some others have left neighbouring local jurisdictions to become part of NSD.

Current Structure of Northland School Division

The governance structure of NSD is unique among Alberta school authorities, reflecting the cultural diversity and geographic sparseness of its communities.

Key features of this unique governance structure include the following: deeming adult persons living on an Indian Reserve to be electors; providing for the election of a LSBC of three to five members for each of Northland's 23 schools; establishing a Corporate Board of 23 members comprised of the persons elected as chairs of the

LSBCs; and appointing the provincial Auditor General as the auditor of the board. Since 1983 this structure has provided strong Aboriginal representation at both the LSBC and Corporate Board levels.

In conjunction with this governance arrangement, NSD has evolved a highly decentralized, school-based administrative structure, sensitive to LSBC control. By policy, a considerable amount of the Board of Trustees' authority was delegated to the LSBCs. Please see Appendix 11: Northland School Division Policy 7: Local School Board Committees for the complete policy. Over its great geographic distances, the organization's structure appears to lack focus and central policy direction.

The current structure of NSD is very complex in comparison to typical Alberta school authorities. It serves about 2,900 students at 23 schools, all but three of which are small or very small. Distance from administration offices and other major centres is a major factor. For example, the Elizabeth and J.F Dion schools are more than 700 kilometres from central office in Peace River. Athabasca Delta Community School in Fort Chipewyan is accessible only by air for much of the year. Several schools serve a student population comprised of First Nations students from more than one band as well as Métis and/or non-status Indians residing off-reserve, but in the same area.

Recent Results Summary from Annual Reports

Student achievement results have been consistently lower than the rest of the province, particularly at the Grade 6 and Grade 9 levels. Similarly, high school completion rates are low and the performance of students who do reach the Grade 12 level is weak. Very few of these students complete four or more diploma examination subjects required to meet the entry requirements of most post-secondary institutions. The past five years have shown no improvement in student achievement results beyond some marginal gains at Grade 3. The shortcomings evident in these results have been a continuing cause of concern for the Minister and staff of Alberta Education. A graphical summary of this situation is provided in Appendix 3: Accountability Pillar Overall Summary.

While the former Board of Trustees and the staff of NSD have been concerned about the results, they also exhibited significant scepticism regarding the validity of the measures for northern Aboriginal students, especially PATs.

The financial condition of the jurisdiction has deteriorated, with the operating unrestricted net assets (accumulated surplus) position being substantially expended. The current level of operating expenditures, especially the very favourable staffing ratios at the school level, are exceeding the revenue available from the Alberta funding framework and tuition agreements for First Nations students.

NSD appears stuck with respect to improving student learning outcomes while its financial capacity deteriorates.

Summary of Previous Related Studies

Inquiry Team members reviewed and summarized six prior studies and the reports and recommendations emanating from these studies. Covering a time span from approximately 1965 to 1996, these prior studies provide observations and recommendations for positive change over 30 years of the history of NSD. They are discussed in more detail in Appendix 9.

The following recommendations, found in several of the reports summarized in Appendix 9, are examples of recurrent concerns. The Inquiry Team notes that these recommendations have never been adequately addressed.

- The need for the continued existence of a unique school system and *for it to have a philosophy, mission and vision that recognizes its uniqueness, especially as regards the cultural background of the student population* (emphasis added).
- The need to adapt the curriculum to the cultural background of the student population.
- The need for more extensive teacher orientation with more focus on developing understanding of the cultural backgrounds of the students, with at least some of the orientation occurring at the community level.
- The need for improved internal communications.
- The need for parenting programs and for a more intensive pre-school learning experience for most students.
- The need to build closer relationships among the schools, the parents and the communities and for schools to be more of a “community centre.”
- The need for improved teacher housing that allows for reasonable rental rates in the context of remote or isolated northern communities.
- The need for the school system to have higher levels of support from other social agencies to assist in addressing challenges such as low student attendance rates.
- The need for a governance structure that supports the principle of local control based on a democratic and representative electoral process while recognizing the need for an ongoing educative support system that enables governors to implement visionary, policy-driven practices and avoid micro-management.
- The need to capitalize on the potential for co-operation with post-secondary institutions that have a presence in the communities to deliver more effective and efficient senior high school programs.

The Inquiry Team noted a striking similarity of findings and recommendations from these reports with those of the present Inquiry. It appears that NSD has been very resistive to change. It is obvious that recommended changes have not been successfully implemented over a lengthy time span. The history of reports and the apparent lack of change emanating from them underscore the urgent need for the recommendations to be addressed.

FINDINGS AND RECOMMENDATIONS

In general, this section follows the Terms of Reference, with some over-arching considerations dealt with at the beginning. The Inquiry Team feels these primary considerations must be recognized as fundamental to this report's findings and recommendations. This first section then provides brief summaries of richer data collection; those who wish to pursue the richer data will find more detail in the appendices.

Primary Considerations

Over 95 per cent of the NSD student population are First Nations or Métis; this is a defining characteristic along with its geographic dispersion of predominantly remote, small communities. While the communities have many similarities, to the Inquiry Team they appeared to be far from identical — internal variability is a significant characteristic of NSD.

There is a clear desire expressed in the community input, supported by other advice heard by the team, to keep NSD as an Aboriginal school authority. This desire reflects concerns about marginalization if schools are transferred into mainstream jurisdictions: both geographic and cultural isolation are feared. A key message heard was “Make NSD work, don’t hide the problems of Aboriginal education in other jurisdictions.” reflecting a desire for more effective governance and leadership. While this was not a universal view with some commentary supporting dissolving all or significant parts of NSD into neighbouring jurisdictions, the Inquiry Team’s conclusion is that at this time the dispersion strategy would not contribute to significant improvement in student learning outcomes and could in some cases create setbacks.

At the outset of its work, the Inquiry Team was inclined — based on a cursory look at a map of the area served and on intuitive logic — to simply recommend the dissolution of NSD as a system. In this regard, achievement data from FNMI students in surrounding school systems was examined and while it is below that of the overall school population, it is generally at least somewhat better than achievement data for NSD. However, when the Team visited the communities and surveyed the teachers and paraprofessional/support staff, the Team heard that there was very little support for boundary changes. While some saw possible improvements with boundary changes, most were also concerned that relationships with parents and communities, albeit already not the best, would worsen and that support for FNMI cultural values would also worsen. Additionally, many of the people the Team members interviewed who were knowledgeable about the areas served also told us not to dissolve the system.

Comparing the FNMI achievement data to that in neighbouring systems might suggest that achievement could be improved by shifting some or all NSD schools to the administration of a neighbouring system. However, the Team was mindful

that the FNMI populations served by other school systems do not necessarily share similar needs to those served by NSD; many already have made the move to live in larger mainstream communities to live in closer proximity to such communities — neighbouring FNMI populations should not be assumed to be identical to NSD's population.

Recommendation #1: That the provincial government maintain the current boundary structure of NSD, except for the circumstances set out later in Recommendations #44 and #45; and that NSD be clearly identified and recognized as a special purpose school authority for Aboriginal education that is focused around capitalizing on its unique opportunity to provide excellence in First Nations and Métis education.

Talk without action has been a major impediment to the improvement of learning outcomes. The extent of unfulfilled recommendations made in previous reports dating back to the 1970s is disconcerting. “We’ve been studied before and nothing happened.” was a commonly heard comment. There is no benefit in re-constituting NSD just to continue doing as it has done in the past. There needs to be a strong impetus for a revised organization to take substantial actions for the improvement of outcomes; unless positive action is taken, better results will not be achieved. NSD must exemplify key values of responsiveness and accountability.

Recommendation #2: That Alberta Education implement a mandated progress review process to occur at three-year intervals; further, that if after nine years, there is no or only limited progress in implementing the recommendations of this report and in improving measures in the Annual Educational Result Reports then the need for further interventions, including possible radical boundary change, should be reconsidered.

Another significant concern for the Inquiry Team, one that impacts all other aspects of NSD's operation, is that the level of trust within the organization is low and that current internal communication processes are ineffective in building trust. For many parents or grandparents this arises from their own negative experiences with NSD schools and the former residential schools system. For staff, the trust issues appear to be mainly associated with personnel decision-making having been extensively delegated to the LSBCs. Improvement will require an action-oriented leadership structure that is centered on strategic, policy-driven governance and focused effort on building trust at all levels over a sustained period of time. Given that improved student attendance must be a central priority for the next nine to 12 years, part of this strategic focus must also be around strengthening parents' engagement with their schools. A structure designed simply around efficiency and accountability principles will not suffice, but will have to include community-level strategies as well.

Parental engagement in support of schooling and student learning is weak. While some parents clearly support and encourage their children's learning, it appears that many do not. The need for parenting programs was frequently expressed.

Poor attendance and repeated tardiness are the other primary contributors to limited student success.

Recommendation #3: That NSD implement an improvement strategy requiring an action-oriented leadership structure that is centered on strategic governance and focused on the following three central priorities over the next nine to twelve years:

- English language and numeracy development
- Improved student attendance
- Strengthening parents' engagement with their schools through improving communication and levels of trust. In this regard, NSD take the lead in implementing the FNMI Services Branch parent-engagement initiative.

Recommendation #4: That as part of the process to improve parent and community engagement with the school, NSD:

- Encourage and facilitate appropriate teacher involvement with their community, and where possible, develop extracurricular activities with students
- Establish the practice of schools and their staffs regularly hosting community supper gatherings at the school as a means of developing awareness and engagement.

Student Learning Outcomes and Achievement Results

One of the major reasons for this Inquiry having been established was that NSD's student learning outcomes in literacy and numeracy are weak, not only in comparison to general provincial and northern-tier jurisdictions in general, but also with respect to other FNMI students in other neighbouring school jurisdictions in northern Alberta. NSD's Accountability Pillar results (with the exception of Grade 3) have not indicated any trend of improvement over the past five years. This situation is summarized graphically in Appendix 3: Accountability Pillar Overall Summary. For example, the Annual Education Results Report for October 2009, which reflects results for the 2008-09 school year, indicates that only 40.4 per cent of NSD students achieved an acceptable standard on aggregated Grade 3, 6 and 9 PATs compared to 76.8 per cent for the province as a whole. Taking Grade 6 math as a further example, in 2004, there were 50.4 per cent of NSD students who achieved an acceptable standard; in 2007 there were 38.0 per cent, while in 2009 there were only 34.6 per cent who achieved an acceptable standard. Similarly, only 40.5 per cent of students writing Diploma Exams in 2009 achieved an acceptable standard while

84.4 per cent of all provincial students received an acceptable standard. For the same year, three-year high school completion rates for NSD were only 19.4 per cent (in 2004, they were 24.3 per cent), while for the province as a whole they were 70.7 per cent.

This low performance, as indicated by available data, appears to be associated with poor attendance, lack of initial learning readiness, English language challenges, high teacher turnover and lack of ongoing parental support and engagement. Low attendance rates appear to be of particular significance. In 2000-01, the NSD average was 81.7 per cent; this climbed to a Division high of 84.7 per cent in 2003-04, but dropped again to 81.9 per cent in 2007-08. Considering that average attendance in most school systems is approximately 95 per cent, it is not hard to see the effect low attendance rates can have on student learning. By the end of Grade 6, the average student in NSD has missed approximately 240 days of school, or over one year of school. By Grade 9, some have actually missed two years of school due to poor attendance.

It is important to acknowledge that there have been some good efforts made, especially the *Kikway Kikiskiyitin* project that appeared to be highly regarded by most teachers and appeared to the Inquiry Team to be an appropriate initiative for improvement. This project not only produced culturally appropriate performance assessment materials, but also followed a collaborative model highly valued by participants. However, these Alberta Initiative for School Improvement (AISi) and other instructional leadership projects lacked consistency and focus over time. The jurisdictional and school plans for improvement also lacked focus, consistency and persistence. To some extent, this lack of consistency may have been due to Alberta Education's requirement that improvement projects funded through AISi change every three years, and this appears to have been the case with *Kikway Kikiskiyitin*, in spite of its apparent effectiveness. Given high rates of teacher turnover and other circumstances in NSD, a three-year change cycle may have been counterproductive.

Recommendation #3 in the Primary Considerations section above should go a long way toward addressing these concerns.

PATs appear not well-understood in NSD communities and they are perceived as being culturally biased against FNMI students, notwithstanding the standards and processes used by Alberta Education to mitigate this concern, which appeared satisfactory to the team. Some teachers and parents provided anecdotal examples of test items that they considered to be evidence of such bias. A commonly referenced indicator of low achievement was the grade level gap (typically one or two grades) experienced when students from NSD schools transfer to mainstream schools or post-secondary programs. This perception was supported by the grade level of achievement data examined by the team. There was no argument that NSD students lag behind students elsewhere, even if there are differences of opinion about appropriate measurement. In this regard the current, inordinately heavy emphasis on test preparation for PATs is a questionable improvement strategy.

Recommendation #5: That NSD more effectively utilize locally developed measures within the Accountability Pillar to better tailor the accountability process to the unique characteristics of the jurisdiction (for example, regarding grade level of achievement).

Recommendation #6: That NSD engage teachers and parents in a process of ongoing review of Provincial Achievement Tests (PATs) as they are released in an effort to:

- Build greater awareness and understanding of the tests
- Provide feedback to Alberta Education where there is agreement that particular test items may in fact be biased either culturally or because the items assume background experiences that students living in remote communities may not have.

There is a widely held perception that NSD schools are not teaching the same curriculum as the rest of the province. This is likely a consequence of social placement/promotion that appears to be widespread in NSD and which results in teachers adjusting content to the learning level of students regardless of their grade cohort placement. Many teachers indicated that there are often strong pressures from parents to promote students when it may be in the best interest of students to continue in a grade placement more commensurate with their achievement levels.

Recommendation #7: That NSD review and update its grade promotion policy and take steps to ensure that the revised policy is well communicated to parents. NSD should make every effort to ensure that parents understand the distinction between grade placement and academic grade level of achievement.

Limitations in students' academic vocabulary appear to be a primary contributor to lack of student success. This is not just an English-as-a-Second-Language (ESL) issue; students start out behind typical mainstream school students, both with respect to limited literacy and familiarity with other pre-school concepts (e.g., colours and numbers). Also, school libraries are in exceptionally poor condition with limited and deteriorated collections, which restricts opportunities for improving reading. The Team recognizes that Information and Communication Technology can address some of the reference/research functions, but is of the opinion that library capacity is still necessary to promote the intrinsic value of reading.

While language capacity and attendance are recognized as critical areas for improvement, proactive strategies to address them are not widely evident. Some schools are pursuing local level initiatives, but a strategically planned, system-wide approach to improving student achievement was not evident.

Within NSD, approximately 86 Early Childhood Services (ECS) students and 1,093 Grades 1 to 12 students have been identified as ESL for purposes of claiming the provincial ESL grant. The Division uses the Jerry Johns Basic Reading Inventory in order to obtain a baseline in reading comprehension and vocabulary. Those students not reading at grade level are coded as ESL students. There is no formal program that is consistent throughout the Division. Strategies for moving students toward mastery of ESL proficiency benchmarks appear to be individual to each school. System administrators report that in regards to ECS, the majority of students are introduced to Animated Literacy Programming. Phonological awareness, phonics, vocabulary development, comprehension and fluency are key elements of the program. For the primary grades, literacy focus is on strategies within blended and guided reading pedagogy. For junior and senior high, teacher focus is on increasing fluency with the academic language favoured by school and text discourse.

Recommendation #8: That NSD place sustained emphasis on strengthening languages (English and Aboriginal) by multiple strategies that are tailored to the contextual needs of each community. In this regard specifically that NSD leadership research a successful approach for the acquisition of Aboriginal languages, English language and numeracy. Further, that NSD leadership establish baseline data on these areas and train all staff in effective teaching of selected programs or approaches. That NSD also maintain longitudinal data to track student progress, adjust strategies as needed and carry out ongoing assessment.

Recommendation #9: That library enhancement for the purpose of supporting reading be an integral part of the effort to strengthen languages.

Recommendation #10: That it be mandatory for NSD schools to offer full-day Kindergarten programs.

Recommendation #11: That NSD promote and maintain close coordination with Head Start programs as a means of helping alleviate the readiness for school deficiencies experienced by many students, and further, that in communities where no other agency offers a Head Start program, NSD should consider offering such a program.

Views over the role of Aboriginal language and culture in the schools are divided in at least some communities; among communities, there are significantly differing perspectives on spirituality and religion that come into play. In many cases, the result appears to be a least common denominator effort, providing significantly less Aboriginal language emphasis than might be expected in a predominantly FNMI system. This constrains a consistent and integrated approach to language development.

Infusion of Aboriginal content in the curriculum also appears to be inadequate, which is surprising in a predominantly FNMI school system. NSD has made limited use of the support available from Alberta Education FNMI Services Branch in this regard. Sustaining and enhancing capability in the first language is known to help performance in a second language; emphasis on Cree/Dene will not interfere with ability in English learning, it will enhance it. This perspective could be communicated to parents to increase their understanding of the educational benefits of learning a First Nations language.

There is a lack of professional leadership capacity for Aboriginal language program delivery. The team heard several references to “Kids spend all their time colouring” in Cree language classes — we understand that several of the Cree language instructors are not certificated — which means there is a greater need for pedagogical support for them.

Recommendation #12: That NSD strengthen the Aboriginal cultural content within the curriculum; and further that more emphasis, including staff development and support, be placed on Aboriginal content infusion as provided for in the Alberta curriculum.

Recommendation #13: That NSD strengthen professional leadership for Aboriginal language instructors and provide training for Aboriginal language instructors to increase the capacity to deliver quality Aboriginal language programs.

Recommendation #14: That there be recognition of the reality that not all parents support Aboriginal language and cultural instruction within the school environment by providing an opt-out arrangement similar to the manner in which public schools generally deal with religious instruction.

Small high school enrolments present serious program delivery challenges in most communities. Many students who go on to high school must attend school outside of NSD. The support arrangements for these students are limited. There appears to be a weak and variable relationship between communities served by NSD schools at the elementary and junior high school levels and the neighbouring jurisdictions that provide the high school programs. In part, this arises from ambiguity about the role of the LSBCs and that of the corporate level of NSD in maintaining relationships with neighbouring jurisdictions.

Input received indicates that two of the favoured approaches to improvements in this area are offering more courses at the local high school level and providing more counselling. Increasing distance learning was not regarded as a favoured strategy, but it may be the only realistic one in some circumstances. Co-ordination of school calendars and timetables is an issue that needs to be addressed so that distance delivery technology can be more effective. Decisions regarding technology-based distance learning have been extensively decentralized under the local governance structure.

The Inquiry Team also frequently heard that transitioning to other schools outside NSD was really difficult for students, whether bused or boarded. “Racism” was often identified as a factor in this regard.

It should also be noted that Northern Lakes College has a presence in many communities and in spite of recommendations in several earlier studies, there was little evidence of co-operation with that entity to deliver high school courses, even when it was offering adult upgrading in the same communities.

Recommendation #15: That NSD establish a system-level to system-level administrative liaison process with neighbouring school jurisdictions providing instruction to students from NSD communities to address student and program articulation issues and other considerations.

Recommendation #16: That NSD endeavour to improve communications with schools and jurisdictions offering junior-senior high school services to NSD students. Further, that NSD assign staff to monitor the performance of, and act as an advocate for, all students pursuing junior-senior high school programs in schools outside of NSD.

Recommendation #17: That NSD give planning consideration to establishing a combined regional and virtual high school to serve students in the smaller communities, as an alternative to existing boarding arrangements.

Recommendation #18: That NSD initiate and sustain discussions with Northern Lakes College and any other post-secondary institution that has a presence in communities served by NSD to capitalize on potential joint efforts in high school programming.

Central Administration and Leadership

Replacement of a previous Superintendent of Schools upon retirement in 2008 was problematic and divisive for the Board of Trustees. This weakened a key leadership role that was already compromised by the extent to which decision-making authority had been delegated to the LSBCs. In addition, the role and effectiveness of the school principals have been very dependent on the dynamics of their relationships with the LSBCs given the extent of power delegated to them by the former Policy 7. (See Appendix 11: Northland School Division Policy 7-Local School Board Committees.)

It was pointed out during a number of our discussions that having a board that has been primarily Aboriginal does not appear to have situated power and authority with Aboriginal people given that most, if not all, senior administrators have not been Aboriginal.

Recommendation #19: That as NSD is re-defined as a special purpose system for Aboriginal education, there be a requirement, over time, for persons in leadership roles to have FNMI heritage and Aboriginal language fluency along with demonstrated skill in dealing effectively with Aboriginal cultures.

The “Seven Point Plan” initiative to address student achievement outcomes was complex, not well-understood and exceeded the implementation capacity of the organization.

The capacity for system leadership to maintain personal contact with the schools is very limited. Over time, there has been what is regarded as a hollowing-out of management and central staff positions in the context of balancing the high governance operations costs of a large board with staff costs within the administration block cap of the funding framework. This has had a detrimental impact on effective communication. While there remains a need for effectively sharing operational information (organizational events, happenings and so on), the core communication emphasis needs to be on marketing the system’s beliefs to its stakeholders. It is time to stop blaming various deficiencies and start promoting proactive parenting; to advocate the intrinsic value of learning, regardless of short-term economic prospects; to promote the joy of reading for its own sake; and to take pride in First Nations and Métis cultures. Again, to be effective, this initiative must be sustained over time.

Processes for internal quality assurance are weak and contribute to the low level of trust. For example, the teacher supervision and evaluation framework and procedures for dealing with parent concerns, do not appear to be clearly understood or consistently applied. The practice of delegating personnel decisions regarding hiring and term-contract renewal to the LSBCs is a major contributing factor to this problem. Regardless of policy provisions for multi-level consideration, these issues often appear to start and finish at the principal’s desk or the LSBC table. People in the community meetings expressed the view that there was inadequate teacher supervision. At the same time, teachers and paraprofessional staff indicated a concern about threats to job security that they perceived not to be based on appropriate evaluative processes, but on whim and hearsay. While nurturing student esteem is very important in the NSD context, it is also important that schools be a place of intellectual rigour where teachers can appropriately challenge student thinking without fear of inappropriate repercussions.

These concerns are indicative of limited implementation of principles of effective governance, particularly with respect to matters such as confidentiality and conflict of interest. While trustees participated in conferences and events that provided training in this regard, effective and consistent implementation of good practice was not evident. The Inquiry frequently heard about parents going directly to the LSBC rather

than communicating first and foremost with teachers and principals. While likely well-intended, this process led to a breakdown in good governance and communication.

The devolution of hiring and term-contract renewal decision-making to the LSBCs undermined effective personnel management. The cumbersome, time-consuming hiring process with teachers having to be interviewed at the community level was often identified as an impediment to effective staffing. It was suggested that NSD needs to have a more streamlined recruitment process. The suggestion was for the communities to provide input to the type of people they wanted to see hired and for the administrators to do the hiring in a timely manner. This would enable prospective teachers to more fairly compete in a job market where availability of teachers willing to go to remote communities is limited.

A high turnover rate of principals at some schools is a significant impediment to effective school operation and improvement.

Difficulty in securing certificated substitute teachers was frequently identified as a concern, as was the need for improved training of paraprofessional staff.

In most cases, the orientation of new teachers to their communities is very limited, as is their engagement with the communities. A frequently expressed desire by communities was to see teachers attend community functions and engage in extracurricular activities with students, while at the same time a frequently expressed concern by teachers was the risk of inadvertently giving offence or getting caught up in local politics and running afoul of the LSBC. There is a need to create a sense of teamwork among the parents, students and teachers.

Recommendation #20: That NSD re-establish an effective orientation program for new hires, with a substantial emphasis on community and cultural components, and further, that the placement of new employees into communities be arranged with sufficient time for them to experience a community-level orientation and settling-in prior to the start of teaching duties.

Improved housing was an issue raised by teachers as one of their top five considerations for improving retention — and was mentioned in virtually all of our meetings by both teachers and community members. The Inquiry Team was able to tour some teacherages and saw firsthand what dismal living environments they can be.

Teacher housing issues are a significant impediment to teacher retention in some but not all communities. This is significant because improved teacher retention can benefit student outcomes in at least two areas: teacher effectiveness in individualizing multi-level instruction, which often improves with situational experience; and strengthening student and parent trust in the school. It is hard to

come to trust someone you never get to know. The grouping of teacherages into compounds reflects a paradoxical situation: the benefit of teachers' engagement with the community is placed in contention with teachers' sense of insecurity in the Aboriginal community setting.

Isolation is also a significant teacher retention factor. Teachers indicated that providing more opportunities to network and interact with other teachers was also one of the top five ways to improve teacher retention. The *Kikway Kikiskiyitin* project produced some very good instructional resource products, but one of its main values, mentioned by many staff, was the process which enabled or provided a vehicle for teacher interaction and networking. The videoconferencing suites, made fully operative, appear to have great potential in this regard.

Another factor that was mentioned by both teaching and paraprofessional staff was the perceived unfairness of the Fort McMurray Allowance and the fact that it is available only to Anzac and Fort McKay, whereas actual living costs are much higher in places like Fort Chipewyan.

Capacity has been reduced over time for instructional, administrative and support services. This is particularly problematic given that the geographic distribution and remoteness of the schools requires considerable travel time for central staff to visit the sites. Reduction of administrative and pedagogical support has left schools, principals and teachers to find their own way as best they can. This has created a particularly difficult situation for new principals and inexperienced teachers new to the circumstances of NSD schools. The reduction of capacity extends to and has negatively impacted Aboriginal language programs.

In the community meetings and in the Team's focus groups with students, the Team was informed that learning could be improved by more differentiation of instruction and by more hands-on, experiential learning. The Team was also told that there were too many worksheets, which is, of course, evidence of an emphasis that is opposite to experiential learning.

Recommendation #21: That NSD implement and maintain staff development activities that enhance teachers' skills at individualizing, differentiating instruction, employing more experiential-based learning activities and devising learning activities that include formative assessment skills, in recognition of the diverse learning levels and needs of NSD students.

Reduction of business service management capacity has resulted in re-combinations of role functions that may compromise effectiveness. For example, the lack of capacity for timely internal financial management reporting and analysis has added to the challenges of planning and budgeting.

Similarly, there is a lack of professional management capacity for the human resources administrative function. The NSD-commissioned *Position Descriptions for Central Office Staff Roles Report* (2009) identified this need.

Teachers and school administrators frequently told the Team that many operational areas were regarded at the school level as being excessively controlled and constrained centrally (for example, field trips and the information and communication technology network). At least in part this may be a coping mechanism arising from limited support capacity.

Recommendation #22: That NSD ensure strengthened responsibility and accountability relationships between students, teachers, principals and the superintendency. In particular, that the human resources management function (recruitment and termination of personnel) become clearly a management activity with appropriate community input only; it must cease to be regarded as a governance function subject to political processes.

Recommendation #23: That NSD re-establish central, regionally based, administrative and pedagogical roles by re-directing some resources away from classroom-based positions. These re-established roles should provide direction, assistance and support to principals and teachers for NSD-wide approaches, implementation and assessment of core literacy and numeracy programs.

School staff informed the Inquiry Team that, in general, parents and other community members exhibited low levels of engagement with the schools. On the other hand, the Inquiry Team heard from parents and community members that the schools were not welcoming places. Many were quite critical of what they perceived to be a lack of involvement by teachers in extracurricular activities for students and in community-based activities.

The Inquiry Team noted that in many communities adult education was offered by post-secondary institutions in mobile or other facilities that were not part of the school. The same was often true of Head Start programs for pre-school children. It appeared that there was often a limited awareness by school staff of what was happening in these other programs and that there was limited communication with other program deliverers. In some communities, it appeared that there were very limited services in the health and social services areas. Where such services were available, school staff, parents and community members indicated that they felt these services provided little support to schools in addressing such issues as low attendance.

In considering this input, the Inquiry Team was led to reflect on their prior experiences with the Community School models prevalent in Alberta and other areas of Canada and the United States in the 1970s. A few of the key characteristics of these models were as follows.

- The involvement of citizens in school affairs, including the use of community members as instructional resources and a shared community-school responsibility for the general behaviour of youth.
- The utilization of school and community facilities in the instructional process of the K-12 program and in providing community school programs.
- The use of schools after normal school hours as community facilities for recreational and avocational programs.
- Providing basic education and high school completion programs for adults or at the very least, the use of the school facility for that purpose.
- The employment of a community-school co-ordinator and provision of supplementary funding for extra janitorial services, etc., required to implement the previous four characteristics.

The Inquiry Team notes that some aspects of the currently extant Integrated Services Delivery Model (ISDM) were in evidence in some communities, for example, the “When We Are Healthy” project evident in Grouard, Gift Lake and Peavine schools. The Team felt this model has potential to help address many of the challenges experienced by children and youth in communities served by all NSD schools. This effective model may be described as “a primary, vertically integrated health and social services organization based on Regional Health and Social Services Authority/ Departmental structure, that has formal linkages with other health and social service providers in the [province or territory] and elsewhere and that has established delivery system processes, procedures and tools that are rooted in a collaborative approach to client care in all core service areas, particularly at the primary community care level, but radiating outward to secondary and tertiary levels of care.” (Northwest Territories Health and Social Services. 2004)

Recommendation #24: That NSD establish and sustain over time a school-community development function within the organization. This function should include a staff position whose job is to regularly and systematically facilitate school-based meetings with parents and community members to develop the school’s strategic role within the future of the community. This staff position must take the lead in implementing the parent engagement process, including reflecting the concepts behind the former Community Schools program and the Integrated Services delivery model. Further, that this function also include designated resources to enable school staff to regularly host community gatherings (such as community suppers) at the school.

Recommendation #3 of this report emphasized that NSD needs a strategic governance effort focused on a limited number of key priorities. It was also noted that levels of trust within NSD are low and that current internal communications processes are ineffective in building trust. Discussions at the school level revealed that staff, parents and community members often have very limited knowledge of the operations and/or priorities of the Corporate School Board.

Recommendation #25: That NSD establish and sustain over time an internal communications function. This function should include a staff position whose job is to ensure that key messages about the system's priorities are directed to internal audiences through all appropriate channels. These key messages include the importance of: schooling, regular attendance, consistent parental support and the inclusion of Aboriginal culture.

At the time of the Inquiry, NSD employed approximately 200 paraprofessional/support staff. They were employed as secretaries, teacher assistants, student assistants (most of whom provided learning support to special needs students), school-community liaison workers and language instructors for Cree and Dene languages.

The Inquiry Team noted that NSD employs a higher ratio of paraprofessional/support staff to students than is characteristic of most school jurisdictions. Given the high incidence of special needs students and the greater need for positions such as school-community liaison workers and language instructors, this situation is quite appropriate. Most of these staff members are local people of Aboriginal background and obviously can be very helpful in bridging cultural gaps between schools and communities. Many parents, community members and LSBC members also informed the Team that there was a need for even more paraprofessional/support staff, especially in the area of student assistants for special needs students. However, many of the people also indicated that there was a need for these staff members to have higher levels of training and to be selected on the basis of their competence rather than on other factors such as family relationships.

Survey questionnaires were sent to all paraprofessional/support staff and approximately 58 questionnaires were returned, the majority of these from student assistants (43 per cent) and teacher assistants (29 per cent). The respondents were primarily female (94 per cent) and of Aboriginal background (85 per cent).

The paraprofessional/support staff who responded indicated they felt that providing more opportunities for professional development would be one of the most important actions that NSD could take to improve student learning. Many also indicated that professional development should be directly related to their job assignments. They further indicated that such action would help to improve paraprofessional/support staff retention.

The Inquiry Team met with groups of paraprofessional/support staff at each of the 23 schools and heard the same desire for more professional development as expressed in the surveys.

NSD central office staff provided available training records for 134 of the approximately 200 of paraprofessional/support staff. An analysis of these records indicates the following training levels:

- 37 staff have less than Grade 12
- 24 staff have completed Grade 12, but appear to have no further training
- 44 staff have some college courses, but appear not to have completed a diploma/certificate
- 14 staff have completed some type of college level diploma/certificate
- 11 staff have completed some university courses
- 4 staff have completed a university degree.

This analysis was somewhat difficult to complete as it is at times hard to determine the nature of certificates/diplomas. In some cases, it appears that staff members have been given entry to various college classes/programs without having completed Grade 12, likely because they were adult-status students. It is, of course, also the case that some staff hold diplomas/certificates and/or degrees that are not necessarily related to their assignments. Also, it appears that the 44 staff that have completed some college courses in many instances have an array of courses that do not necessarily have a focus on any particular program; this likely being the result of difficulty in accessing post-secondary courses in the remote communities in which they reside.

However, in general it is the contention of the Inquiry Team that paraprofessional/support staff are crucial to the support of student learning in NSD schools. In that regard, the Team supports the view of these staff members about the important need for more professional development, and an overall higher level of education, for them.

The Team noted the positive consequences evident from the Aboriginal Teacher Education Program, provided by local post-secondary institutions in collaboration with the University of Alberta Faculty of Education. NSD is to be commended for having helped initiate this project and for supporting a significant number of their paraprofessional staff to get certification. However, many more of the paraprofessionals will continue as paraprofessionals — their work is vital to the improvement of student learning — and more needs to be done to enhance their capacity to do that.

Recommendation #26: That NSD continue to maintain and enhance records of the levels of training of paraprofessional/support staff.

Recommendation #27: That where paraprofessional/support staff members have not completed a level of training commensurate with their assignments, each staff member develop a training plan that leads to a recognized credential relating to their assignments and that NSD encourage and assist staff with in-service programs tied to course requirements.

Recommendation #28: That when new paraprofessional/support staff are hired, they be required to commit to an upgrading program/plan that leads to a recognized credential related directly to their assignment.

Financial and Capital Management

A series of operating deficits, apparently initially intended to draw down a long-term accumulated operating surplus, have accelerated to the point that the financial condition has deteriorated rapidly. Consequently, the expenditure patterns of the past several years cannot be sustained. In 2009, there was an accumulated operating surplus of \$4.5 million; the projected 2009–10 operating deficit was \$2.6 million to \$4.0 million; and the projected 2010–11 operating deficit is \$1.5 million. Since First Nations' tuition payments to NSD constitute a significant revenue stream to the jurisdiction and since the payment schedule for these amounts can be quite variable, maintaining a working capital balance in the order of \$4 million is considered desirable to avoid short-term borrowing costs for operational cash flow.

The provisions of the provincial funding framework for education enacted through the *Funding Manual for School Authorities* enables NSD to receive a significantly higher level of resources per provincial pupil than the provincial average support per pupil. This is indicative of the special and compensatory circumstances required by the students in the NSD context. While adequacy of funding is always an issue from some perspectives, the central issue for NSD at this time is making more effective use of the available resources to improve student outcomes.

Effective budgeting and managerial decision-making has been, and is constrained by, very limited internal financial management data reporting and analysis capacity. In addition to limiting management effectiveness, this situation restricts effective governance oversight. The 2009 Organizational Review did not result in this condition being adequately addressed.

Recommendation #29: That NSD ensure appropriate personnel and internal arrangements are in place for systematic quarterly financial reporting to the Board of Trustees.

The jurisdiction has established a very low student-teacher ratio (about 12:1 on September 30 enrolment, becoming about 10:1 by the second term of the school year) and with extensive paraprofessional and other school-based support staffing, the aggregate student-to-adults in the building ratio is about 5:1. The effectiveness of this strategy appears doubtful in terms of improving student learning outcomes.

With the exception of a few newly constructed facilities, NSD's school inventory is aged and of poor quality. In particular, the portable classroom components of many schools are seriously deteriorated.

NSD continues to operate water and sewer utilities in several communities where municipal services are not available to its facilities and does so without funding support.

Teacher housing operations present the following significant financial issues:

- Deferred major maintenance in the order of \$790,000
- Lack of provision for replacement of depreciated buildings:
 - 30 units of the 142-unit inventory are fully depreciated
 - It would appear that their condition indicates that there is a dire need for replacement
- Costs are subsidized from the instructional budget because full recovery through rental rates is not considered feasible by several knowledgeable people who provided input
 - The Inquiry Team agrees, due to the impediment non-subsidized housing would create for staff recruitment.

Recommendation #30: That Alberta Education and NSD jointly explore supporting NSD teacher housing through an arms-length entity (some type of housing authority) acting on NSD's behalf, and perhaps on behalf of other public sector employers in northern Alberta communities, in order to get away from the staff relations issues associated with the employer being the landlord; further that innovative, ongoing provincial funding be implemented to enable such an arrangement to be viable.

Recommendation #31: That Alberta Education provide one-time catch-up funding to NSD for upgrading to current standards school libraries and facilities, particularly with respect to old portable classrooms, and the teacher housing inventory.

Micro-management has abounded, both by the Corporate Board at the system level and by the LSBCs at the community level. Governance appears to have been equated with control of operations rather than strategic leadership, direction-setting and policy-making. Effective delegation of operational decisions, strategic analysis and oversight of management through accountability-based reporting has been virtually nonexistent. In this context, both the Corporate Board and LSBCs have been vulnerable to upward delegation of management decisions from staff. Recommendations follow in the Governance section of the report to address this issue.

Construction of the new Bishop Routhier School on the Peavine Métis Settlement proceeded on the strength of NSD relying on a verbal understanding between the private landholder and the Settlement Council in office at that time. The understanding was that a land exchange of equivalent value would be made in order for the Settlement to secure control of the desired site and then lease it to NSD. While this type of agreement may be consistent with a culture of oral traditions, it was inadequate for a project of this magnitude. Proceeding from a verbal agreement to a written agreement became challenging when composition of the Settlement Council changed through a local election. Building construction was completed before the land agreement was concluded, which precluded timely occupancy of the building by NSD. The absence of a land agreement to define property lines also contributed to a disagreement between NSD and the Settlement over utility services to the site and the associated costs.

During the course of the Inquiry, the land issue was resolved by the parties (NSD, the Settlement Council and the landholder) and operation of the new school commenced.

There apparently are other instances of NSD schools having been built on Métis Settlement lands based on traditional understandings and agreements rather than formal leases; however, to date, these circumstances do not appear to have interfered with any other school operations. It should be noted that provisions of the Métis Settlements legislation intended to secure the land base over time make long-term third-party landholding arrangements difficult to establish. This is a significant complicating factor for NSD at these locations.

Recommendation #32: That NSD obtain title to, or an enforceable long-term interest in, land prior to commencing construction of any capital project.

Recommendation #33: That NSD ensure it has appropriate leases in place for all its schools situated on Métis Settlement lands.

Recommendation #34: That prior to releasing funds for the construction of new school facilities, Alberta Education verify that the recipient school jurisdiction has obtained title to, or an enforceable long-term interest in, the land for the building site.

While a substantial portion of students in NSD schools are residents of First Nations and are attending under tuition agreements, many of these agreements are stale and may not adequately address current needs and situations. The lack of direction flowing from the inadequacy of the current agreements contributes to dysfunction. For the 2009–10 school year, First Nations tuition support under the existing agreements averaged \$15,760/pupil, while funding for provincially supported students averaged \$18,280/pupil including School Food Services funding (\$16,375/pupil excluding food services). At the same time, there are concerns among the First Nations about NSD's responsiveness to education issues. A more contemporary and

comprehensive education agreement such as the template in Appendix 13: Sample Generic Local Education Agreement may address this situation.

Recommendation #35: That Alberta Education facilitate negotiation of a new, omnibus Education Agreement between NSD and Treaty 8 First Nations within the context of the *Memorandum of Understanding on First Nations Education in Alberta*, to replace the dated tuition agreements currently in place.

There is a substantial need for adapted curriculum and learning resources for Aboriginal students, not only those in NSD, but others served by band-operated schools with no second level supports and in neighbouring school systems with substantial Aboriginal populations. The new *Memorandum of Understanding* could provide a framework for addressing this need with substantial involvement of NSD.

Recommendation #36: That Alberta Education take a leadership role in the establishment of a regional service and support consortium for First Nations and Métis education, involving NSD with neighbouring school jurisdictions and the First Nations education authorities operating in northern Alberta; further that funds from the FNMI grant be considered to enable initiatives in this area.

Fiduciary Responsibilities

Both Corporate Board and LSBC meeting minutes indicate that the conflict-of-interest provisions of the *School Act* appear to be understood and recognized. However, there are perception issues about inappropriate influence associated with extended families common in the communities, given the extent of hiring authority that has been delegated to LSBCs and their involvement in school operation (for example, in student discipline matters). Concerns were also raised regarding maintaining confidentiality of student and personnel matters within the small community context.

A structural issue arises regarding whose student interests LSBC chairpersons represent when they sit as the Board of Trustees — the interest of NSD students as a whole or the interest of the students in the community they represent. This can be particularly problematic with respect to priority-setting questions such as capital construction priorities.

A more indirect but pervasive issue has been that of power, control and local political interests taking precedence over the educational best interests of the students. This problem has been aggravated by the inadequacy of accountability structures for both LSBC and Corporate Board members.

Recommendations that follow in the Governance section should help to address these issues.

Governance

In comparison to other Alberta school jurisdictions, which typically have five- to nine-member school boards, NSD has a very large number of elected officials (more than 100) for the size of the jurisdiction (approximately 2,900 students). Operating costs for the governance function (Corporate Board and LSBCs) were approximately \$900,000/year, significantly higher than for other rural school jurisdictions and taking up an accordingly larger part of the Division's administration budget cap. The funding framework makes no specific provision for costs associated with the unique multi-level governance structure of NSD.

Empowerment of decision-making at the community and corporate levels through the *Northland School Division Act* (a key attribute of the current governance system) has not resulted in broad-based community engagement to support student learning. It is the Inquiry Team's perception that the reason the *MacNeil Report* (1981) recommendation regarding the size of the board was not accepted at that time was likely that it was felt then that the 23-member structure would contribute more to broad-based community engagement. However, the Inquiry Team saw little evidence that this has happened.

The roles and responsibilities of the Corporate Board are poorly understood at the community level and accountability to the community is very limited. Concerns were expressed that in some instances, elected officials become very long-term position holders, which is viewed by some as problematic.

The Corporate Board did not function effectively as a Board of Trustees. Its size appeared to make it unwieldy and unfocused and contributed to its ineffectiveness. Its size also contributed to a core group of veteran trustees forming controlling factions. Committees of the Corporate Board also have had very large memberships.

Governance roles and responsibilities appear to have been consistently blurred such that the board chair and LSBC chairs were becoming involved in management, operational and administrative matters that in an ideal governance model should be left to the superintendent and principals. This blurring of governance roles and responsibilities created confused expectations, particularly among the principals, regarding responsibility and accountability.

Both the Corporate Board of Trustees and LSBCs were performing predominantly management rather than governance functions. The Inquiry Team's analysis of board, LSBC and board committees' minutes revealed that board and overall governance was focused primarily on operational details, for example, small value purchases at the school level and similar operational matters that should have been dealt with by staff within budget and policy direction from the board. In spite of periodic board and administrative staff-planning retreats, there was little indication of strategic leadership at the system level and in only a few cases at the community level.

Recommendation #37: That Alberta Education entrench NSD's governance policies and protocols in a Ministerial Order, or similar arrangement, to ensure that those in governance roles focus on governance activities and delegate management activities to staff, subject to effective accountability, reporting and oversight processes in a manner that cannot be unilaterally revised by NSD.

The Inquiry Team has concluded that a smaller Board of Trustees whose members represent more diverse interests than those of a single community is more likely to provide the governance leadership needed. As well, individual community perspectives can be provided effectively through a Council of LSBC Chairs meeting on a structured, advisory basis with that board. Appendix 12: Renewed Governance Model illustrates this structure.

Recommendation #38: That the provincial government amend the *Northland School Division Act* to establish a nine-member Board of Trustees; seven elected by direct election (ward system), one other a First Nations representative nominated pursuant to an Education Agreement (with Treaty 8) and one other a Métis representative nominated by Métis Settlements General Council, both of the latter appointed to the board by the Minister of Education. For a graphic representation, please see Appendix 12: Renewed Governance Model.

Recommendation #39: That a term limit of not more than two consecutive three-year terms be established for members of the Board of Trustees to ensure effective representation from throughout the system over time and to minimize the potential of factional politics and inappropriate concentrations of power.

Recommendation #40: That an *ex officio* (non-voting) member of the Board of Trustees be appointed by the Minister of Education as a process observer and coach to facilitate organizational change and ensure that the participants of the new structure remain true to intent. Please see Appendix 12: Renewed Governance Model.

It should be noted that most communities expressed a dislike of any shared representation approach, but if forced, the view that many communities did not seem particularly engaged with corporate level governance may gain acceptance. It is worth reiterating that the *MacNeil Report* (1981) recommended a board structure similar to what is again being recommended in this report, but it was not implemented at that time. The Inquiry Team advises that when an implementation team begins its work, these governance recommendations are one of its priorities.

It was apparent from input that LSBCs are not necessarily representative of their communities, particularly of parent interests. There frequently appeared to be inconsistent and deficient communication between LSBCs and parents. The community politics of extended families at times distort LSBC functions. Also, teachers have no voice and there is little communication between the LSBCs and the teachers. Suggestions were heard that a higher standard of qualification than is required by current legislation (for example, an education standard) should be established for LSBC members.

Recommendation #41: That Alberta Education support a governance structure that fosters a sense of ownership at the community and parent levels without impinging unduly on school operations and teachers' professional practice.

Recommendation #42: That the provincial government amend the *Northland School Division Act* to expand LSBC membership to include parent and teacher representation and that its role be consistent with that of a School Council as set out in the *School Council Regulation*.

Recommendation #43: That a Council of Chairs of the newly constituted Local Boards meet twice yearly with the Board of Trustees in a legislative advisory role.

Boundary Arrangements

As indicated previously, there is generally strong opposition to realignment of schools with those outside of NSD jurisdiction. Concerns were expressed that if schools were realigned into neighbouring jurisdictions, there would be ensuing school closure because of the new jurisdiction's school closure policies and processes. Uncertainty and lack of awareness about neighbouring schools and jurisdictions was evident. However, the prospective loss of an FNMI focus at the school was a frequent objection. Unfortunately, concerns about racism and prejudice in neighbouring mainstream communities were also raised in opposition to boundary changes.

However, the Athabasca Delta communities viewed NSD somewhat differently and with less support than the other communities. The more diverse demographic composition of Anzac, Red Earth Creek and Keg River made them atypical among the NSD schools. Input at Anzac was interesting in that much of the opposition to realignment with Fort McMurray seemed to centre on negative perceptions about municipal regionalization associated with Wood Buffalo Regional Municipality, rather than with the Fort McMurray school systems. Input at Keg River focused on continued viability of the school. The 2009–10 enrolment of Dr. Mary Jackson School comprises approximately 20 Aboriginal students and four non-Aboriginal students, with many of these students residing as close to Paddle Prairie as to Keg River.

Neighbouring jurisdictions expressed many reservations about having a NSD school or schools transferred into their systems, particularly without appropriate consultative arrangements and without clear understandings about how funding differentials would be addressed. Both NSD communities and the neighbouring jurisdictions are aware that under the provisions of the provincial funding framework for school jurisdictions, NSD schools receive a higher level of school-based resources for such resources as staffing, hot lunch programs and student supplies. Neighbouring jurisdictions indicated that the extensive powers of the LSBCs would not be acceptable within their governance structures. Some also indicated that unless socio-economic conditions, lack of parent engagement and student truancy issues could be addressed, they would not be optimistic about their potential to improve student achievement.

Notwithstanding these views, a NSD that is focused on excellence in First Nations and Métis education may become less relevant to the Anzac, Red Earth Creek and Keg River communities. Realignment with neighbouring jurisdictions based on social, economic and transportation linkages may be effective alternatives in the first two cases; in the latter, the situation is essentially one of declining enrolment giving rise to a school-closure issue which NSD needs to address. Also noted is that while the Pelican Lake School also presents a low-enrolment issue, the situation there is more of a program re-design in conjunction with the overall Wabasca-area program delivery arrangements than a school closure issue.

Recommendation #44: That Alberta Education appoint a facilitator to work with the Anzac School community and Fort McMurray Public School District regarding realignment of Anzac School to Fort McMurray Public School District jurisdiction.

Recommendation #45: That Alberta Education initiate a process for transferring Red Earth Creek School to Peace River School Division jurisdiction.

Recommendation #46: That NSD initiate school closure proceedings at Keg River.

There are eight Métis Settlements in Alberta. NSD administers schools on six of the Settlements and Northern Lights School Division administers schools for two Settlement populations. In general, the populations of the Métis Settlements that were consulted by the Inquiry Team indicated their preference for their schools to be administered by NSD for the reasons indicated in the previous sections of this report. However, there were some dissenting points of view. Also, some questioned why NSD was not administering the schools for all of the Métis Settlements. Given that First Nations populations increasingly have been granted self-determination in educational matters and given the general provisions regarding education in the Métis Settlements legislation, it seems logical to the Inquiry Team that Métis populations living on

Métis Settlements should have a similar option. In this regard, the Inquiry Team's understanding is that plebiscites are a decision-making process commonly used by Métis Settlements.

Recommendation #47: That Alberta Education establish a process for Métis Settlements to periodically determine by plebiscite if they wish to remain part of NSD or transfer to a neighbouring school jurisdiction or vice-versa.

Implementation

All parties involved with improving student outcomes in NSD are challenged to work together in a concerted effort to see that the recommendations of this report (especially those that are repetitive of recommendations in previous reports) are attended to. This situation calls for the creation of a structure that will monitor implementation on a consistent and intentional basis over the next few years.

Recommendation #48: That Alberta Education create a multi-stakeholder implementation team including representation from:

- All its branches involved with NSD operations;
- NSD leadership; and
- The external agencies and organizations involved with NSD

to engage in developing and delivering strategies, including those for community engagement with this report's recommendations, which are necessary to bring about positive change in NSD.

Other Matters

No other matters were directed to the Inquiry Team by the Minister.

CONCLUDING COMMENTS

It is recognized that NSD is already undertaking a number of improvement initiatives that are consistent with the recommendations of this report, including:

- Strengthening teacher capacity through an expanded orientation program for new hires and the establishment of mentor coaches for new teachers;
- Implementation of a comprehensive literacy strategy;
- Reinstatement of regionally based leadership support for principals and teachers;
- Implementation of a principals' leadership development program;
- Re-focusing a senior administration role on community relationships and engagement; and
- A major expenditure from capital reserves to address urgent teacher housing repair issues.

The Inquiry Team commends NSD for prompt action in this regard.

The Team acknowledges that several of its recommendations imply additional costs in a few key areas. The Team's proposed solution to additional cost pressures implied by its recommendations includes such measures as the following:

- The provincial government coming to the table with some one-time funding to get some areas up to a realistic standard in short order;
- NSD moving toward somewhat higher staff-student ratios and cease responding to unrealistic local political pressures to have every grade have its own teacher even if there are only five students in that grade;
- Reducing the cost of board operations and possibly tough negotiating involving four parties — the federal government, the provincial government, affected First Nations and NSD — to get fiscal contributions for First Nations students up somewhere near what the province is spending per pupil in NSD.

The Team expresses its sincere appreciation for the hospitality of the communities, for the time taken by staff to complete the surveys and for the willingness of people invited to share their experiences and expertise regarding NSD.

The Team wishes to sincerely acknowledge the support and non-interfering approach of staff of Alberta Education over the duration of the Team's proceedings.

The Team trusts that the enactment of the recommendations in this report will go a long way toward providing the students of NSD with the highest quality education possible and enable them to succeed in their own communities and in the broader communities of Alberta and Canada.

Respectfully submitted,

N. Matthew

K. Wagner

D. van Tamelen



United Nations

United Nations
DECLARATION
on the **RIGHTS**
of **INDIGENOUS**
PEOPLES



United Nations Declaration
on the Rights of Indigenous Peoples





Resolution adopted by the General Assembly

[*without reference to a Main Committee (A/61/L.67 and Add.1)*]

61/295. United Nations Declaration on the Rights of Indigenous Peoples

The General Assembly,

Taking note of the recommendation of the Human Rights Council contained in its resolution 1/2 of 29 June 2006,¹ by which the Council adopted the text of the United Nations Declaration on the Rights of Indigenous Peoples,

Recalling its resolution 61/178 of 20 December 2006, by which it decided to defer consideration of and action on the Declaration to allow time for further consultations thereon, and also decided to conclude its consideration before the end of the sixty-first session of the General Assembly,

Adopts the United Nations Declaration on the Rights of Indigenous Peoples as contained in the annex to the present resolution.

*107th plenary meeting
13 September 2007*

Annex

United Nations Declaration on the Rights of Indigenous Peoples

The General Assembly,

Guided by the purposes and principles of the Charter of the United Nations, and good faith in the fulfilment of the obligations assumed by States in accordance with the Charter,

Affirming that indigenous peoples are equal to all other peoples, while recognizing the right of all peoples to be different, to consider themselves different, and to be respected as such,

¹See *Official Records of the General Assembly, Sixty-first Session, Supplement No. 53 (A/61/53)*, part one, chap. II, sect. A.

Affirming also that all peoples contribute to the diversity and richness of civilizations and cultures, which constitute the common heritage of humankind,

Affirming further that all doctrines, policies and practices based on or advocating superiority of peoples or individuals on the basis of national origin or racial, religious, ethnic or cultural differences are racist, scientifically false, legally invalid, morally condemnable and socially unjust,

Reaffirming that indigenous peoples, in the exercise of their rights, should be free from discrimination of any kind,

Concerned that indigenous peoples have suffered from historic injustices as a result of, inter alia, their colonization and dispossession of their lands, territories and resources, thus preventing them from exercising, in particular, their right to development in accordance with their own needs and interests,

Recognizing the urgent need to respect and promote the inherent rights of indigenous peoples which derive from their political, economic and social structures and from their cultures, spiritual traditions, histories and philosophies, especially their rights to their lands, territories and resources,

Recognizing also the urgent need to respect and promote the rights of indigenous peoples affirmed in treaties, agreements and other constructive arrangements with States,

Welcoming the fact that indigenous peoples are organizing themselves for political, economic, social and cultural enhancement and in order to bring to an end all forms of discrimination and oppression wherever they occur,

Convinced that control by indigenous peoples over developments affecting them and their lands, territories and resources will enable them to maintain and strengthen their institutions, cultures and traditions, and to promote their development in accordance with their aspirations and needs,

Recognizing that respect for indigenous knowledge, cultures and traditional practices contributes to sustainable and equitable development and proper management of the environment,

Emphasizing the contribution of the demilitarization of the lands and territories of indigenous peoples to peace, economic and social

progress and development, understanding and friendly relations among nations and peoples of the world,

Recognizing in particular the right of indigenous families and communities to retain shared responsibility for the upbringing, training, education and well-being of their children, consistent with the rights of the child,

Considering that the rights affirmed in treaties, agreements and other constructive arrangements between States and indigenous peoples are, in some situations, matters of international concern, interest, responsibility and character,

Considering also that treaties, agreements and other constructive arrangements, and the relationship they represent, are the basis for a strengthened partnership between indigenous peoples and States,

Acknowledging that the Charter of the United Nations, the International Covenant on Economic, Social and Cultural Rights,² and the International Covenant on Civil and Political Rights,² as well as the Vienna Declaration and Programme of Action,³ affirm the fundamental importance of the right to self-determination of all peoples, by virtue of which they freely determine their political status and freely pursue their economic, social and cultural development,

Bearing in mind that nothing in this Declaration may be used to deny any peoples their right to self-determination, exercised in conformity with international law,

Convinced that the recognition of the rights of indigenous peoples in this Declaration will enhance harmonious and cooperative relations between the State and indigenous peoples, based on principles of justice, democracy, respect for human rights, non-discrimination and good faith,

Encouraging States to comply with and effectively implement all their obligations as they apply to indigenous peoples under international instruments, in particular those related to human rights, in consultation and cooperation with the peoples concerned,

Emphasizing that the United Nations has an important and continuing role to play in promoting and protecting the rights of indigenous peoples,

²See resolution 2200 A (XXI), annex.

³A/CONF.157/24 (Part I), chap. III.

Believing that this Declaration is a further important step forward for the recognition, promotion and protection of the rights and freedoms of indigenous peoples and in the development of relevant activities of the United Nations system in this field,

Recognizing and reaffirming that indigenous individuals are entitled without discrimination to all human rights recognized in international law, and that indigenous peoples possess collective rights which are indispensable for their existence, well-being and integral development as peoples,

Recognizing that the situation of indigenous peoples varies from region to region and from country to country and that the significance of national and regional particularities and various historical and cultural backgrounds should be taken into consideration,

Solemnly proclaims the following United Nations Declaration on the Rights of Indigenous Peoples as a standard of achievement to be pursued in a spirit of partnership and mutual respect:

Article 1

Indigenous peoples have the right to the full enjoyment, as a collective or as individuals, of all human rights and fundamental freedoms as recognized in the Charter of the United Nations, the Universal Declaration of Human Rights⁴ and international human rights law.

Article 2

Indigenous peoples and individuals are free and equal to all other peoples and individuals and have the right to be free from any kind of discrimination, in the exercise of their rights, in particular that based on their indigenous origin or identity.

Article 3

Indigenous peoples have the right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development.

Article 4

Indigenous peoples, in exercising their right to self-determination, have the right to autonomy or self-government in matters relating to

⁴Resolution 217 A (III).

their internal and local affairs, as well as ways and means for financing their autonomous functions.

Article 5

Indigenous peoples have the right to maintain and strengthen their distinct political, legal, economic, social and cultural institutions, while retaining their right to participate fully, if they so choose, in the political, economic, social and cultural life of the State.

Article 6

Every indigenous individual has the right to a nationality.

Article 7

1. Indigenous individuals have the rights to life, physical and mental integrity, liberty and security of person.
2. Indigenous peoples have the collective right to live in freedom, peace and security as distinct peoples and shall not be subjected to any act of genocide or any other act of violence, including forcibly removing children of the group to another group.

Article 8

1. Indigenous peoples and individuals have the right not to be subjected to forced assimilation or destruction of their culture.
2. States shall provide effective mechanisms for prevention of, and redress for:
 - (a) Any action which has the aim or effect of depriving them of their integrity as distinct peoples, or of their cultural values or ethnic identities;
 - (b) Any action which has the aim or effect of dispossessing them of their lands, territories or resources;
 - (c) Any form of forced population transfer which has the aim or effect of violating or undermining any of their rights;
 - (d) Any form of forced assimilation or integration;
 - (e) Any form of propaganda designed to promote or incite racial or ethnic discrimination directed against them.

Article 9

Indigenous peoples and individuals have the right to belong to an indigenous community or nation, in accordance with the traditions and customs of the community or nation concerned. No discrimination of any kind may arise from the exercise of such a right.

Article 10

Indigenous peoples shall not be forcibly removed from their lands or territories. No relocation shall take place without the free, prior and informed consent of the indigenous peoples concerned and after agreement on just and fair compensation and, where possible, with the option of return.

Article 11

1. Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.
2. States shall provide redress through effective mechanisms, which may include restitution, developed in conjunction with indigenous peoples, with respect to their cultural, intellectual, religious and spiritual property taken without their free, prior and informed consent or in violation of their laws, traditions and customs.

Article 12

1. Indigenous peoples have the right to manifest, practise, develop and teach their spiritual and religious traditions, customs and ceremonies; the right to maintain, protect, and have access in privacy to their religious and cultural sites; the right to the use and control of their ceremonial objects; and the right to the repatriation of their human remains.
2. States shall seek to enable the access and/or repatriation of ceremonial objects and human remains in their possession through fair, transparent and effective mechanisms developed in conjunction with indigenous peoples concerned.

Article 13

1. Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons.
2. States shall take effective measures to ensure that this right is protected and also to ensure that indigenous peoples can understand and be understood in political, legal and administrative proceedings, where necessary through the provision of interpretation or by other appropriate means.

Article 14

1. Indigenous peoples have the right to establish and control their educational systems and institutions providing education in their own languages, in a manner appropriate to their cultural methods of teaching and learning.
2. Indigenous individuals, particularly children, have the right to all levels and forms of education of the State without discrimination.
3. States shall, in conjunction with indigenous peoples, take effective measures, in order for indigenous individuals, particularly children, including those living outside their communities, to have access, when possible, to an education in their own culture and provided in their own language.

Article 15

1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.
2. States shall take effective measures, in consultation and cooperation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among indigenous peoples and all other segments of society.

Article 16

1. Indigenous peoples have the right to establish their own media in their own languages and to have access to all forms of non-indigenous media without discrimination.

2. States shall take effective measures to ensure that State-owned media duly reflect indigenous cultural diversity. States, without prejudice to ensuring full freedom of expression, should encourage privately owned media to adequately reflect indigenous cultural diversity.

Article 17

1. Indigenous individuals and peoples have the right to enjoy fully all rights established under applicable international and domestic labour law.

2. States shall in consultation and cooperation with indigenous peoples take specific measures to protect indigenous children from economic exploitation and from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral or social development, taking into account their special vulnerability and the importance of education for their empowerment.

3. Indigenous individuals have the right not to be subjected to any discriminatory conditions of labour and, inter alia, employment or salary.

Article 18

Indigenous peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own indigenous decision-making institutions.

Article 19

States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.

Article 20

1. Indigenous peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and development, and to engage freely in all their traditional and other economic activities.

2. Indigenous peoples deprived of their means of subsistence and development are entitled to just and fair redress.

Article 21

1. Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.

2. States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their economic and social conditions. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities.

Article 22

1. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities in the implementation of this Declaration.

2. States shall take measures, in conjunction with indigenous peoples, to ensure that indigenous women and children enjoy the full protection and guarantees against all forms of violence and discrimination.

Article 23

Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.

Article 24

1. Indigenous peoples have the right to their traditional medicines and to maintain their health practices, including the conservation of their vital medicinal plants, animals and minerals. Indigenous individuals also have the right to access, without any discrimination, to all social and health services.

2. Indigenous individuals have an equal right to the enjoyment of the highest attainable standard of physical and mental health. States shall take the necessary steps with a view to achieving progressively the full realization of this right.

Article 25

Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard.

Article 26

1. Indigenous peoples have the right to the lands, territories and resources which they have traditionally owned, occupied or otherwise used or acquired.
2. Indigenous peoples have the right to own, use, develop and control the lands, territories and resources that they possess by reason of traditional ownership or other traditional occupation or use, as well as those which they have otherwise acquired.
3. States shall give legal recognition and protection to these lands, territories and resources. Such recognition shall be conducted with due respect to the customs, traditions and land tenure systems of the indigenous peoples concerned.

Article 27

States shall establish and implement, in conjunction with indigenous peoples concerned, a fair, independent, impartial, open and transparent process, giving due recognition to indigenous peoples' laws, traditions, customs and land tenure systems, to recognize and adjudicate the rights of indigenous peoples pertaining to their lands, territories and resources, including those which were traditionally owned or otherwise occupied or used. Indigenous peoples shall have the right to participate in this process.

Article 28

1. Indigenous peoples have the right to redress, by means that can include restitution or, when this is not possible, just, fair and equitable compensation, for the lands, territories and resources which they have traditionally owned or otherwise occupied or used, and which have been confiscated, taken, occupied, used or damaged without their free, prior and informed consent.
2. Unless otherwise freely agreed upon by the peoples concerned, compensation shall take the form of lands, territories and resources

equal in quality, size and legal status or of monetary compensation or other appropriate redress.

Article 29

1. Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources. States shall establish and implement assistance programmes for indigenous peoples for such conservation and protection, without discrimination.
2. States shall take effective measures to ensure that no storage or disposal of hazardous materials shall take place in the lands or territories of indigenous peoples without their free, prior and informed consent.
3. States shall also take effective measures to ensure, as needed, that programmes for monitoring, maintaining and restoring the health of indigenous peoples, as developed and implemented by the peoples affected by such materials, are duly implemented.

Article 30

1. Military activities shall not take place in the lands or territories of indigenous peoples, unless justified by a relevant public interest or otherwise freely agreed with or requested by the indigenous peoples concerned.
2. States shall undertake effective consultations with the indigenous peoples concerned, through appropriate procedures and in particular through their representative institutions, prior to using their lands or territories for military activities.

Article 31

1. Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.

2. In conjunction with indigenous peoples, States shall take effective measures to recognize and protect the exercise of these rights.

Article 32

1. Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources.
2. States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to the approval of any project affecting their lands or territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources.
3. States shall provide effective mechanisms for just and fair redress for any such activities, and appropriate measures shall be taken to mitigate adverse environmental, economic, social, cultural or spiritual impact.

Article 33

1. Indigenous peoples have the right to determine their own identity or membership in accordance with their customs and traditions. This does not impair the right of indigenous individuals to obtain citizenship of the States in which they live.
2. Indigenous peoples have the right to determine the structures and to select the membership of their institutions in accordance with their own procedures.

Article 34

Indigenous peoples have the right to promote, develop and maintain their institutional structures and their distinctive customs, spirituality, traditions, procedures, practices and, in the cases where they exist, juridical systems or customs, in accordance with international human rights standards.

Article 35

Indigenous peoples have the right to determine the responsibilities of individuals to their communities.

Article 36

1. Indigenous peoples, in particular those divided by international borders, have the right to maintain and develop contacts, relations and cooperation, including activities for spiritual, cultural, political, economic and social purposes, with their own members as well as other peoples across borders.
2. States, in consultation and cooperation with indigenous peoples, shall take effective measures to facilitate the exercise and ensure the implementation of this right.

Article 37

1. Indigenous peoples have the right to the recognition, observance and enforcement of treaties, agreements and other constructive arrangements concluded with States or their successors and to have States honour and respect such treaties, agreements and other constructive arrangements.
2. Nothing in this Declaration may be interpreted as diminishing or eliminating the rights of indigenous peoples contained in treaties, agreements and other constructive arrangements.

Article 38

States, in consultation and cooperation with indigenous peoples, shall take the appropriate measures, including legislative measures, to achieve the ends of this Declaration.

Article 39

Indigenous peoples have the right to have access to financial and technical assistance from States and through international cooperation, for the enjoyment of the rights contained in this Declaration.

Article 40

Indigenous peoples have the right to access to and prompt decision through just and fair procedures for the resolution of conflicts and disputes with States or other parties, as well as to effective remedies for all infringements of their individual and collective rights. Such a decision shall give due consideration to the customs, traditions, rules and legal systems of the indigenous peoples concerned and international human rights.

Article 41

The organs and specialized agencies of the United Nations system and other intergovernmental organizations shall contribute to the full realization of the provisions of this Declaration through the mobilization, inter alia, of financial cooperation and technical assistance. Ways and means of ensuring participation of indigenous peoples on issues affecting them shall be established.

Article 42

The United Nations, its bodies, including the Permanent Forum on Indigenous Issues, and specialized agencies, including at the country level, and States shall promote respect for and full application of the provisions of this Declaration and follow up the effectiveness of this Declaration.

Article 43

The rights recognized herein constitute the minimum standards for the survival, dignity and well-being of the indigenous peoples of the world.

Article 44

All the rights and freedoms recognized herein are equally guaranteed to male and female indigenous individuals.

Article 45

Nothing in this Declaration may be construed as diminishing or extinguishing the rights indigenous peoples have now or may acquire in the future.

Article 46

1. Nothing in this Declaration may be interpreted as implying for any State, people, group or person any right to engage in any activity or to perform any act contrary to the Charter of the United Nations or construed as authorizing or encouraging any action which would dismember or impair, totally or in part, the territorial integrity or political unity of sovereign and independent States.

2. In the exercise of the rights enunciated in the present Declaration, human rights and fundamental freedoms of all shall be respected. The exercise of the rights set forth in this Declaration shall be subject only to such limitations as are determined by law

and in accordance with international human rights obligations. Any such limitations shall be non-discriminatory and strictly necessary solely for the purpose of securing due recognition and respect for the rights and freedoms of others and for meeting the just and most compelling requirements of a democratic society.

3. The provisions set forth in this Declaration shall be interpreted in accordance with the principles of justice, democracy, respect for human rights, equality, non-discrimination, good governance and good faith.



Truth and
Reconciliation
Commission of Canada

Truth and Reconciliation Commission of Canada: Calls to Action



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2015

Truth and Reconciliation Commission of Canada, 2012

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Calls to Action

In order to redress the legacy of residential schools and advance the process of Canadian reconciliation, the Truth and Reconciliation Commission makes the following calls to action.

Legacy

CHILD WELFARE

1. We call upon the federal, provincial, territorial, and Aboriginal governments to commit to reducing the number of Aboriginal children in care by:
 - i. Monitoring and assessing neglect investigations.
 - ii. Providing adequate resources to enable Aboriginal communities and child-welfare organizations to keep Aboriginal families together where it is safe to do so, and to keep children in culturally appropriate environments, regardless of where they reside.
 - iii. Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the history and impacts of residential schools.
 - iv. Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the potential for Aboriginal communities and families to provide more appropriate solutions to family healing.
 - v. Requiring that all child-welfare decision makers consider the impact of the residential school experience on children and their caregivers.
2. We call upon the federal government, in collaboration with the provinces and territories, to prepare and

publish annual reports on the number of Aboriginal children (First Nations, Inuit, and Métis) who are in care, compared with non-Aboriginal children, as well as the reasons for apprehension, the total spending on preventive and care services by child-welfare agencies, and the effectiveness of various interventions.

3. We call upon all levels of government to fully implement Jordan's Principle.
4. We call upon the federal government to enact Aboriginal child-welfare legislation that establishes national standards for Aboriginal child apprehension and custody cases and includes principles that:
 - i. Affirm the right of Aboriginal governments to establish and maintain their own child-welfare agencies.
 - ii. Require all child-welfare agencies and courts to take the residential school legacy into account in their decision making.
 - iii. Establish, as an important priority, a requirement that placements of Aboriginal children into temporary and permanent care be culturally appropriate.
5. We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate parenting programs for Aboriginal families.

EDUCATION

6. We call upon the Government of Canada to repeal Section 43 of the *Criminal Code of Canada*.
7. We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate

educational and employment gaps between Aboriginal and non-Aboriginal Canadians.

8. We call upon the federal government to eliminate the discrepancy in federal education funding for First Nations children being educated on reserves and those First Nations children being educated off reserves.
9. We call upon the federal government to prepare and publish annual reports comparing funding for the education of First Nations children on and off reserves, as well as educational and income attainments of Aboriginal peoples in Canada compared with non-Aboriginal people.
10. We call on the federal government to draft new Aboriginal education legislation with the full participation and informed consent of Aboriginal peoples. The new legislation would include a commitment to sufficient funding and would incorporate the following principles:
 - i. Providing sufficient funding to close identified educational achievement gaps within one generation.
 - ii. Improving education attainment levels and success rates.
 - iii. Developing culturally appropriate curricula.
 - iv. Protecting the right to Aboriginal languages, including the teaching of Aboriginal languages as credit courses.
 - v. Enabling parental and community responsibility, control, and accountability, similar to what parents enjoy in public school systems.
 - vi. Enabling parents to fully participate in the education of their children.
 - vii. Respecting and honouring Treaty relationships.
11. We call upon the federal government to provide adequate funding to end the backlog of First Nations students seeking a post-secondary education.
12. We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.

LANGUAGE AND CULTURE

13. We call upon the federal government to acknowledge that Aboriginal rights include Aboriginal language rights.

14. We call upon the federal government to enact an Aboriginal Languages Act that incorporates the following principles:
 - i. Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them.
 - ii. Aboriginal language rights are reinforced by the Treaties.
 - iii. The federal government has a responsibility to provide sufficient funds for Aboriginal-language revitalization and preservation.
 - iv. The preservation, revitalization, and strengthening of Aboriginal languages and cultures are best managed by Aboriginal people and communities.
 - v. Funding for Aboriginal language initiatives must reflect the diversity of Aboriginal languages.
15. We call upon the federal government to appoint, in consultation with Aboriginal groups, an Aboriginal Languages Commissioner. The commissioner should help promote Aboriginal languages and report on the adequacy of federal funding of Aboriginal-languages initiatives.
16. We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal languages.
17. We call upon all levels of government to enable residential school Survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for a period of five years for the name-change process and the revision of official identity documents, such as birth certificates, passports, driver's licenses, health cards, status cards, and social insurance numbers.

HEALTH

18. We call upon the federal, provincial, territorial, and Aboriginal governments to acknowledge that the current state of Aboriginal health in Canada is a direct result of previous Canadian government policies, including residential schools, and to recognize and implement the health-care rights of Aboriginal people as identified in international law, constitutional law, and under the Treaties.
19. We call upon the federal government, in consultation with Aboriginal peoples, to establish measurable goals to identify and close the gaps in health outcomes

between Aboriginal and non-Aboriginal communities, and to publish annual progress reports and assess long-term trends. Such efforts would focus on indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services.

20. In order to address the jurisdictional disputes concerning Aboriginal people who do not reside on reserves, we call upon the federal government to recognize, respect, and address the distinct health needs of the Métis, Inuit, and off-reserve Aboriginal peoples.
21. We call upon the federal government to provide sustainable funding for existing and new Aboriginal healing centres to address the physical, mental, emotional, and spiritual harms caused by residential schools, and to ensure that the funding of healing centres in Nunavut and the Northwest Territories is a priority.
22. We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.
23. We call upon all levels of government to:
 - i. Increase the number of Aboriginal professionals working in the health-care field.
 - ii. Ensure the retention of Aboriginal health-care providers in Aboriginal communities.
 - iii. Provide cultural competency training for all health-care professionals.
24. We call upon medical and nursing schools in Canada to require all students to take a course dealing with Aboriginal health issues, including the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

JUSTICE

25. We call upon the federal government to establish a written policy that reaffirms the independence of the

Royal Canadian Mounted Police to investigate crimes in which the government has its own interest as a potential or real party in civil litigation.

26. We call upon the federal, provincial, and territorial governments to review and amend their respective statutes of limitations to ensure that they conform to the principle that governments and other entities cannot rely on limitation defences to defend legal actions of historical abuse brought by Aboriginal people.
27. We call upon the Federation of Law Societies of Canada to ensure that lawyers receive appropriate cultural competency training, which includes the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.
28. We call upon law schools in Canada to require all law students to take a course in Aboriginal people and the law, which includes the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.
29. We call upon the parties and, in particular, the federal government, to work collaboratively with plaintiffs not included in the Indian Residential Schools Settlement Agreement to have disputed legal issues determined expeditiously on an agreed set of facts.
30. We call upon federal, provincial, and territorial governments to commit to eliminating the overrepresentation of Aboriginal people in custody over the next decade, and to issue detailed annual reports that monitor and evaluate progress in doing so.
31. We call upon the federal, provincial, and territorial governments to provide sufficient and stable funding to implement and evaluate community sanctions that will provide realistic alternatives to imprisonment for Aboriginal offenders and respond to the underlying causes of offending.
32. We call upon the federal government to amend the Criminal Code to allow trial judges, upon giving reasons, to depart from mandatory minimum sentences and restrictions on the use of conditional sentences.

33. We call upon the federal, provincial, and territorial governments to recognize as a high priority the need to address and prevent Fetal Alcohol Spectrum Disorder (FASD), and to develop, in collaboration with Aboriginal people, FASD preventive programs that can be delivered in a culturally appropriate manner.
34. We call upon the governments of Canada, the provinces, and territories to undertake reforms to the criminal justice system to better address the needs of offenders with Fetal Alcohol Spectrum Disorder (FASD), including:
 - i. Providing increased community resources and powers for courts to ensure that FASD is properly diagnosed, and that appropriate community supports are in place for those with FASD.
 - ii. Enacting statutory exemptions from mandatory minimum sentences of imprisonment for offenders affected by FASD.
 - iii. Providing community, correctional, and parole resources to maximize the ability of people with FASD to live in the community.
 - iv. Adopting appropriate evaluation mechanisms to measure the effectiveness of such programs and ensure community safety.
35. We call upon the federal government to eliminate barriers to the creation of additional Aboriginal healing lodges within the federal correctional system.
36. We call upon the federal, provincial, and territorial governments to work with Aboriginal communities to provide culturally relevant services to inmates on issues such as substance abuse, family and domestic violence, and overcoming the experience of having been sexually abused.
37. We call upon the federal government to provide more supports for Aboriginal programming in halfway houses and parole services.
38. We call upon the federal, provincial, territorial, and Aboriginal governments to commit to eliminating the overrepresentation of Aboriginal youth in custody over the next decade.
39. We call upon the federal government to develop a national plan to collect and publish data on the criminal victimization of Aboriginal people, including data related to homicide and family violence victimization.
40. We call on all levels of government, in collaboration with Aboriginal people, to create adequately funded and accessible Aboriginal-specific victim programs and services with appropriate evaluation mechanisms.
41. We call upon the federal government, in consultation with Aboriginal organizations, to appoint a public inquiry into the causes of, and remedies for, the disproportionate victimization of Aboriginal women and girls. The inquiry's mandate would include:
 - i. Investigation into missing and murdered Aboriginal women and girls.
 - ii. Links to the intergenerational legacy of residential schools.
42. We call upon the federal, provincial, and territorial governments to commit to the recognition and implementation of Aboriginal justice systems in a manner consistent with the Treaty and Aboriginal rights of Aboriginal peoples, the *Constitution Act, 1982*, and the *United Nations Declaration on the Rights of Indigenous Peoples*, endorsed by Canada in November 2012.

Reconciliation

CANADIAN GOVERNMENTS AND THE UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLE

43. We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the *United Nations Declaration on the Rights of Indigenous Peoples* as the framework for reconciliation.
44. We call upon the Government of Canada to develop a national action plan, strategies, and other concrete measures to achieve the goals of the *United Nations Declaration on the Rights of Indigenous Peoples*.

ROYAL PROCLAMATION AND COVENANT OF RECONCILIATION

45. We call upon the Government of Canada, on behalf of all Canadians, to jointly develop with Aboriginal peoples a Royal Proclamation of Reconciliation to be issued by the Crown. The proclamation would build on the Royal Proclamation of 1763 and the Treaty of Niagara of 1764, and reaffirm the nation-to-nation relationship between Aboriginal peoples and the Crown. The proclamation would include, but not be limited to, the following commitments:

- i. Repudiate concepts used to justify European sovereignty over Indigenous lands and peoples such as the Doctrine of Discovery and *terra nullius*.
 - ii. Adopt and implement the *United Nations Declaration on the Rights of Indigenous Peoples* as the framework for reconciliation.
 - iii. Renew or establish Treaty relationships based on principles of mutual recognition, mutual respect, and shared responsibility for maintaining those relationships into the future.
 - iv. Reconcile Aboriginal and Crown constitutional and legal orders to ensure that Aboriginal peoples are full partners in Confederation, including the recognition and integration of Indigenous laws and legal traditions in negotiation and implementation processes involving Treaties, land claims, and other constructive agreements.
46. We call upon the parties to the Indian Residential Schools Settlement Agreement to develop and sign a Covenant of Reconciliation that would identify principles for working collaboratively to advance reconciliation in Canadian society, and that would include, but not be limited to:
- i. Reaffirmation of the parties' commitment to reconciliation.
 - ii. Repudiation of concepts used to justify European sovereignty over Indigenous lands and peoples, such as the Doctrine of Discovery and *terra nullius*, and the reformation of laws, governance structures, and policies within their respective institutions that continue to rely on such concepts.
 - iii. Full adoption and implementation of the *United Nations Declaration on the Rights of Indigenous Peoples* as the framework for reconciliation.
 - iv. Support for the renewal or establishment of Treaty relationships based on principles of mutual recognition, mutual respect, and shared responsibility for maintaining those relationships into the future.
 - v. Enabling those excluded from the Settlement Agreement to sign onto the Covenant of Reconciliation.
 - vi. Enabling additional parties to sign onto the Covenant of Reconciliation.

47. We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and *terra nullius*, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.

SETTLEMENT AGREEMENT PARTIES AND THE UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES

48. We call upon the church parties to the Settlement Agreement, and all other faith groups and interfaith social justice groups in Canada who have not already done so, to formally adopt and comply with the principles, norms, and standards of the *United Nations Declaration on the Rights of Indigenous Peoples* as a framework for reconciliation. This would include, but not be limited to, the following commitments:
- i. Ensuring that their institutions, policies, programs, and practices comply with the *United Nations Declaration on the Rights of Indigenous Peoples*.
 - ii. Respecting Indigenous peoples' right to self-determination in spiritual matters, including the right to practise, develop, and teach their own spiritual and religious traditions, customs, and ceremonies, consistent with Article 12:1 of the *United Nations Declaration on the Rights of Indigenous Peoples*.
 - iii. Engaging in ongoing public dialogue and actions to support the *United Nations Declaration on the Rights of Indigenous Peoples*.
 - iv. Issuing a statement no later than March 31, 2016, from all religious denominations and faith groups, as to how they will implement the *United Nations Declaration on the Rights of Indigenous Peoples*.
49. We call upon all religious denominations and faith groups who have not already done so to repudiate concepts used to justify European sovereignty over Indigenous lands and peoples, such as the Doctrine of Discovery and *terra nullius*.

EQUITY FOR ABORIGINAL PEOPLE IN THE LEGAL SYSTEM

50. In keeping with the *United Nations Declaration on the Rights of Indigenous Peoples*, we call upon the federal government, in collaboration with Aboriginal organizations, to fund the establishment of Indigenous law institutes for the development, use, and

understanding of Indigenous laws and access to justice in accordance with the unique cultures of Aboriginal peoples in Canada.

51. We call upon the Government of Canada, as an obligation of its fiduciary responsibility, to develop a policy of transparency by publishing legal opinions it develops and upon which it acts or intends to act, in regard to the scope and extent of Aboriginal and Treaty rights.
52. We call upon the Government of Canada, provincial and territorial governments, and the courts to adopt the following legal principles:
 - i. Aboriginal title claims are accepted once the Aboriginal claimant has established occupation over a particular territory at a particular point in time.
 - ii. Once Aboriginal title has been established, the burden of proving any limitation on any rights arising from the existence of that title shifts to the party asserting such a limitation.

NATIONAL COUNCIL FOR RECONCILIATION

53. We call upon the Parliament of Canada, in consultation and collaboration with Aboriginal peoples, to enact legislation to establish a National Council for Reconciliation. The legislation would establish the council as an independent, national, oversight body with membership jointly appointed by the Government of Canada and national Aboriginal organizations, and consisting of Aboriginal and non-Aboriginal members. Its mandate would include, but not be limited to, the following:
 - i. Monitor, evaluate, and report annually to Parliament and the people of Canada on the Government of Canada's post-apology progress on reconciliation to ensure that government accountability for reconciling the relationship between Aboriginal peoples and the Crown is maintained in the coming years.
 - ii. Monitor, evaluate, and report to Parliament and the people of Canada on reconciliation progress across all levels and sectors of Canadian society, including the implementation of the Truth and Reconciliation Commission of Canada's Calls to Action.
 - iii. Develop and implement a multi-year National Action Plan for Reconciliation, which includes research and policy development, public education programs, and resources.

- iv. Promote public dialogue, public/private partnerships, and public initiatives for reconciliation.

54. We call upon the Government of Canada to provide multi-year funding for the National Council for Reconciliation to ensure that it has the financial, human, and technical resources required to conduct its work, including the endowment of a National Reconciliation Trust to advance the cause of reconciliation.
55. We call upon all levels of government to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation. The reports or data would include, but not be limited to:
 - i. The number of Aboriginal children—including Métis and Inuit children—in care, compared with non-Aboriginal children, the reasons for apprehension, and the total spending on preventive and care services by child-welfare agencies.
 - ii. Comparative funding for the education of First Nations children on and off reserves.
 - iii. The educational and income attainments of Aboriginal peoples in Canada compared with non-Aboriginal people.
 - iv. Progress on closing the gaps between Aboriginal and non-Aboriginal communities in a number of health indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services.
 - v. Progress on eliminating the overrepresentation of Aboriginal children in youth custody over the next decade.
 - vi. Progress on reducing the rate of criminal victimization of Aboriginal people, including data related to homicide and family violence victimization and other crimes.
 - vii. Progress on reducing the overrepresentation of Aboriginal people in the justice and correctional systems.
56. We call upon the prime minister of Canada to formally respond to the report of the National Council for Reconciliation by issuing an annual "State of Aboriginal Peoples" report, which would outline the government's plans for advancing the cause of reconciliation.

PROFESSIONAL DEVELOPMENT AND TRAINING FOR PUBLIC SERVANTS

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

CHURCH APOLOGIES AND RECONCILIATION

58. We call upon the Pope to issue an apology to Survivors, their families, and communities for the Roman Catholic Church's role in the spiritual, cultural, emotional, physical, and sexual abuse of First Nations, Inuit, and Métis children in Catholic-run residential schools. We call for that apology to be similar to the 2010 apology issued to Irish victims of abuse and to occur within one year of the issuing of this Report and to be delivered by the Pope in Canada.
59. We call upon church parties to the Settlement Agreement to develop ongoing education strategies to ensure that their respective congregations learn about their church's role in colonization, the history and legacy of residential schools, and why apologies to former residential school students, their families, and communities were necessary.
60. We call upon leaders of the church parties to the Settlement Agreement and all other faiths, in collaboration with Indigenous spiritual leaders, Survivors, schools of theology, seminaries, and other religious training centres, to develop and teach curriculum for all student clergy, and all clergy and staff who work in Aboriginal communities, on the need to respect Indigenous spirituality in its own right, the history and legacy of residential schools and the roles of the church parties in that system, the history and legacy of religious conflict in Aboriginal families and communities, and the responsibility that churches have to mitigate such conflicts and prevent spiritual violence.
61. We call upon church parties to the Settlement Agreement, in collaboration with Survivors and representatives of Aboriginal organizations, to establish permanent funding to Aboriginal people for:
- Community-controlled healing and reconciliation projects.

- Community-controlled culture- and language-revitalization projects.
- Community-controlled education and relationship-building projects.
- Regional dialogues for Indigenous spiritual leaders and youth to discuss Indigenous spirituality, self-determination, and reconciliation.

EDUCATION FOR RECONCILIATION

62. We call upon the federal, provincial, and territorial governments, in consultation and collaboration with Survivors, Aboriginal peoples, and educators, to:
- Make age-appropriate curriculum on residential schools, Treaties, and Aboriginal peoples' historical and contemporary contributions to Canada a mandatory education requirement for Kindergarten to Grade Twelve students.
 - Provide the necessary funding to post-secondary institutions to educate teachers on how to integrate Indigenous knowledge and teaching methods into classrooms.
 - Provide the necessary funding to Aboriginal schools to utilize Indigenous knowledge and teaching methods in classrooms.
 - Establish senior-level positions in government at the assistant deputy minister level or higher dedicated to Aboriginal content in education.
63. We call upon the Council of Ministers of Education, Canada to maintain an annual commitment to Aboriginal education issues, including:
- Developing and implementing Kindergarten to Grade Twelve curriculum and learning resources on Aboriginal peoples in Canadian history, and the history and legacy of residential schools.
 - Sharing information and best practices on teaching curriculum related to residential schools and Aboriginal history.
 - Building student capacity for intercultural understanding, empathy, and mutual respect.
 - Identifying teacher-training needs relating to the above.
64. We call upon all levels of government that provide public funds to denominational schools to require such schools to provide an education on comparative religious studies, which must include a segment on

Aboriginal spiritual beliefs and practices developed in collaboration with Aboriginal Elders.

65. We call upon the federal government, through the Social Sciences and Humanities Research Council, and in collaboration with Aboriginal peoples, post-secondary institutions and educators, and the National Centre for Truth and Reconciliation and its partner institutions, to establish a national research program with multi-year funding to advance understanding of reconciliation.

YOUTH PROGRAMS

66. We call upon the federal government to establish multi-year funding for community-based youth organizations to deliver programs on reconciliation, and establish a national network to share information and best practices.

MUSEUMS AND ARCHIVES

67. We call upon the federal government to provide funding to the Canadian Museums Association to undertake, in collaboration with Aboriginal peoples, a national review of museum policies and best practices to determine the level of compliance with the *United Nations Declaration on the Rights of Indigenous Peoples* and to make recommendations.
68. We call upon the federal government, in collaboration with Aboriginal peoples, and the Canadian Museums Association to mark the 150th anniversary of Canadian Confederation in 2017 by establishing a dedicated national funding program for commemoration projects on the theme of reconciliation.
69. We call upon Library and Archives Canada to:
- i. Fully adopt and implement the *United Nations Declaration on the Rights of Indigenous Peoples* and the *United Nations Joint-Orontlicher Principles*, as related to Aboriginal peoples' inalienable right to know the truth about what happened and why, with regard to human rights violations committed against them in the residential schools.
 - ii. Ensure that its record holdings related to residential schools are accessible to the public.
 - iii. Commit more resources to its public education materials and programming on residential schools.
70. We call upon the federal government to provide funding to the Canadian Association of Archivists to undertake, in collaboration with Aboriginal peoples, a national review of archival policies and best practices to:

- i. Determine the level of compliance with the *United Nations Declaration on the Rights of Indigenous Peoples* and the *United Nations Joint-Orontlicher Principles*, as related to Aboriginal peoples' inalienable right to know the truth about what happened and why, with regard to human rights violations committed against them in the residential schools.
- ii. Produce a report with recommendations for full implementation of these international mechanisms as a reconciliation framework for Canadian archives.

MISSING CHILDREN AND BURIAL INFORMATION

71. We call upon all chief coroners and provincial vital statistics agencies that have not provided to the Truth and Reconciliation Commission of Canada their records on the deaths of Aboriginal children in the care of residential school authorities to make these documents available to the National Centre for Truth and Reconciliation.
72. We call upon the federal government to allocate sufficient resources to the National Centre for Truth and Reconciliation to allow it to develop and maintain the National Residential School Student Death Register established by the Truth and Reconciliation Commission of Canada.
73. We call upon the federal government to work with churches, Aboriginal communities, and former residential school students to establish and maintain an online registry of residential school cemeteries, including, where possible, plot maps showing the location of deceased residential school children.
74. We call upon the federal government to work with the churches and Aboriginal community leaders to inform the families of children who died at residential schools of the child's burial location, and to respond to families' wishes for appropriate commemoration ceremonies and markers, and reburial in home communities where requested.
75. We call upon the federal government to work with provincial, territorial, and municipal governments, churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration, and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of

appropriate memorial ceremonies and commemorative markers to honour the deceased children.

76. We call upon the parties engaged in the work of documenting, maintaining, commemorating, and protecting residential school cemeteries to adopt strategies in accordance with the following principles:
- i. The Aboriginal community most affected shall lead the development of such strategies.
 - ii. Information shall be sought from residential school Survivors and other Knowledge Keepers in the development of such strategies.
 - iii. Aboriginal protocols shall be respected before any potentially invasive technical inspection and investigation of a cemetery site.

NATIONAL CENTRE FOR TRUTH AND RECONCILIATION

77. We call upon provincial, territorial, municipal, and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.
78. We call upon the Government of Canada to commit to making a funding contribution of \$10 million over seven years to the National Centre for Truth and Reconciliation, plus an additional amount to assist communities to research and produce histories of their own residential school experience and their involvement in truth, healing, and reconciliation.

COMMEMORATION

79. We call upon the federal government, in collaboration with Survivors, Aboriginal organizations, and the arts community, to develop a reconciliation framework for Canadian heritage and commemoration. This would include, but not be limited to:
- i. Amending the Historic Sites and Monuments Act to include First Nations, Inuit, and Métis representation on the Historic Sites and Monuments Board of Canada and its Secretariat.
 - ii. Revising the policies, criteria, and practices of the National Program of Historical Commemoration to integrate Indigenous history, heritage values, and memory practices into Canada's national heritage and history.

- iii. Developing and implementing a national heritage plan and strategy for commemorating residential school sites, the history and legacy of residential schools, and the contributions of Aboriginal peoples to Canada's history.

80. We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.
81. We call upon the federal government, in collaboration with Survivors and their organizations, and other parties to the Settlement Agreement, to commission and install a publicly accessible, highly visible, Residential Schools National Monument in the city of Ottawa to honour Survivors and all the children who were lost to their families and communities.
82. We call upon provincial and territorial governments, in collaboration with Survivors and their organizations, and other parties to the Settlement Agreement, to commission and install a publicly accessible, highly visible, Residential Schools Monument in each capital city to honour Survivors and all the children who were lost to their families and communities.
83. We call upon the Canada Council for the Arts to establish, as a funding priority, a strategy for Indigenous and non-Indigenous artists to undertake collaborative projects and produce works that contribute to the reconciliation process.

MEDIA AND RECONCILIATION

84. We call upon the federal government to restore and increase funding to the CBC/Radio-Canada, to enable Canada's national public broadcaster to support reconciliation, and be properly reflective of the diverse cultures, languages, and perspectives of Aboriginal peoples, including, but not limited to:
- i. Increasing Aboriginal programming, including Aboriginal-language speakers.
 - ii. Increasing equitable access for Aboriginal peoples to jobs, leadership positions, and professional development opportunities within the organization.
 - iii. Continuing to provide dedicated news coverage and online public information resources on issues of concern to Aboriginal peoples and all Canadians,

including the history and legacy of residential schools and the reconciliation process.

85. We call upon the Aboriginal Peoples Television Network, as an independent non-profit broadcaster with programming by, for, and about Aboriginal peoples, to support reconciliation, including but not limited to:
 - i. Continuing to provide leadership in programming and organizational culture that reflects the diverse cultures, languages, and perspectives of Aboriginal peoples.
 - ii. Continuing to develop media initiatives that inform and educate the Canadian public, and connect Aboriginal and non-Aboriginal Canadians.
86. We call upon Canadian journalism programs and media schools to require education for all students on the history of Aboriginal peoples, including the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations.

SPORTS AND RECONCILIATION

87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.
88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.
89. We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sports participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples.
90. We call upon the federal government to ensure that national sports policies, programs, and initiatives are inclusive of Aboriginal peoples, including, but not limited to, establishing:
 - i. In collaboration with provincial and territorial governments, stable funding for, and access to, community sports programs that reflect the diverse

cultures and traditional sporting activities of Aboriginal peoples.

- ii. An elite athlete development program for Aboriginal athletes.
 - iii. Programs for coaches, trainers, and sports officials that are culturally relevant for Aboriginal peoples.
 - iv. Anti-racism awareness and training programs.
91. We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events.

BUSINESS AND RECONCILIATION

92. We call upon the corporate sector in Canada to adopt the *United Nations Declaration on the Rights of Indigenous Peoples* as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:
 - i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
 - ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
 - iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

NEWCOMERS TO CANADA

93. We call upon the federal government, in collaboration with the national Aboriginal organizations, to revise the information kit for newcomers to Canada and its citizenship test to reflect a more inclusive history of the diverse Aboriginal peoples of Canada, including

information about the Treaties and the history of residential schools.

94. We call upon the Government of Canada to replace the Oath of Citizenship with the following:

I swear (or affirm) that I will be faithful and bear true allegiance to Her Majesty Queen Elizabeth II, Queen of Canada, Her Heirs and Successors, and that I will faithfully observe the laws of Canada including Treaties with Indigenous Peoples, and fulfill my duties as a Canadian citizen.

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