



Mackenzie County

REGULAR COUNCIL MEETING AGENDA

SEPTEMBER 13, 2016

10:00 A.M.

COUNCIL CHAMBERS
FORT VERMILION, AB



STRATEGIC PRIORITIES CHART

COUNCIL PRIORITIES (Council/CAO)

NOW	ADVOCACY
<ol style="list-style-type: none"> 1. FISCAL RESPONSIBILITY: Long term planning 2. CITIZEN ENGAGEMENT: Ratepayers surveys 3. DEVELOPMENT STANDARDS: Evaluation of infrastructure 4. POTABLE WATER: Availability & Infrastructure 5. INDUSTRY RETENTION AND ATTRACTION 6. CAMPGROUNDS: Expansion 7. LAND STEWARDSHIP COMMITTEE 8. MUNICIPAL ROADS: Upgrading 9. INTER-PROVINCIAL/ TERRITORIAL RELATIONS 10. RECREATION CENTRES & ARENA UPGRADES 11. EDUCATION STRATEGY: Environmental information for farmers 12. INDUSTRY RELATIONS AND GROWTH: Value added 	<div style="border: 1px solid black; padding: 5px;"> <input type="checkbox"/> <i>Provincial Government Relations</i> <input type="checkbox"/> <i>Transportation Development</i> <input type="checkbox"/> <i>Health Services</i> <input type="checkbox"/> <i>La Crete Postal Service</i> <input type="checkbox"/> <i>Land Use (Land Use Framework, conservation initiatives, agricultural land expansion)</i> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><u>Codes:</u> BOLD CAPITALS – Council NOW Priorities CAPITALS – Council NEXT Priorities <i>Italics</i> – Advocacy Regular Title Case – Operational Strategies * See Monthly Capital Projects Progress Report</p> </div>

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER (Joulia)			
<ol style="list-style-type: none"> 1. INDUSTRY RETENTION AND ATTRACTION: meetings with local industries leaders 2. INTER-PROVINCIAL/ TERRITORIAL RELATIONS: develop a plan for symposium to share information (CAO & Sustainability Committee) 	May May	<input type="checkbox"/> <i>Provincial Government Relations</i> <input type="checkbox"/> <i>Transportation Development</i> <input type="checkbox"/> <i>Health Services</i> <input type="checkbox"/> <i>La Crete Postal Service</i>	
ECONOMIC DEVELOPMENT (Joulia/Byron)		AGRICULTURAL SERVICES (Grant)	
<ol style="list-style-type: none"> 1. INDUSTRY RELATIONS AND GROWTH: Value added (review development incentives options) 2. Tourism Strategy – SWOT analysis 3. <i>Land Use (Land Use Framework, conservation initiatives, agricultural land expansion)</i> <input type="checkbox"/> Economic Development Action Plan	Sept. Sept. August May	<ol style="list-style-type: none"> 1. EDUCATION STRATEGY: Environmental information for farmers 2. Emergency Livestock Response Plan 3. Agricultural Fair & Tradeshow <input type="checkbox"/> Easements for Existing Drainage Channels	Oct. August August
COMMUNITY SERVICES (Ron/Len)		PUBLIC WORKS* (Ron/Len)	
<ol style="list-style-type: none"> 1. CAMPGROUNDS: Expansion - Wadlin & Hutch Lake Plans 2. RECREATION CENTRES & ARENA UPGRADES 3. COR Certificate – External Audit Review <input type="checkbox"/> Construct dock expansion plan for campgrounds as per new design	April July March May	<ol style="list-style-type: none"> 1. MUNICIPAL ROADS: Upgrading <input type="checkbox"/> Hamlet 5 Year Upgrading Plan – Review & Update <input type="checkbox"/> Engineering Services Procurement RFP	July July Dec.
PLANNING & DEVELOPMENT (Byron)		LEGISLATIVE SERVICES (Carol)	
<ol style="list-style-type: none"> 1. DEVELOPMENT STANDARDS: Evaluation of infrastructure - engage consultant 2. LAND STEWARDSHIP COMMITTEE - fill positions 3. Infrastructure Master Plans - complete <input type="checkbox"/> LC & FV Streetscape - finalize design <input type="checkbox"/> LC & FV Airports - infrastructure review, ph. 1	April April April May April	<ol style="list-style-type: none"> 1. CITIZEN ENGAGEMENT: Ratepayers surveys 2. Filing/Records Management Procedure 3. By – Election (Ward 7) <input type="checkbox"/> SDAB Bylaw Review <input type="checkbox"/> Social Media Policy	May May May June
FINANCE (Mark)		ENVIRONMENTAL (Fred)	
<ol style="list-style-type: none"> 1. FISCAL RESPONSIBILITY: Long term planning 2. Non-traditional municipal revenue stream – research options 3. Multi-year capital plan 	Sept.	<ol style="list-style-type: none"> 1. POTABLE WATER: Availability & Infrastructure 2. Hamlet Easement Strategy <input type="checkbox"/> Establish Tactical Plan <input type="checkbox"/> Water Study Rocky Lane and High Level	July

**MACKENZIE COUNTY
REGULAR COUNCIL MEETING**

**Tuesday, September 13, 2016
10:00 a.m.**

**Fort Vermilion Council Chambers
Fort Vermilion, Alberta**

AGENDA

			Page
CALL TO ORDER:	1.	a) Call to Order	
AGENDA:	2.	a) Adoption of Agenda	
ADOPTION OF PREVIOUS MINUTES:	3.	a) Minutes of the August 24, 2016 Regular Council Meeting	7
		b) Minutes of the September 9, 2016 Special Council Meeting	21
DELEGATIONS:	4.	a) Simon Driedger (1:15 p.m.)	
		b) Sheila Willis, Executive Director - Friends Of Historical Northern Alberta Society (FHNAS) (1:30 p.m.)	23
		c)	
		d)	
COUNCIL COMMITTEE REPORTS:	5.	a) Council Committee Reports (verbal)	
		b) Tompkins Crossing Committee Unapproved Minutes	27
		c)	
		d)	
GENERAL REPORTS:	6.	a) CAO Report	31

b)

TENDERS: 7. a) None

PUBLIC HEARINGS: Public Hearings are scheduled for 1:00 p.m.

8. a) Bylaw 1041-16 Road Closure Request for the South Side of SW 18-104-17-W5M (Blue Hills Area) 45

b) Bylaw 1043-16 Land Use Bylaw Amendment to Rezone Part of NW 13-106-15-W5M from Recreational "REC" to Country Recreational District "CR"(La Crete Rural) 55

ADMINISTRATION: 9. a) Regional Sustainability Study – Draft Report 83

b) Municipal Government Act (MGA) Regulations – Discussion Guides 153

c)

d)

e)

AGRICULTURE SERVICES: 10. a)

b)

COMMUNITY SERVICES: 11. a) D.A. Thomas Park Steps Project 239

b) Commercial Fishing (to be presented at the meeting)

c)

d)

FINANCE: 12. a) Bylaw 1045-16 Outstanding Tax Payment Bylaw 243

b) Insured Asset Values – Property & Equipment 255

	c)	Request to Reduce Tax - Tax Roll 082172	265	
	d)	Request to Reduce Tax – Tax Roll 074356	269	
	e)	2017 Budget Development Guidelines and Meeting Dates	273	
	f)			
	g)			
OPERATIONS:	13.	a)	Construction and Maintenance of Tompkins Crossing Ice Bridge – Award	279
		b)	Construction Work – Blumenort Road	285
		c)	Request to Tender for Gravel Crushing	287
		d)	Supply and Construct Wooden Post Frame Sand Shed Tender	289
		e)	Blumenort Road West (to be presented at the meeting)	
		f)		
		g)		
PLANNING & DEVELOPMENT:	14.	a)	Bylaw 1046-16 Land Use Bylaw Amendment to Add Wastewater Treatment Setbacks Regulations to the Land Use Bylaw 791-10	293
		b)	Bylaw 1047-16 Land Use Bylaw Amendment to Revise the Definition of Automotive Equipment and Vehicle Services	301
		c)	Bylaw 1048-16 Plan Cancellation & Consolidation of Plan 122 3197, Block 2, Lot 4 & 5	309
		d)	Land Use Bylaw Amendment Update	317
		e)	Economic Developers Alberta (EDA) Ministry Dinner	319
		f)	Caribou (to be presented at the meeting)	

- g)
- h)
- UTILITIES:** 15. a)
- b)
- INFORMATION /
CORRESPONDENCE:** 16. a) Information/Correspondence 323
- IN CAMERA
SESSION:** 17. a) Legal
- b) Labour
- c) Land
 - Gravel Proposals
- NOTICE OF MOTION:** 18. Notices of Motion
- NEXT MEETING
DATES:** 19. a) Committee of the Whole Meeting
September 27, 2016
10:00 a.m.
Fort Vermilion Council Chambers
- b) Regular Council Meeting
September 28, 2016
10:00 a.m.
Fort Vermilion Council Chambers
- ADJOURNMENT:** 20. a) Adjournment



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Carol Gabriel, Interim Chief Administrative Officer/Director of Legislative & Support Services
Title:	Minutes of the August 24, 2016 Regular Council Meeting

BACKGROUND / PROPOSAL:

Minutes of the August 24, 2016, Regular Council Meeting are attached.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION:

Approved Council Meetings minutes are posted on the County website.

RECOMMENDED ACTION:

- Simple Majority
 Requires 2/3
 Requires Unanimous

That the minutes of the August 24, 2016, Regular Council Meeting be adopted as presented.

Author: C. Gabriel Reviewed by: _____ CAO: CG

**MACKENZIE COUNTY
REGULAR COUNCIL MEETING**

**Wednesday, August 24, 2016
10:00 a.m.**

**Fort Vermilion Council Chambers
Fort Vermilion, Alberta**

PRESENT:

Bill Neufeld	Reeve
Walter Sarapuk	Deputy Reeve (left the meeting at 1:30 p.m.)
Jacque Bateman	Councillor
Peter F. Braun	Councillor
Elmer Derksen	Councillor
John W. Driedger	Councillor
Eric Jorgensen	Councillor (arrived at 10:06 a.m.)
Josh Knelsen	Councillor
Ray Toews	Councillor
Lisa Wardley	Councillor

REGRETS:

ADMINISTRATION:

Carol Gabriel	Interim CAO/Director of Legislative & Support Services/Recording Secretary
Ron Pelensky	Director of Community Services & Operations
Len Racher	Director of Facilities & Operations (South)
Byron Peters	Director of Planning and Development
Fred Wiebe	Director of Utilities
Peng Tian	Director of Finance
Bill Kostiw	Intergovernmental Relations & Special Projects Coordinator

ALSO PRESENT: Media
Members of the Public

Minutes of the Regular Council meeting for Mackenzie County held on August 24, 2016 in the Fort Vermilion Council Chambers.

CALL TO ORDER: 1. a) Call to Order

Reeve Neufeld called the meeting to order at 10:00 a.m.

AGENDA: 2. a) Adoption of Agenda

MOTION 16-08-617 **MOVED** by Deputy Reeve Sarapuk

That the agenda be approved with the following additions:

- 9. c) Disease Risk Bison

CARRIED

**ADOPTION OF
PREVIOUS MINUTES:**

3. a) Minutes of the August 9, 2016, Regular Council Meeting

MOTION 16-08-618

MOVED by Councillor Bateman

That the minutes of the August 9, 2016 Regular Council Meeting be adopted as presented.

CARRIED

DELEGATIONS:

4. a) None

**COUNCIL
COMMITTEE
REPORTS:**

5. a) Council Committee Reports

Councillor Jorgensen arrived at 10:06 a.m.

MOTION 16-08-619

MOVED by Councillor Jorgensen

That council shows appreciation to Councillor Toews for giving Christine Campbell, from ALUS Canada, an aerial tour of the area on August 23, 2016.

CARRIED

MOTION 16-08-620

MOVED by Councillor Knelsen

That the Council committee reports be received for information.

CARRIED

5. b) Finance Committee Meeting Minutes

MOTION 16-08-621

MOVED by Councillor Wardley

That the Finance Committee unapproved meeting minutes of August 8, 2016 be received for information.

CARRIED

5. c) Community Services Committee Meeting

MOTION 16-08-622

MOVED by Councillor Braun

That the unapproved minutes of the August 10, 2016, Community Services Committee Meeting be received for information.

CARRIED

5. d) Public Works Committee Meeting Minutes

MOTION 16-08-623

MOVED by Councillor Bateman

That the Public Works Committee unapproved minutes of August 15, 2016 be received for information.

CARRIED

GENERAL REPORTS:

6. a) None

PUBLIC HEARINGS:

8. a) None

ADMINISTRATION:

9. a) Policy ADM057 Video Surveillance

MOTION 16-08-624

MOVED by Councillor Wardley

That Policy ADM057 Video Surveillance be APPROVED as presented.

CARRIED

9. b) Determination of Population Regulation (DPR) Review

MOTION 16-08-625

MOVED by Councillor Bateman

That administration complete the Determination of Population Regulation Review Workbook and submit it to Alberta Municipal Affairs.

CARRIED

9. c) Disease Risk Bison (ADDITION)

MOTION 16-08-626

Requires Unanimous

MOVED by Councillor Jorgensen

That a letter be sent to Parks Canada and the Canadian Endangered Species Conservation Council (Species at Risk Act) regarding the Disease Risk Bison and the potential disease transfer to caribou.

CARRIED UNANIMOUSLY

**AGRICULTURE
SERVICES:**

10. a) None

**COMMUNITY
SERVICES:**

**11. a) Authorization of Peace Officer Policies and RCMP
Memorandum of Understanding**

MOTION 16-08-627

MOVED by Councillor Bateman

That the Memorandum of Understanding between the RCMP and Mackenzie County for the Peace Officer be approved and that administration submit the proposal to RCMP K Division for ratification.

CARRIED

MOTION 16-08-628

MOVED by Councillor Wardley

That Policy ENF003 Peace Officer Public Complaints and Disciplinary Policy be APPROVED as presented.

CARRIED

MOTION 16-08-629

MOVED by Councillor Braun

That Policy ENF004 Baton Policy be APPROVED as presented.

CARRIED

MOTION 16-08-630

MOVED by Deputy Reeve Sarapuk

That Policy ENF005 Peace Officer Video Recording Policy be APPROVED as presented.

CARRIED

MOTION 16-08-631

MOVED by Councillor Braun

That Policy ENF006 Oleoresin Capsicum (OC) Spray Policy be

APPROVED as presented.

CARRIED

MOTION 16-08-632

MOVED by Councillor Wardley

That the Peace Officer jurisdiction be expanded to the entire Mackenzie County area for the enforcement of County issued road bans and road use agreements only.

CARRIED

Reeve Neufeld recessed the meeting at 10:59 a.m. and reconvened the meeting at 11:12 a.m.

**IN-CAMERA
SESSION:**

17. In-Camera Session

MOTION 16-08-633

MOVED by Deputy Reeve Sarapuk

That Council move in-camera to discuss issues under the Freedom of Information and Protection of Privacy Regulations 18 (1) at 11:13 a.m.

17. a) Legal

- Tax Collection

17. b) Labour

- CAO Recruitment

17. c) Land

- Gravel Land Purchase – Knelsen Sand & Gravel

CARRIED

MOTION 16-08-634

MOVED by Councillor Bateman

That Council move out of camera at 1:03 p.m.

CARRIED

17. b) Labour – CAO Recruitment

MOTION 16-08-635

MOVED by Deputy Reeve Sarapuk

That the Reeve and Deputy Reeve be authorized to negotiate a contract for the CAO position with the candidate as discussed.

CARRIED

MOTION 16-08-636

MOVED by Councillor Wardley

That a hiring freeze be placed on all upper levels of the organizational chart, including directors and managers, until Council reviews the organizational chart.

CARRIED

Reeve Neufeld recessed the meeting at 1:05 p.m.

Deputy Reeve Sarapuk left the meeting at 1:30 p.m.

Reeve Neufeld reconvened the meeting at 1:32 p.m. with all members present except Councillor Jorgensen.

17. a) Legal – Tax Collection

MOTION 16-08-637

MOVED by Councillor Braun

That a Warrant and Notice of Seizure of Personal Property be issued against 371809 Alberta Ltd. for the purpose of tax collection on Plan 902 0841, Lot 5, Lease MLL 3030.

CARRIED

17. c) Land – Gravel Land Purchase – Knelsen Sand & Gravel

MOTION 16-08-638

MOVED by Councillor Driedger

That the gravel land purchase be received for information.

CARRIED

Councillor Jorgensen rejoined the meeting at 1:34 p.m.

TENDERS:

7. a) Request for Proposal – Construction and Maintenance of Tompkins Crossing Ice Bridge

MOTION 16-08-639

MOVED by Councillor Knelsen

That the proposals for the Construction and Maintenance of the Tompkins Crossing Ice Bridge be opened.

CARRIED

Proposals Received:

	Annual Bid Price
DBM Contracting	\$105,000.00
Checkmark Services	\$110,000.00
Philip Krahn (PHK Herfords)	\$174,960.00
George & Abe Driedger	\$109,000.00

MOTION 16-08-640

MOVED by Councillor Knelsen

That the proposals for the Construction and Maintenance of the Tompkins Crossing Ice Bridge be referred to the Tompkins Crossing Committee for evaluation and that a recommendation be brought back to council to award.

CARRIED

COMMUNITY SERVICES:

11. b) Fort Vermilion Court House Building Proposal

MOTION 16-08-641

MOVED by Councillor Toews

That the Fort Vermilion Court House building be TABLED for further information.

CARRIED

11. c) La Crete Arena – Ice Chiller Replacement Project – Additional Funding Request

MOTION 16-08-642

Requires 2/3

MOVED by Councillor Toews

That the budget be amended to include an additional \$38,000 to the La Crete Arena – Ice Chiller Replacement project for pipe replacement with funds coming from the Grants to Other Organizations Reserve, with the new total budget being \$413,400.

CARRIED

MOTION 16-08-643

MOVED by Councillor Wardley

That CIMCO be requested to provide a review of project costs upon completion of the La Crete Arena – Ice Chiller Replacement project.

CARRIED

FINANCE:

12. a) Bylaw 1045-16 Outstanding Tax Payment Bylaw

MOTION 16-08-644

Requires 2/3

MOVED by Councillor Braun

That first reading be given to Bylaw 1045-16 being the Outstanding Tax Payment Bylaw as AMENDED.

CARRIED

12. b) Policy FIN027 Investment Policy

MOTION 16-08-645

MOVED by Councillor Bateman

That Policy FIN027 Investment Policy be AMENDED as presented.

CARRIED

12. c) Policy FIN028 Credit Card Use

MOTION 16-08-646

MOVED by Councillor Braun

That Policy FIN028 Credit Card Use be approved as AMENDED.

CARRIED

12. d) Budget Amendment – Property Purchase

MOTION 16-08-647

Requires 2/3

MOVED by Councillor Wardley

That the budget be amended to include the purchase of the property located at 4805-54th Street in Fort Vermilion, AB in the amount of \$241,721.22 with funding coming from the General Capital Reserve

CARRIED

12. e) Financial Reports – January 1 to July 31, 2016

MOTION 16-08-648

MOVED by Councillor Wardley

That the financial reports for the period of January 1 – July 31, 2016 be accepted for information.

CARRIED

OPERATIONS:

13. a) Fox Lake Winter Road Upgrading Request

Councillor Jorgensen stepped out of the meeting at 2:31 p.m.

MOTION 16-08-649

MOVED by Councillor Toews

That administration be authorized to place pit run on a section of trail through section 7-108-9-W5M up to a maximum of \$3,000 with funding coming from the operating budget.

CARRIED

Reeve Neufeld recessed the meeting at 2:37 p.m. and reconvened the meeting at 2:51 p.m.

Councillor Jorgensen rejoined the meeting at 2:51 p.m.

**PLANNING &
DEVELOPMENT:**

14. a) Bylaw 1024-16 Road Closure West Side of NW 11-106-12-W5M for Access Request

MOTION 16-08-650

MOVED by Councillor Wardley

That second reading be given for Bylaw 1024-16 being a Road Closure Bylaw to close a portion of government road allowance adjoining the west boundary of NW 11-106-12-W5M for the purpose of consolidation.

CARRIED

MOTION 16-08-651

MOVED by Councillor Braun

That third reading be given for Bylaw 1024-16 being a Road Closure Bylaw to close a portion of government road allowance adjoining the west boundary of NW 11-106-12-W5M for the purpose of consolidation.

CARRIED

14. b) Caribou Communities of Alberta Committee

MOTION 16-08-652

MOVED by Councillor Bateman

That a letter be sent to the Alberta Association of Municipal Districts and Counties requesting that they appoint Mr. Tom Burton, Deputy Reeve MD of Greenview and Director District 4

AAMD&C, to sit on Mackenzie County's Caribou Communities of Alberta Committee.

CARRIED

MOTION 16-08-653

MOVED by Councillor Wardley

That a letter be sent to the following requesting their participation on the Mackenzie County Caribou Communities of Alberta Committee:

- Honorable Margaret McCuaig-Boyd, Minister of Energy
- Debbie Jabbour, MLA Peace River
- Todd Loewen, MLA Grande Prairie-Smoky
- Wayne Drysdale, MLA Grande Prairie-Wapiti
- Chris Warkentin, MP Grande Prairie-Mackenzie
- Arnold Viersen, MP Peace River-Westlock
- Bob Zimmer, MP Prince George-Peace River-Northern Rockies

CARRIED

14. c) Caribou

MOTION 16-08-654

Requires Unanimous

MOVED by Councillor Bateman

That Policy ASB020 Wolf Depredation Management Program be approved as amended.

CARRIED UNANIMOUSLY

MOTION 16-08-655

MOVED by Councillor Driedger

That the caribou update be received for information.

CARRIED

UTILITIES:

15. a) Policy UT006 Municipal Rural Water Servicing

Reeve Neufeld recessed the meeting at 4:02 p.m. and reconvened the meeting at 4:11 p.m.

MOTION 16-08-656

MOVED by Councillor Wardley

That administration draft an endeavor to assist policy for lateral water lines.

CARRIED

INFORMATION: 16. a) Information/Correspondence

MOTION 16-08-657 MOVED by Councillor Wardley

That the Community Sustainability Committee members be authorized to attend the EDA Course for Elected Officials on October 12, 2016 in Manning, AB.

CARRIED

MOTION 16-08-658 MOVED by Councillor Braun

That the information/correspondence items be accepted for information purposes.

CARRIED

NOTICE OF MOTION: 18. a) None

**NEXT MEETING
DATES:**

19. a) Regular Council Meeting
Tuesday, September 13, 2016
10:00 a.m.
Fort Vermilion Council Chambers
- b) Committee of the Whole Meeting
Tuesday, September 27, 2016
10:00 a.m.
Fort Vermilion Council Chambers
- c) Regular Council Meeting
Wednesday, September 28, 2016
10:00 a.m.
Fort Vermilion Council Chambers

ADJOURNMENT: 20. a) Adjournment

MOTION 16-08-659 MOVED by Councillor Wardley

That the council meeting be adjourned at 4:36 p.m.

CARRIED

These minutes will be presented to Council for approval on September 13, 2016.

Bill Neufeld
Reeve

Carol Gabriel
Interim Chief Administrative Officer

UNAPPROVED



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Carol Gabriel, Interim Chief Administrative Officer/Director of Legislative & Support Services
Title:	Minutes of the September 9, 2016 Special Council Meeting

BACKGROUND / PROPOSAL:

Minutes of the September 9, 2016, Special Council Meeting will be presented at the meeting.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION:

Approved Council Meetings minutes are posted on the County website.

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the minutes of the September 9, 2016, Special Council Meeting be adopted as presented.

Author: C. Gabriel Reviewed by: _____ CAO: CG



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Carol Gabriel, Interim Chief Administrative Officer/Director of Legislative & Support Services
Title:	DELEGATION Sheila Willis – Friends of Historical Northern Alberta Society (FHNAS) (1:30 p.m.)

BACKGROUND / PROPOSAL:

See presentation attached.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

- Simple Majority
 Requires 2/3
 Requires Unanimous

That the presentation from the Friends of Historical Northern Alberta Society be received for information.

Author: C. Gabriel Reviewed by: _____ CAO: CG

Mackenzie County Presentation / Update

Friends Of Historical Northern Alberta Society (FHNAS)

I will be presenting to Mackenzie County Council on September 13th. Below is an overview of the topics I will cover. I welcome any discussion, questions and suggestions you may have.

1) Update of Self-Guided Tour of Northern Alberta

Name: **History Check.**
Sub-Title: *Everything Needed To Explore Northern Alberta.*

Status: Programming & Development in progress.
Possible beta testing in November.
Soft launch 2 weeks after beta testing complete.

Financial: \$24,000 has been paid towards the app
\$6,000 is available for final payment.

A presentation will be made of the current features programmed and the data mining capabilities.

2) Marketing Plans

To begin approximately one month prior to soft launch

- Press Release re: History Check
- Social media promoted posts.
- Articles in travel magazines, websites etc.
- Visitor Information Center participation *(will tell visitors about History Check and offer download and quick overview if Wi-Fi available.)*
- Postcards in hotel rooms, visitor information centers, municipality offices, museums and other sites travellers will frequent.
- Signage along highways. May include billboards (on private lands) hay bale wraps etc.
- Launch Party in spring of 2017 prior to May long weekend.
- Utilize Canada's 150th celebrations
- Other marketing options as they become available and identified.

3) Self-sustainability

We have to sponsorship programs we will be initiating. Both are yearly sponsorships with an end date of September 30th.

Historical Point of Interest (HPOI) Sponsorship Packages Summary

Standard Sponsorship - \$100 per year

- Includes textual name on HPOI
- Will link to choice of website or our Sponsors Page
- Sponsors Page will include 500 word textual description
- First year includes from launch to Sept. 30th, 2017.

Premium Sponsorship - \$100 per year

- Includes textual or .jpeg logo/name on HPOI
- Will link to choice of website or our Sponsors Page
- Sponsors Page will include 1000 word textual description
- First year includes from launch to Sept. 30th, 2018.

Collaborative Marketing Strategy (CMS):

- Promotes collaboration in fundraising through historical societies, museums, historical not for profits and other organizations fitting the mandate of the board.
- Utilizes local organizations to initiate sponsorships.
- Organization receives 25% of paid sponsorships they initiated.
- Estimated 50 Standard and 20 Premium per month combined through all participating organizations.
- Estimated 715 CMS Sponsorships over the next year.
- Total estimated number of HPOI available upon launch = 1000
- Total estimated number of HPOI available March 2017 = 2500

Combined Estimated Income:

- Estimated first year income to September 2017 = \$112,962.50
- Estimated September 2017 billing = \$148,325
- Combined total of 818 sponsorships in first year.

Corporate Sponsorship Package Summary

- Available to corporations with multiple locations across Northern Alberta.
- Placement of logo at location with link to choice of website.
- Limited number of sites available so as not to detract from History Check Content.
- First year cost \$500 per location. Subsequent years to be determined with \$1000 as estimated cost.
- Target of 300 locations through Corporate Sponsorship Plan
- Total estimated income to September 30th, 2017 = \$150,000 Total estimated billing September 30th, 2017 = \$300,000

4) Hospitality & FHNAS Offices in Smith.

FHNAS has made an arrangement with the Catholic Church in Smith. We have

- Their building had been sitting vacant for approximately 12 years or more. It was built in 1966.
- We have begun the process of renovating and bringing back to habitable standards for 5 years of free rent.
- The building will be used as an informal visitor information center, a gift shop for local artisans, as well as our offices.
- We have retained a bedroom as Smith has not available lodging.
- The bedroom will be available at no charge (donations accepted) for FHNAS guests and by approval to other community groups.
- Should your councilors or administration wish to stay there on your travels you are welcome. A shower is also available.

If you have any questions prior to presentation, feel free to contact me.

Sheila Willis
Executive Director
FHNAS
780-805-1390
sheila.willis@fhnas.ca



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Len Racher – Director of Facilities & Operations (South)
Title:	Tompkins Crossing Committee Unapproved Minutes

BACKGROUND / PROPOSAL:

The unapproved minutes of the August 25, 2016 meeting are attached.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Tompkins Crossing Committee unapproved minutes of August 25, 2016 be received for information.

Author: S Wheeler Reviewed by: _____ CAO: CG

**MACKENZIE COUNTY
Tompkins Crossing Committee
August 25, 2016 10:00 a.m.
La Crete Conference Room**

PRESENT: Bill Neufeld Reeve
Josh Knelsen Councillor / Chair
Peter Braun Councillor
John W. Driedger Councillor (arrived 10:03)

ADMINISTRATION: Len Racher Director of Facilities & Operations (South)
Dave Fehr Public Works Supervisor (South)
Sylvia Wheeler Public Works Admin Officer / Recording Secretary

CALL TO ORDER: 1. a) **Call to Order**
Chair Knelsen called the meeting to order at 10:00 a.m.

AGENDA: 2. a) **Adoption of Agenda**

MOTION TC-16-08-012 **MOVED** by Councillor Braun
That the agenda be adopted as presented.
CARRIED

MINUTES: 3. a) **Adoption of Minutes from July 8, 2016**

MOTION TC-16-08-013 **MOVED** by Reeve Neufeld
That the minutes from July 8, 2016 be adopted as presented.
CARRIED

NEW BUSINESS: 4. a) **Evaluation of Submitted Proposals for 'Construction and Maintenance of Tompkins Ice Bridge'**

MOTION TC-16-08-014 **MOVED** by Reeve Neufeld
That the Committee move in-camera to discuss issues under the Freedom of Information and Protection of Privacy Regulations 18(1) at 10:01 a.m. – Labour – Evaluation of submitted proposals
CARRIED

Councillor Driedger arrived at 10:03 a.m.

MOTION TC-16-08-015 **MOVED** by Councillor Driedger

That the Committee move out of camera at 11:21 a.m.

CARRIED

MOTION TC-16-08-016 **MOVED** by Reeve Neufeld

That the Recommendation to Council be to award the Construction and Maintenance of Tompkins Crossing Ice Bridge to George & Abe Driedger for the annual bid price of \$109,000.00, based on the evaluation criteria.

CARRIED

ADDITIONS: 5. a) None

NEXT MEETING: 6. a) At the Call of the Chair

ADJOURNMENT: 7. a) **Adjournment**

MOTION TC-16-08-017 **MOVED** by Councillor Driedger

That the meeting be adjourned at 11:37 a.m.

CARRIED

These minutes were adopted at the _____ meeting.

Josh Knelsen, Chair

**Len Racher,
Director of Facilities
& Operations (South)**



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Carol Gabriel, Interim Chief Administrative Officer/Director of Legislative & Support Services
Title:	CAO Report

BACKGROUND / PROPOSAL:

The Interim CAO and Director reports for August, 2016 are attached for information.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Interim CAO report for August, 2016 be received for information.

Author: C. Gabriel Reviewed by: _____ CAO: CG

REPORT TO THE CAO

For the Month of August, 2016

From: Carol Gabriel
Interim CAO/Director of Legislative & Support Services

Meetings Attended

- 2016-08-02 Meeting with Dale Belevance and Elected Officials meeting regarding caribou protection in High Level.
- 2016-08-03 Attended a meeting with Ron Pelensky and Ron Dyck regarding the Alberta First Responders Radio System.
- 2016-08-03 Tri-Council meeting in High Level. Minutes of the meeting were attached to the August 24, 2016 council package for information.
- 2016-08-08 Finance Committee Meeting
- 2016-08-09 Regular Council Meeting
- 2016-08-11 Managers Meeting
- 2016-08-12 Attended the AAMDC Zone meeting in Grande Prairie
- 2016-08-18 Participated in the procurement working session for the Regional Sustainability Study.
- 2016-08-18 Attended the Buffalo Head Prairie/Steephill Drainage meeting with the engineer in La Crete. Next meeting was scheduled for Tuesday, September 6th.
- 2016-08-23 Committee of the Whole Meeting
- 2016-08-24 Regular Council Meeting
- 2016-08-31 Regional Sustainability Study Steering Committee meeting in High Level.
- Various other individual or departmental meetings.

Assessment Appeals

- Preparing for hearings scheduled for September 1, 2016. Four appeals will be heard by the Local Assessment Review Board (LARB).
- Three appeals will be heard by the Composite Assessment Review Board (CARB) hearings have been scheduled for October 27, 2016.
- All Complainants have been notified of their hearings and their disclosure timelines.

Bylaws/Policies/Reports/Publications:

- Reviewing Council Committee Bylaw drafted by our Intern to be presented to Council in October 2016.

Citizen Engagement:

- Various postings on the County's website and Facebook page regarding Request for Proposals, Tenders, development permits, meetings, etc.

Records Management:

- Looking at alternative methods of records destruction as a result of the burner being shut down at the La Crete Sawmills.
- A shredding company already comes up north for Alberta Health Services and we are looking at having them provide shredding services on a monthly and yearly basis. This could be an environmentally friendly initiative for the municipality.

Human Resources:

- The first phase of the HR/Payroll Module installation called REACH will happen in early September. This will allow us to email payroll statements including more information regarding vacation, special leave, and overtime, etc., create efficiencies in LAPP pension reporting, T4 reconciliation program, etc.

Events:

- The 8th annual Mackenzie Regional Charity Golf tournament was held on September 7, 2016. Thank you to all the staff, volunteers, Councillors, and sponsors who participated in making this event a success!

Miscellaneous:

- Ongoing updates to the County website
- Ongoing updates to the County Facebook page regarding upcoming events, etc.
- Responding to various ratepayer concerns, etc.
- Preparing for various meetings, including council, CAO interviews, etc.
- Reviewing tax arrears repayment process with the Finance Director
- Reviewing 2017 budget process with the Finance Director
- Assisted Town of Rainbow Lake with their assessment review board notifications
- Submitted the final report for the Municipal Intern Program
- Various communication with legal regarding AUPE negotiations

MONTHLY REPORT TO THE CAO

For the Month of August

From: Len Racher
Director of Facilities and Operations (South)

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
Dust Control Program		We have completed the Calcium/Oil this year and have had many favorable comments. Our crew in LaCrete also went to the Heliport road and laid out 5km of oil.
New Roads to New lands		Six new projects this year are started including the Bluehills P5 east is roughed in for 2 ½ miles. The bridge files will be shelf ready by Oct.15/16 as Transportation said they will know by Nov. if founding will be available.
The sand and salt shed		Sand will be delivered soon and our stock pile will be mixed and ready for this years season.

Projects	Timeline	Comments
Ten year plans Parks		Community Services is doing site visits as part of this process

94 th ave.		The storm drain and side walk has been moved to accommodate the turning radius. Knelsen has said they will be here in September and will work with the School Division with traffic accommodation.
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Respectfully,

Len Racher
Director of Facilities and Operations (South)

MONTHLY REPORT TO THE CAO

For the Month of August 2016

From: Ron Pelensky
 Director of Community Services and Operations

Program/Activity/Project	Timeline	Comments
Road Maintenance	Ongoing	Regular road maintenance. FV Crew working on regravelling program with two trucks. Asphalt crackseal and Line Painting program completed.
Dogs	Ongoing	Three dogs picked up
Bylaw	Ongoing	Dealing with Vandalizm issue at Jubilee Park. Working on getting non mowed areas in FV done. Site inspection at Hutch Lake Cabin area
Emergency/Disaster Service	Ongoing	Transferring Emergency disaster items to Don Roberts
Health and Safety	Ongoing	Completed on site inspections on staff and contractors Dealt with three county incidents.
Peace Officer	Ongoing	No peace officer patrols due to Rainbow lake officier on holidays.
Fire Department	Ongoing	Fort Vermilion Responded to 1 Motor Vehicle accident, 2 Medical Assists, 1 powerline fire, 1 structure fire, 1 La Crete assist La Crete responded to 1 Medical Assists, 3 Motor Vehicle Collision, 6 Fire Alarms, 1 Field Fire, 1 farm fatality accident, 2 FV assists, 1 odor investigation Zama no calls
Fire Department Training	Ongoing	Regular practices held. La Crete & FV & Zama In house firefighter training for : rope, technical rescue and ladder training.
Zama Public Works	Ongoing	Regular spring/summer maintenance.

Capital Projects

Snow Plow Truck	August	Project awarded to Prairie Hydraulics
Road Regraveling Project	August	Contractors completed the regraveling program. County staff still working in FV area
Purchase 3 Graders	August	Agreement to purchase graders through Finning is complete. Three Graders delivered.
Hutch Lake & Machesis Campground	August	Constructed Hutch Lake caretaker site. Machesis Lake horse camping is 99% complete.
Bridge Campground	August	Hired a archaeological firm, Tree Time Services to complete the work in Sept
FV 43 rd Ave Paving	August	Project Awarded to Knelsen Sand and Gravel Construction planned for late Aug.
FV 45 Ave Cul-de-sac Paving	August	Project awarded to Knelsen Sand and Gravel Construction planned for late Aug.
Store Road Reconstruction	August	Engineers prepared grade plan Raymond Vanpatten negotiated back slope agreements and applied for borrow pits. Construction started with hired equipment off County list.
Heliport Road – oil dust control	August	Oil Dust control completed.
Fire Department Radios	August	Vector and Motorola has resolved pager issues. Radio system is complete
Shoulder Pull	August	Rebuilt Blumenort rd east, repairing Foggy Tower road.
Oil Recycling Facilities	August	Buildings are set up, need to change signing and some minor repairs before using
Fort Vermilion Sand/Salt shed	August	Tender closed August 9 th , negotiating with lowest qualified applicant to bring the project within budget.
Fort Vermilion Shop extension	August	Awarded to Alpine Builders. Construction is 60% complete.

Personnel Update:

One grader operator position off on long term disability. Second grader operator position off on short term disability. David Lizotte has temporary filled the High Level Grader operator position

Other Comments:

REPORT TO THE CAO & COUNCIL

August, 2016

From: Grant Smith
Agricultural Fieldman

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
Roadside Spraying	2016	Roadside spraying commenced June 10 th , completion date was July 10 th . All roads north of the peace river were sprayed.
Roadside Mowing	2016	Mowing commenced July 11 th . All county roads are mowed. North of the peace river will receive a single pass cut, south of the peace will receive a full width cut. Completion date is August 15 th .
Weed Inspections	2016	Weed notices have been issued to Alberta Transportation for Canada Thistle and Perennial Sow Thistle along hwy's 58, 88 & 697.
Clubroot of Canola & Fusarium Grameniarum Inspections	2016	As per our recently implemented policies field inspections will be carried out in late August/September.
Ag Fair & Tradeshow	2016	The 2016 Ag Fair was a huge success. Very good crowd turnout. Excellent feedback on the parade and carshow. The wrap up meeting is scheduled for Sept 14 th .
Wolf Bounty	2016	We've received two wolves as of September 7 th . Both from the Zama area.

Capital Projects

Projects	Timeline	Comments
Erosion Repairs	2016	Outback Ventures of La Crete has been selected to do the erosion repairs identified in the RFP. Completion date is October 31 st .
Blue Hills Erosion Repair	Spring 2016	The original approved bid amount of \$187,000 has been submitted to Northern Roadbuilders. The overage amount of \$35,000 will be

		decided upon after spring runoff as quantities will be measured then. WSP has surveyed and measured quantities. Northern Roadbuilders hasn't completed their survey. This should be done before September 30 th .
Buffalo Head/Steephill Flood Control Project	2016	A meeting was held in La Crete on September 6 th . The scope of the project has been changed to include road building and eliminating the retention pond. This will assist in obtaining the approval under the Water Act and with easement difficulties. Updated plans should be available by September 30 th .

Personnel Update:

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Other Comments:

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MONTHLY REPORT TO THE CAO

For the month of August 2016

From: Peng Tian
Director of Finance

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
Outstanding Tax Payment Bylaw	August 31, 2016	Outstanding Tax Payment Bylaw received first reading on August 24, 2016. This bylaw establishes the guidelines for the repayments of tax arrears. Second and third reading will be presented on September 13, 2016.
Policy FIN028 Credit Card Use	August 31, 2016	Policy FIN028 Credit Card Use was amended in order to reflect the changes in staff and to meet a need for increased credit card limit.
Tax Recovery Auction Date	August 31, 2016	The Tax Recovery Auction for properties under tax arrears was set up as November 23, 2016.
2017 Budget Planning	August 31, 2016	2017 budget planning was completed in August. The responsibility list and budget calendar were updated for 2017 budget preparation.

Capital Projects

Capital Budget Amendments for August 2016	Ongoing	The capital budget was updated in August for the capital budget amendment motions.
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Personnel Update:

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Other Comments:

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MONTHLY REPORT TO THE CAO

For the Month of August 2016

From: Fred Wiebe
Director of Utilities

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
Water Distribution and Wastewater Collection Maintenance	Sept/16	- Most sewer flushing complete with hydrant flushing starting in Aug.
Strategic Priorities	1.Sept	Hamlet Easement Strategy – coming back with more details and recommendations.

Capital Projects

Projects	Timeline	Comments
Master Meters	Sept/16	1 large meter remaining in LC 2 large meters remaining in FV.
FV- Hydrant Replacement	July/16	Complete.
FV-Frozen Water Service Repairs	Sep/16	Requesting quotes on some services we would like to repair in 2016(year 1 of 3).
FV-Raw Water Truckfill Upgrade	Complete	Treated truckfill has been piped to east side of building for non-potable use.
LC-Raw Water Truckfill Upgrade	Complete	Deficiencies are corrected and just require O&M documentation.
LC- Lagoon Upgrade	Oct/16	Seeding complete and 1 year inspection to occur in fall 2016.
LC- Main Lift Station Repair/Upgrade	Complete	Concrete island for rv fill that had to be removed needs to be replaced after ground settlement.
LC- Sanitary Sewer Main Upgrade	Oct/16	Project complete but some deficiencies that require repairs. Asphalt millings to be applied upon completion of the deficiency repairs.

FV- 48 th Ave Water Services	Complete	Complete.
Rural Potable Water Infrastructure	Jan/17	As of Sept 7/16, water line is completely installed and currently in the testing stage. Concrete walls for the reservoirs of each truckfill are currently being constructed. FV truckfill has parking pad and approaches complete.
FV- Dechlorination	Complete	Dechlorination equipment is installed, tested and working.
FV- Lagoon Desludge	Oct/16	Land has been selected, notification letters sent and have scheduled to start around the week of September 25, 2016
LC- Paving Raw Water Fill	Sept/16	Done in conjunction with 94 th ave road improvement.
FV- Paving FV WTP	Sept/16	Done in conjunction with the street improvements in FV. Atco pole has been moved out of traffic area.
LC,FV,ZA- Exhaust Thimbles	Oct/16	Consultant has inspected and is working on engineered drawings which I should receive by September 16, 2016.
FV- Filter Media Replacement	Complete	Both filters have media replaced and are performing well.

Personnel Update:

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Other Comments:

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Respectfully submitted,

Fred Wiebe
 Director of Utilities
 Mackenzie County



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Byron Peters, Director of Planning and Development
Title:	PUBLIC HEARING Bylaw 1041-16 Road Closure Request for the South side of SW 18-104-17-W5M (Blue Hills Area)

BACKGROUND / PROPOSAL:

On June 14, 2016 first reading was given for Bylaw 1041-16 being Road Closure Bylaw to close all of the Government Road Allowance adjoining the south boundary of SW 18-104-17-W5M for the purpose of sale and consolidation.

Mackenzie County received the application for a road closure in the Blue Hills area. The applicant is asking that all of the undeveloped road allowance (approximately four (4) acres) between SW 18-104-17-W5M and NW 7-104-17-W5M be closed and sold to the applicant so that he can consolidate it into his quarter section.

Administration does not see a need for this road allowance as there is a local road on the west side of the quarter. All parcels of land that this road allowance affects have alternative means of access.

Administration did inform the applicant that policy PW028 has to be followed in the process of selling the road if it's closed.

Bylaw 1041-16 was presented at the May 6, 2016 Municipal Planning Commission meeting where the following motion was made: *(May 6, 2016 MPC minutes need to be amended, the motions wording is incorrect)*

MPC-16-05-076

MOVED by Jack Eccles

That the Municipal Planning Commission's recommendation to Council is for the approval of Bylaw 1041-16 being a Road Closure Bylaw to Close all of the Government Road Allowance adjoining the south boundary of SW 18-104-17-W5M for the purpose of sale and consolidation, subject to public hearing input.

Author: L. Lambert **Reviewed by:** _____ **CAO:** CG

CARRIED

Prior to the 2nd and 3rd reading of a road closure bylaw, a public hearing must be held in accordance to the Municipal Government Act. Once the public hearing has been held, the bylaw must receive approval from the Minister of Transportation before it can proceed.

Once the Public Hearing has been held, an information package is sent to the Minister of Transportation for a decision.

OPTIONS & BENEFITS:

Closing this road and consolidating it with the adjacent lands allows for a larger parcel on the north of the highway and eliminates an unused road allowance.

COSTS & SOURCE OF FUNDING:

All cost will be at the developer's expense.

SUSTAINABILITY PLAN:

The Sustainability Plan does not address road closures in the Municipality. As such, the proposed land use bylaw amendment neither supports nor contradicts the Sustainability Plan.

COMMUNICATION:

The bylaw will be advertised as per Municipal Government Act requirements as well as all adjacent landowners

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That Bylaw 1041-16 being a Road Closure Bylaw to close all of the Government Road Allowance adjoining the south boundary of SW 18-104-17-W5M for the purpose of sale and consolidation, be forwarded to the Minister of Transportation for approval.

Author: L. Lambert Reviewed by: _____ CAO: CG

Mackenzie County

PUBLIC HEARING FOR LAND USE BYLAW AMENDMENT

BYLAW 1041-16

Order of Presentation

_____ This Public Hearing will now come to order at _____.

_____ Was the Public Hearing properly advertised?

_____ Will the Development Authority _____, please outline the proposed Land Use Bylaw Amendment and present his submission.

_____ Does the Council have any questions of the proposed Land Use Bylaw Amendment?

_____ Were any submissions received in regards to the proposed Land Use Bylaw Amendment? *If yes, please read them.*

_____ Is there anyone present who would like to speak in regards of the proposed Land Use Bylaw Amendment?

_____ If YES: Does the Council have any questions of the person(s) making their presentation?

_____ This Hearing is now closed at _____.

REMARKS/COMMENTS:

BYLAW NO. 1041-16
BEING A BYLAW OF
MACKENZIE COUNTY
IN THE PROVINCE OF ALBERTA

FOR THE PURPOSE OF CLOSING A PORTION OF
STATUTORY ROAD ALLOWANCE IN ACCORDANCE
WITH SECTIONS 22, 24 AND 606 OF THE MUNICIPAL GOVERNMENT ACT,
CHAPTER M-26, REVISED STATUTES OF ALBERTA 2000

WHEREAS, Council of Mackenzie County has determined that a portion of Government Road Allowance as outlined in Schedule "A" attached hereto, be subject to a road closure, and

WHEREAS, notice of intention of the Council to pass a bylaw will be published in a locally circulated newspaper in accordance with the Municipal Government Act, and

NOW THEREFORE, be it resolved that the Council of Mackenzie County does hereby close, for the purpose of sale and consolidation, that portion of the government road allowance described as follows, subject to the rights of access granted by other legislation or regulations:

ALL THAT PORTION OF GOVERNMENT ROAD ALLOWANCE LYING SOUTH
OF THE SOUTH WEST OF 18-104-17-W5M
EXCEPTING THEREOUT ALL MINES AND MINERALS

As outlined in Schedule "A"

READ a first time this 14th day of June, 2016.

Bill Neufeld
Reeve

Chief Administrative Officer

PUBLIC HEARING held this ____ day of _____, 2016.

APPROVED this ____ day of _____, 2016.

Minister of Transportation

Approval valid for _____ months.

READ a second time this ____ day of _____, 2016.

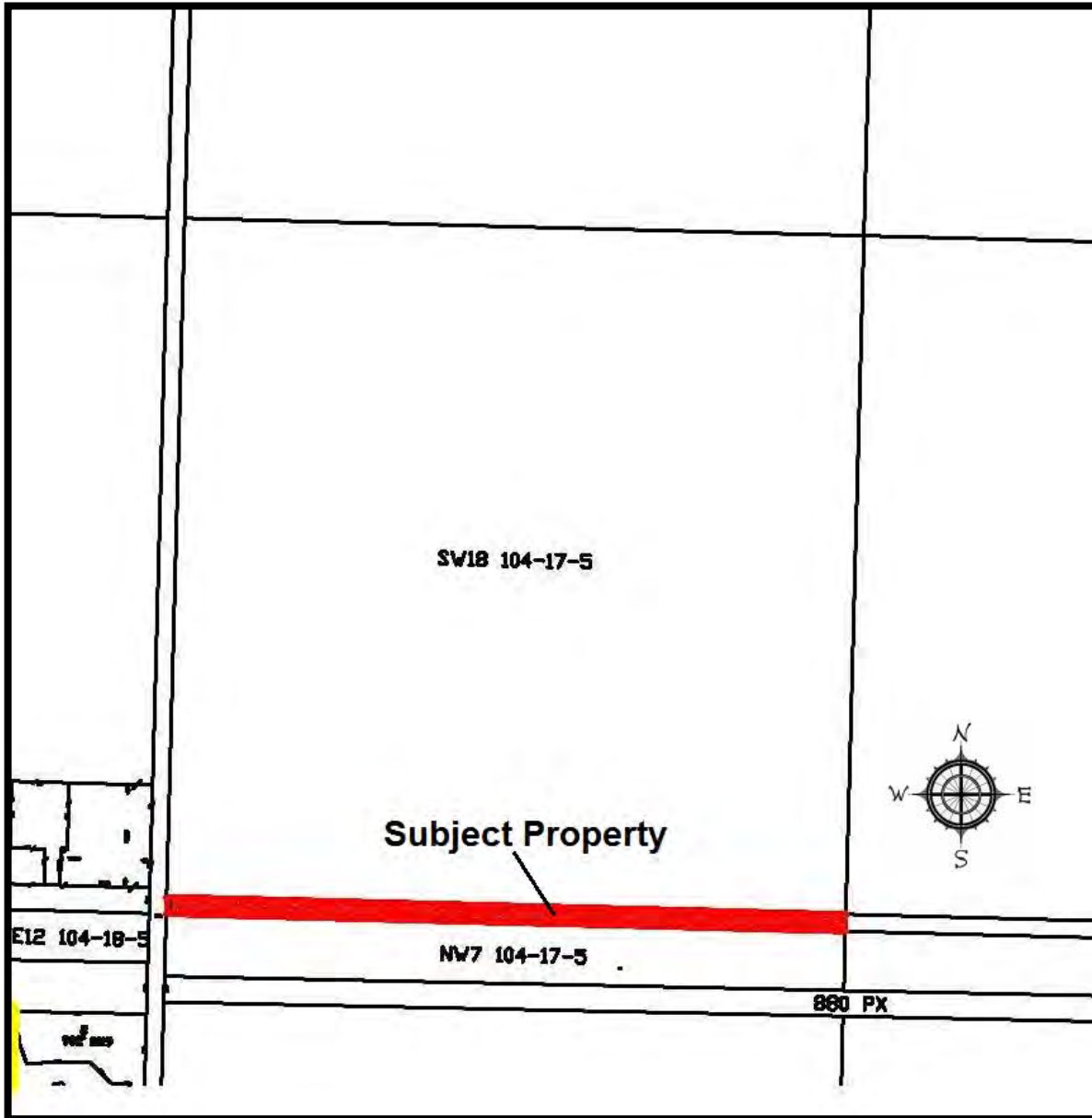
READ a third time and finally passed this ____ day of _____, 2016.

Bill Neufeld
Reeve

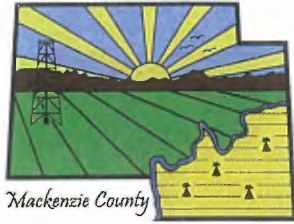
Chief Administrative Officer

BYLAW No. 1041-16

SCHEDULE "A"



\$400.00



LAND USE BYLAW AMENDMENT APPLICATION

APPLICATION NO. 10-16

NAME OF APPLICANT <u>JOHN W HARMS</u>		
ADDRESS <u>Box 325</u>		
TOWN <u>LA CRETE ALTA.</u>		
POSTAL CODE <u>T01 2H0</u>	PHONE (RES.) <u>925-2521</u>	BUS.

COMPLETE IF DIFFERENT FROM APPLICANT		
NAME OF REGISTER OWNER		
ADDRESS		
TOWN		
POSTAL CODE	PHONE (RES.)	BUS.

LEGAL DESCRIPTION OF THE LAND AFFECTED BY THE PROPOSED AMENDMENT

QTR./LS. <u>SW</u>	SEC. <u>18</u>	TWP. <u>104</u>	RANGE <u>17</u>	M. <u>5</u>	OR	PLAN	BLK	LOT
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LAND USE CLASSIFICATION AMENDMENT PROPOSED:

FROM: _____ TO: _____

REASONS SUPPORTING PROPOSED AMENDMENT:

Close Road on south side of above Quarter

I/WE HAVE ENCLOSED THE REQUIRED APPLICATION FEE OF \$ 400.00 RECEIPT NO. _____

APPLICANT John W Harms
Agatha Harms

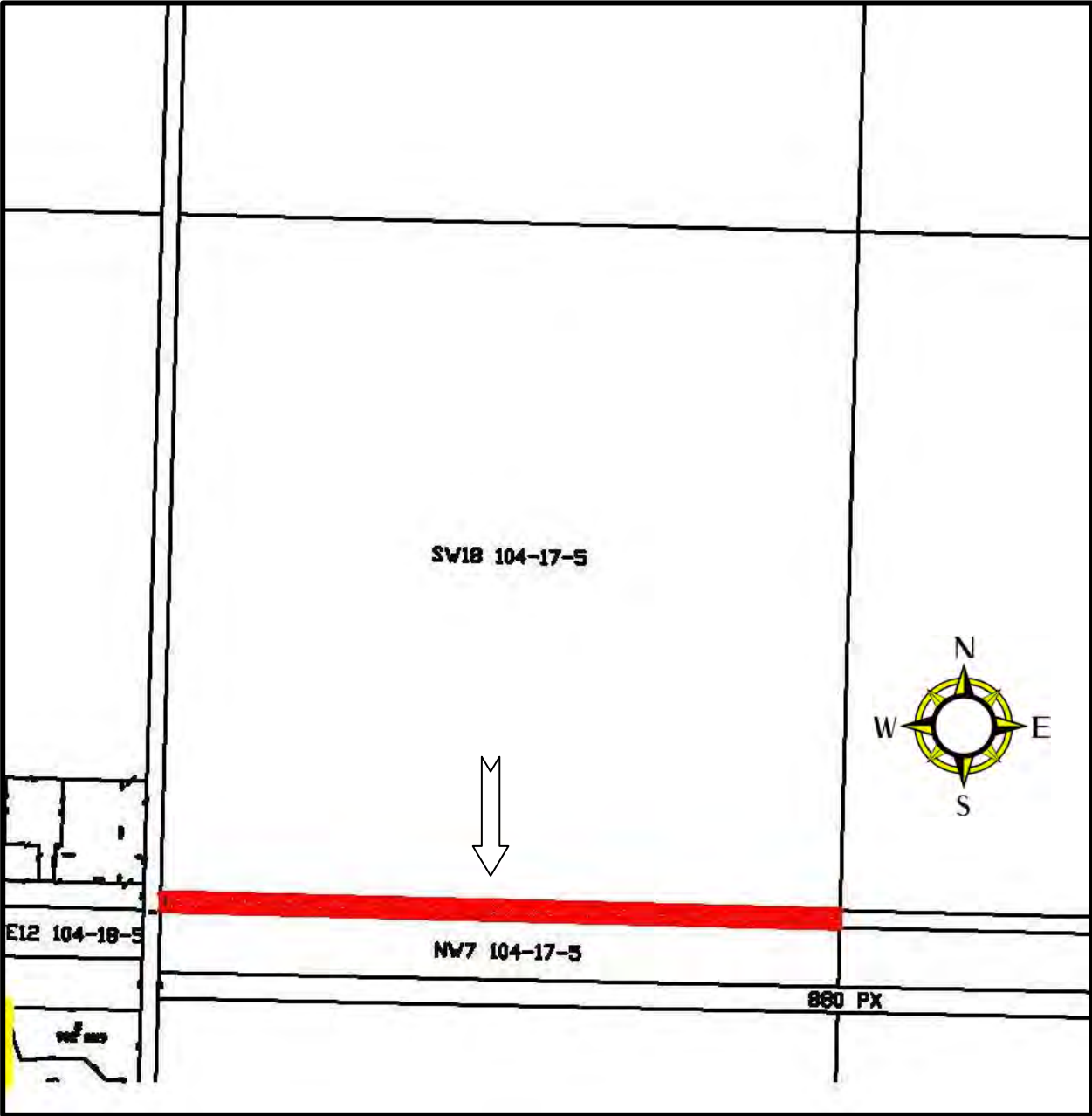
DATE April 25/16

NOTE: REGISTERED OWNER'S SIGNATURE REQUIRED IF DIFFERENT FROM APPLICANT.

REGISTERED OWNER _____

DATE _____

BYLAW AMENDMENT APPLICATION



File No. Bylaw 1041-16

NOT TO SCALE

Disclaimer

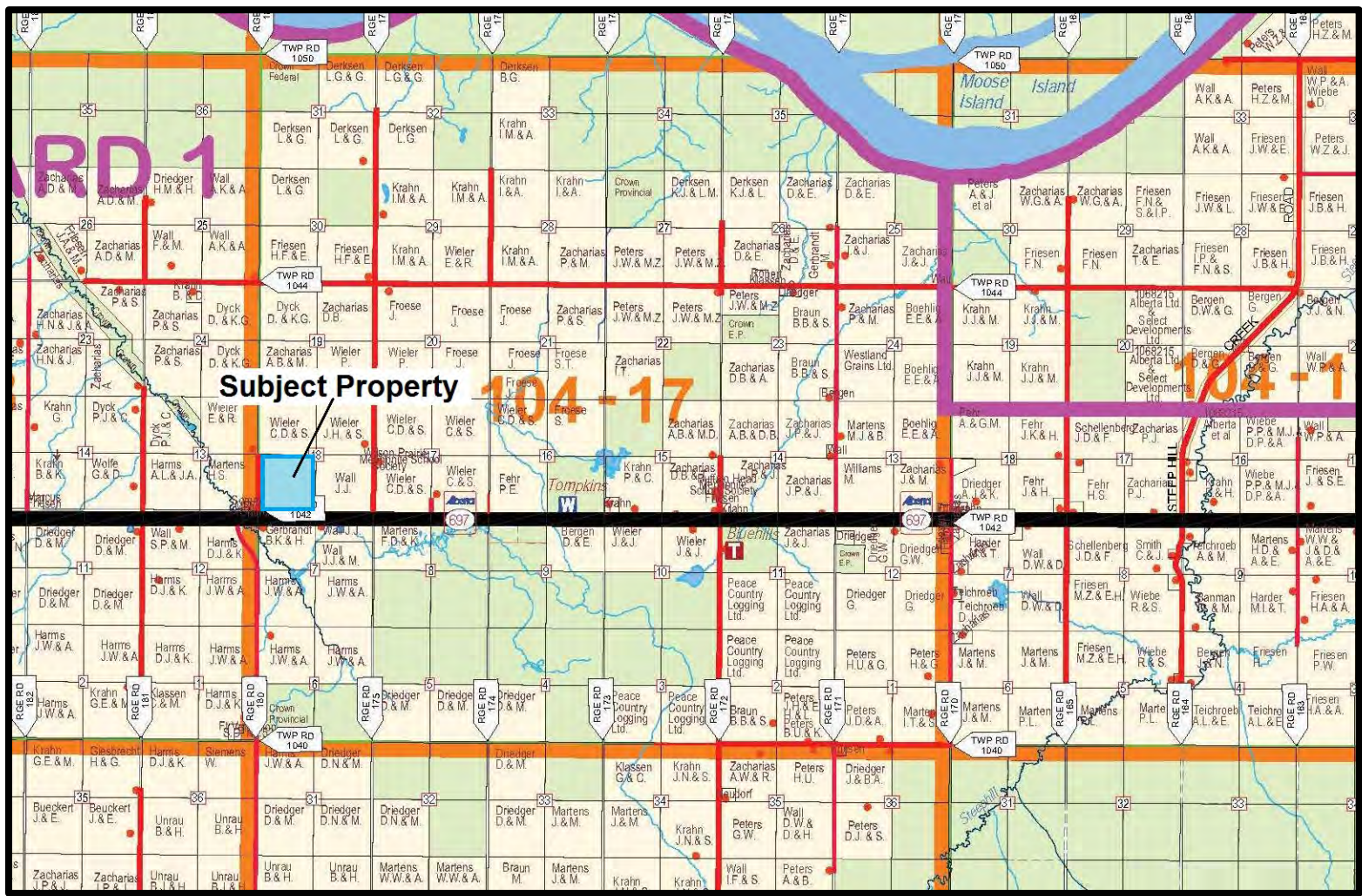
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Mackenzie County

BYLAW AMENDMENT APPLICATION



File No. Bylaw 1041-16

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NOT TO SCALE



Mackenzie County



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Byron Peters, Director of Planning & Development
Title:	PUBLIC HEARING Bylaw 1043-16 Land Use Bylaw Amendment to Rezone Part of NW 13-106-15-W5M from Recreational "REC" to Country Recreational District "CR"(La Crete Rural)

BACKGROUND / PROPOSAL:

On June 30, 2016 first reading was given for Bylaw 1043-16 being a Land Use Bylaw Amendment to rezone Part of NW 13-106-15-W5M from Recreational "REC" to Country Recreational "CR" for the purpose of a Multi-lot subdivision providing that the lots are serviced by a low pressure municipal system.

On November 24, 2015, Bylaw 10XX-1X was presented to the Municipal Planning Commission (MPC) for review. Due to high concerns by the Planning Department on the suitability of the soil for multiple sewer systems, the MPC TABLED their decision until the applicant provided an Area Structure Plan with a soil analysis report.

On May 31, 2016 the Planning Department received a copy of a level one assessment report from BlueTree Industries Inc.

This report concludes that the proposed development is not recommended for on-site private sewer systems (Pg. 4 of the report). The applicants are aware of the report conclusion and wish that the Planning Department proceed with first reading of the bylaw. Therefore this bylaw was presented to the MPC again on June 8, 2016 where they made the following motion:

MPC-16-06-098 *That the Municipal Planning Commission recommendation to Council be to approve Bylaw 10XX-16 being a Land Use Bylaw Amendment to rezone Part of NW 13-106-15-W5M from Recreational "REC" to Country Recreational "CR" for the purpose of a Multi-lot subdivision providing that the lots are serviced by a low pressure municipal system, subject to public hearing input.*

Author: L. Lambert **Reviewed by:** _____ **CAO:** CG

CARRIED

Previous Background

The applicants wish to develop a multi-lot subdivision along the west side of the La Crete Golf Course. The applicants propose approximately 19 lots, at a minimum size of 0.5 acres with private sewage treatment systems (PSTS) for each lot. Municipal Services (Utilities/Sewer) are not extending at this time.

The intention of these lots is to provide income for the Golf Course and a living area for semi-retired individuals.

The Planning Department has concerns with this proposal, mainly with the potential impact of 19 PSTS in a condensed area which is directly north of another highly condensed area (Greenwood Acres) with existing PSTS's.

The applicants have supplied minimal information for this request, and the Planning Department is hesitant to recommend this type of development in this particular area without more information.

The Planning Department recommends that the applicant completes a Comprehensive Site Assessment to determine if this area is suitable and viable for PSTS.

In 2011, Alberta Association of Municipal Districts & Countries "AAMDC" in partnership with Alberta Municipal Affairs prepared a Model Process Guidance Document. This document provides details of the municipal process to approve subdivision in cases where private sewage is proposed. This document indicates the level of assessment and required information to support the subdivision application. This type of development would require a Level 4 assessment; this would be prepared by a qualified person.

Although, this is not a subdivision request as of yet, the intension behind the rezoning is clear. The Municipality has the right to ask for the comprehensive site assessment as they are responsible for land use planning, subdivisions, and development. Under section 654(1)(a) of the MGA it states:

A subdivision authority must not approve an application for subdivision approval unless the land that is proposed to be subdivided is, in the opinion of the subdivision authority, suitable for the purpose for which the subdivision is intended...(and that) the proposed subdivision conforms to the provisions of any statutory plan and, subsection (2), any land use bylaw that affects the land proposed to be subdivided.

In the Land Use Bylaw it states that if an amendment involves the re-designation of land to a Different use, that application shall be accompanied by;

- i) a certificate of title for the subject property;*

Author: L. Lambert Reviewed by: _____ CAO: CG

- ii) *where the applicant is not the owner of the land affected by the application, written consent of the registered landowner*
- iii) *a statement indicating the proposed use of the site;*
- iv) *a properly dimensioned map describing the affected site to the satisfaction of the Development Authority;*
- v) *such additional information as the DEVELOPMENT OFFICER may require to evaluate the application, including but not limited to aerial photography, environmental impact assessment, ENVIRONMENTAL AUDIT, soil tests, hydro-geological analysis, and geotechnical reports; and*
- vi) *an AREA STRUCTURE PLAN where required by the Development Authority.*

Section (g) In order to ensure a firm commitment for Development has been received the following are requirements for the rezoning application:

- i) *An AREA STRUCTURE PLAN for multi-lot subdivisions,*

An Area Structure Plan is defined as a statutory plan prepared and adopted pursuant to the Act, which addresses the future development of large areas of land at a conceptual level of detail.

Another factor to consider and keep in mind is the La Crete Sewage lagoon. Although it does not currently affect this proposed development, it is close to it.

The Subdivision and Development Regulations state that:

No development is allowed within 300 meters of the “working area” which means that the area of a parcel of land currently being used or will be used for the processing of wastewater.

OPTIONS & BENEFITS:

In another Country Recreational area (Hutch Lake), the land owners use holding tanks when there is no other option available to them. As required by the Land Use Bylaw in section 7.36

- (a) *The installation of a holding tank must receive written permission from the Development Authority prior to the approval of the Private Sewage Treatment permit. Written permission from the COUNTY is not required for the Hutch Lake Recreation District.*
- (b) *The applicant of a holding tank shall submit proof to the COUNTY that the site conditions on the property are not able to support a self-sustained private sewage system. This shall be obtained by a site evaluation as outlined in the Alberta Private Sewage Systems Standard of Practice 2009.*

While a holding tank is a quick and a cheap installation, there are other issues attached that make it a non-desirable system within the County. Some of those issues are:

Author: L. Lambert Reviewed by: _____ CAO: CG

- it requires pumping every time it becomes full. This involves monitoring the tank level and hiring a professional sewer and waste professional to remove the waste. Depending on the size of the tank and use of water, this may need to be conducted every week which is costly and inconvenient.
- Holding tanks also present additional problems due to potential leaks, overflow and soil contamination which could get into the water table.
- The County also has concerns with the lack of monitoring for the waste haulers, such as verification that they are dumping into the County reservoir.

The soil on this quarter section could support a few on-site sewage systems; with the proposed lot sizes and quantity of lots, it cannot support multiple on-site sewer systems.

Option 1

MOTION 1 (Approval)

That second reading be given to Bylaw 1043-16 being a Land Use Bylaw Amendment to rezone Part of NW 13-106-15-W5M from Recreational “REC” to Country Recreational “CR” for the purpose of a Multi-lot subdivision providing that the lots are serviced by a low pressure municipal system.

MOTION 2

That third reading be given to Bylaw 1043-16 being a Land Use Bylaw Amendment to rezone Part of NW 13-106-15-W5M from Recreational “REC” to Country Recreational “CR” for the purpose of a Multi-lot subdivision providing that the lots are serviced by a low pressure municipal system.

Option 2

MOTION (Refusal)

That Bylaw 1043-16 being a Land Use Bylaw Amendment to rezone Part of NW 13-106-15-W5M from Recreational “REC” to Country Recreational “CR” for the purpose of a Multi-lot subdivision be refused.

Option 3

MOTION

That Bylaw 1043-16 be TABLED until further information has been received.

COSTS & SOURCE OF FUNDING:

All costs will be borne by the applicant.

Author: L. Lambert Reviewed by: _____ CAO: CG

SUSTAINABILITY PLAN:

The Sustainability Plan does not directly address re-zoning of districts within the County. As such, the proposed re-zoning neither supports nor contradicts the Sustainability Plan.

COMMUNICATION:

The bylaw amendment will be advertised as per MGA requirements, this includes all adjacent landowners.

RECOMMENDED ACTION:

Motion 1

- Simple Majority
- Requires 2/3
- Requires Unanimous

That second reading be given to Bylaw 1043-16 being a Land Use Bylaw Amendment to rezone Part of NW 13-106-15-W5M from Recreational “REC” to Country Recreational “CR” for the purpose of a Multi-lot subdivision providing that the lots are serviced by a low pressure municipal system.

Motion 2

- Simple Majority
- Requires 2/3
- Requires Unanimous

That third reading be given to Bylaw 1043-16 being a Land Use Bylaw Amendment to rezone Part of NW 13-106-15-W5M from Recreational “REC” to Country Recreational “CR” for the purpose of a Multi-lot subdivision providing that the lots are serviced by a low pressure municipal system.

Author: L. Lambert Reviewed by: _____ CAO: CG

Mackenzie County

PUBLIC HEARING FOR LAND USE BYLAW AMENDMENT

BYLAW 1043-16

Order of Presentation

_____ This Public Hearing will now come to order at _____.

_____ Was the Public Hearing properly advertised?

_____ Will the Development Authority _____, please outline the proposed Land Use Bylaw Amendment and present his submission.

_____ Does the Council have any questions of the proposed Land Use Bylaw Amendment?

_____ Were any submissions received in regards to the proposed Land Use Bylaw Amendment? *If yes, please read them.*

_____ Is there anyone present who would like to speak in regards of the proposed Land Use Bylaw Amendment?

_____ If YES: Does the Council have any questions of the person(s) making their presentation?

_____ This Hearing is now closed at _____.

REMARKS/COMMENTS:

BYLAW NO. 1043-16
BEING A BYLAW OF
MACKENZIE COUNTY
IN THE PROVINCE OF ALBERTA

TO AMEND THE
MACKENZIE COUNTY LAND USE BYLAW

WHEREAS, Mackenzie County has a Municipal Development Plan adopted in 2009, and

WHEREAS, Mackenzie County has adopted the Mackenzie County Land Use Bylaw in 2011, and

WHEREAS, the Council of Mackenzie County, in the Province of Alberta, has deemed it desirable to amend the Mackenzie County Land Use Bylaw to accommodate a multi-lot subdivision.

NOW THEREFORE, THE COUNCIL OF THE MACKENZIE COUNTY, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS AS FOLLOWS:

1. That the land use designation of the subject parcel known as:

Part of NW 13-106-15-W5M

within Mackenzie County, be rezoned from Recreational "REC" to Country Recreational "CR" as outlined in Schedule "A" hereto attached.

READ a first time this 30th day of June, 2016.

PUBLIC HEARING held this ___ day of _____, 2016.

READ a second time this ___ day of _____, 2016.

READ a third time and finally passed this ___ day of _____, 2016.

Bill Neufeld
Reeve

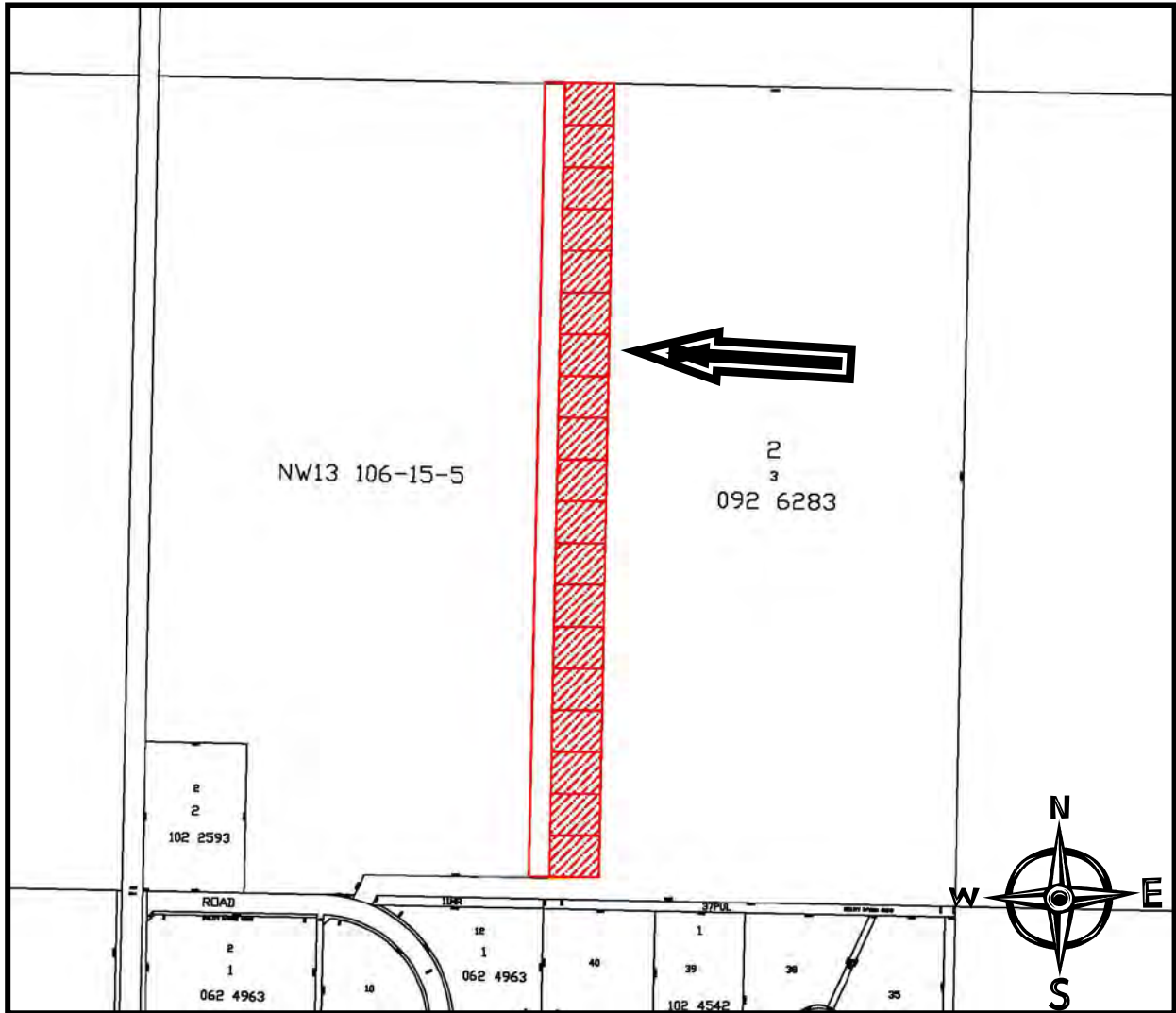
Chief Administrative Officer

BYLAW No. 1043-16

SCHEDULE "A"

1. That the land use designation of the following property known as:

Part of NW 13-106-15-W5M within Mackenzie County; be rezoned from Recreation "REC" to Country Recreational "CR"



FROM: Recreational "REC"

TO: Country Recreational "CR"



Mackenzie County

LAND USE BYLAW AMENDMENT APPLICATION

APPLICATION NO. _____

John Froese

NAME OF APPLICANT <i>LA Cree Golf Course</i>		
ADDRESS <i>Box 2349</i>		
TOWN <i>LA Cree</i>		
POSTAL CODE <i>T01-2H0</i>	PHONE (RES.) <i>780 926 1611</i>	BUS.

COMPLETE IF DIFFERENT FROM APPLICANT

NAME OF REGISTER OWNER <i>Herman Weike</i>		
ADDRESS		
TOWN		
POSTAL CODE	PHONE (RES.)	BUS.

LEGAL DESCRIPTION OF THE LAND AFFECTED BY THE PROPOSED AMENDMENT

QTR./LS.	SEC.	TWP.	RANGE	M.	OR	PLAN	BLK	LOT
----------	------	------	-------	----	----	------	-----	-----

LAND USE CLASSIFICATION AMENDMENT PROPOSED:

FROM: *Recreational* TO: *Country Recreation*

REASONS SUPPORTING PROPOSED AMENDMENT:

We want to rezone portion of the Golf course to Residential lots for zoned behind individuals,

I/WE HAVE ENCLOSED THE REQUIRED APPLICATION FEE OF \$ *400.00* RECEIPT NO. _____

APPLICANT *[Signature]* DATE *Oct 30/15*

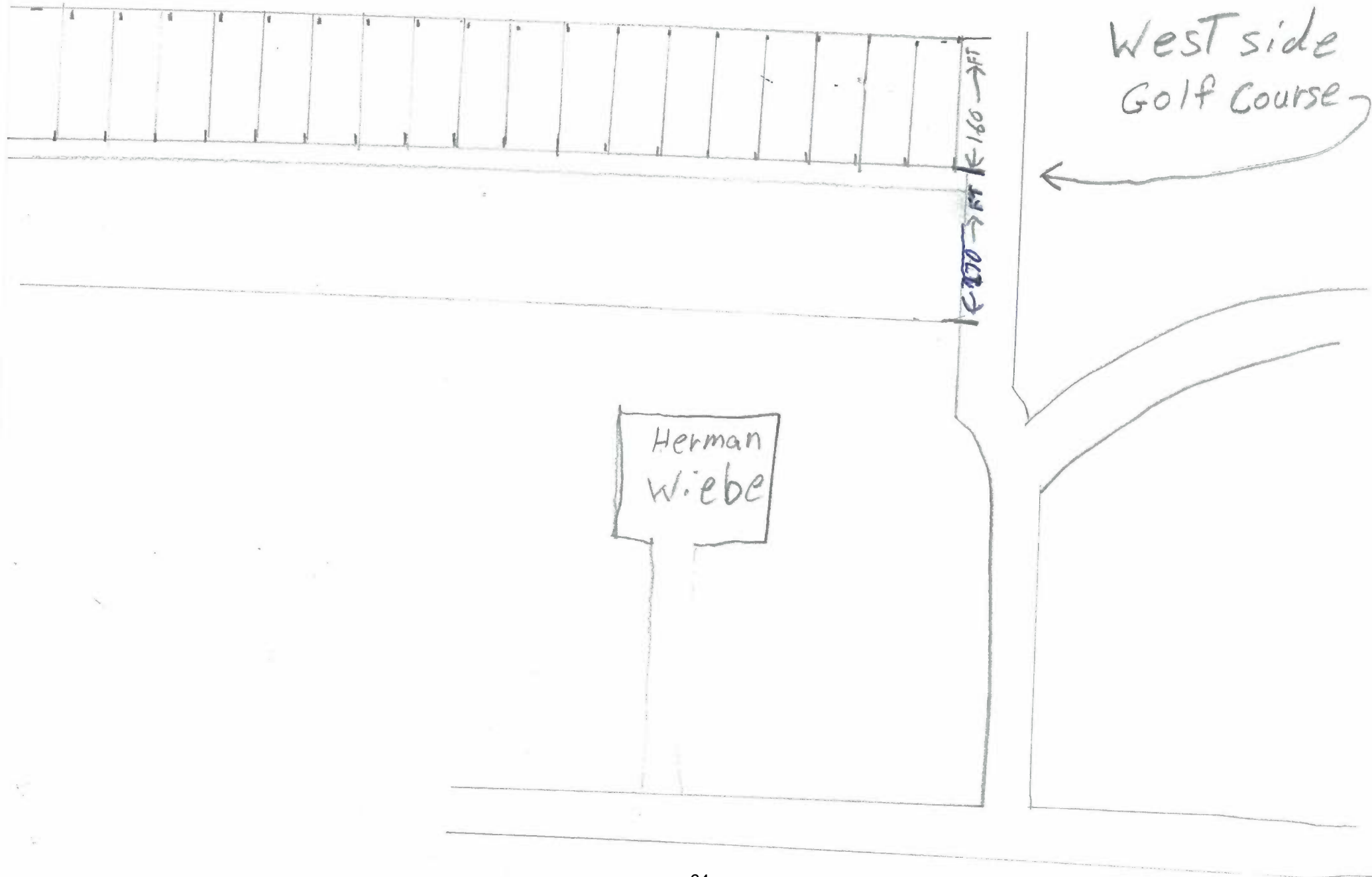
NOTE: REGISTERED OWNER'S SIGNATURE REQUIRED IF DIFFERENT FROM APPLICANT.

REGISTERED OWNER *[Signature]* DATE *Oct 30/15*

EAST
GOLF COURSE

Culb
HOUSE

West side
GOLF COURSE



BYLAW AMENDMENT APPLICATION



NOT TO SCALE

File No. Bylaw 1043-16

Disclaimer

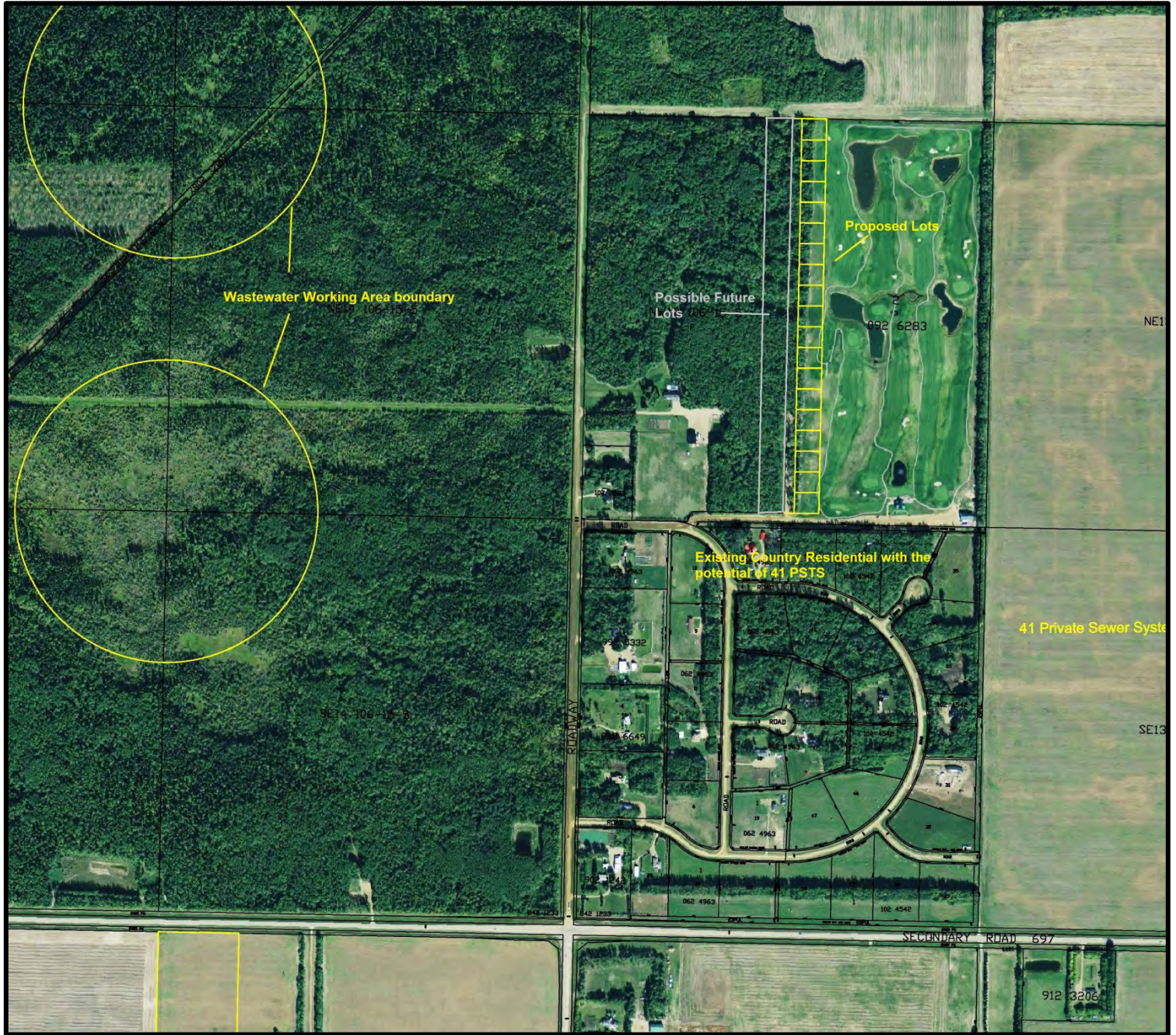
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Mackenzie County

BYLAW AMENDMENT APPLICATION



NOT TO SCALE

File No. Bylaw 1043-16

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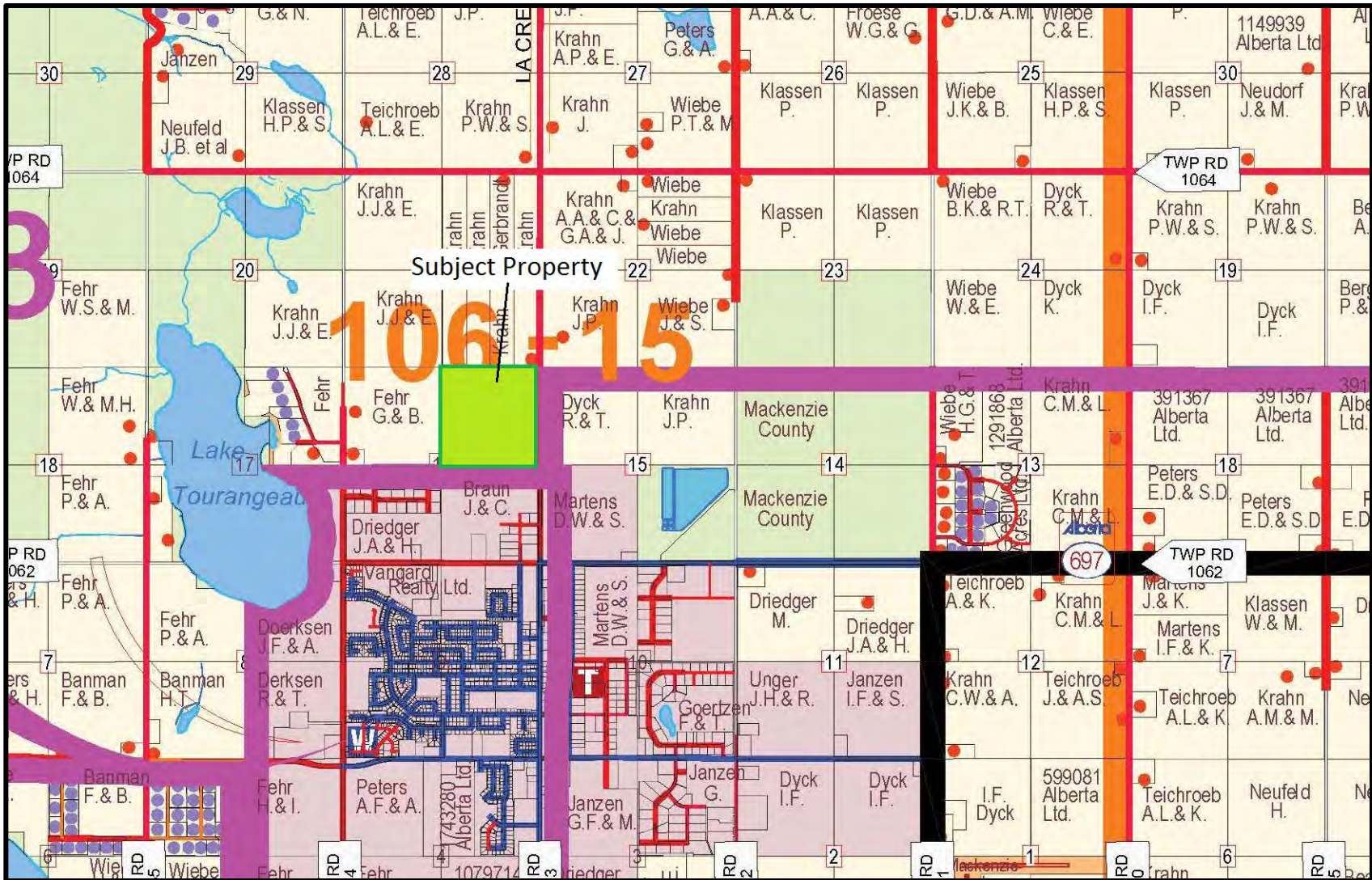
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Mackenzie County



BYLAW AMENDMENT APPLICATION



File No. Bylaw 1043-16

NOT TO SCALE

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Mackenzie County





Box 119
LaCrete, AB, T0H 2H0, 780-841-9025

*La Crete Golf Course Proposed Sub-division
c/o Pineridge Contracting*

Level One Assessment

as per

**“The Model Process for Subdivision Approval and Private
Sewage” document**

Report by: Mike Wieler PS#9587

May 31, 2016

Initial Site Investigations:**Meeting with Pineridge Contracting**

Initial meeting with Pineridge Contracting; the proposed subdivision plans, size estimations, lot quantities, location and possible options were discussed. Present at the meeting were: Jake Driedger, Jake Froese & Mike Wieler. The starting discussions produced the following details:

- 20 proposed lots
- 120' wide x 160' deep, approximately 0.5 acre
- First lot would be on the South-West corner of the golf course property with the rest of the lots consecutively to the north up to the north most boundary of the property.
- The proposed subdivision road would be on the west side of the lots, with the lots backing the existing golf course.
- Houses would be predetermined in size, bedrooms and fixture units
 - o 4-bedroom home
 - o 1500 sq/ft
 - o Fixture units within the acceptable limits as per the ASOP 2015
- There were existing soil sampling results taken by another contractor in the 2015 year, initial results were used for preliminary design options but could not be confirmed at that point.
- 8 samples were done in 4 test pits at that time
 - o 4 samples to a depth of 20"-30"
 - 3 resulted in Clay-Loam soils
 - 1 resulted in Loam soil
 - o 4 samples to a depth of 30"-40"
 - 3 resulted in Clay-Loam soils
 - 1 resulted in Silty-Clay soil
 - o Locations of the test pits could not be confirmed
- Private on-site sewer systems are the preferred route by the developers if soils and design allow.
- At this point, other sewage disposal options (ex. Municipal or community treatment) are not being looked at.

Meeting with Mackenzie County – April 15, 2016

- Discussions about the proposed subdivision site(s) were discussed.
- Proposed plans by the shareholders and options they may be looking at
- Investigated what options would be available on site given the size and location
- Discussed concerns from Mackenzie County that may arise with different systems

Meeting with Mackenzie County and Pineridge – May 13, 2016

- Mackenzie County required more in depth private sewage investigations to be done before approvals can move forward for the proposed subdivision.
- Soil samples would need to be done (2 per proposed lot) to accurately investigate the soil conditions across the entire proposed subdivision
- Details on what proposed sewer disposal method would be used
- Actual land area required for the dispersal field needed
- Site plan showing setbacks can be met from:
 - o Property lines
 - o Buildings
 - o Wells
 - o Water sources (ex. Cisterns)
 - o Septic Tank

Following the May 13, 2016 meeting:

- Mackenzie County produced “The Model Process for Subdivision Approval and Private Sewage” document
- This document indicated a Level One Assessment be completed by a certified Private Sewage installer as a starting point prior to subdivision approvals
- Soil samples were taken at each lot boundary (North & South) to satisfy the ASOP 2015 code of minimum 2 soil samples per individual site.
- Soil samples were send to an approved Lab for soil texture analysis.

Level One Assessment Details

Client: *La Crete Golf Course c/o Pineridge Contracting*
Location: *NW-13-106-15-W5*

Basic information on the subdivision proposal:

- Currently the only on-site systems on the proposed land are holding tanks at the temporary cabins which would be removed if development moves forward
- The proposed subdivision would be running from the South-West corner up to the North-West corner of the existing Golf Course property.
- The Proposed road would follow the existing West boundary with the lots on the east side of the road, backing the Golf Course.
 - o See Appendix 1a & 1b
- The proposed use of the land would be residential properties.
- The current proposal is requesting the following:
 - o +/- 20 lots
 - o Approximately 120'w x 160'd, +/-0.5 acre each
- Currently there are no other residential properties on the existing land.
- Soil samples were taken at client specified locations, relative to proposed lot locations.
 - o For location details - See appendix 2
 - o For hand texture and test pit details – See appendix 3
 - o For Lab Results – See appendix 4
- The general proposed area has adequate drainage to the North-East. Waters flowing east will enter the existing Golf Course water reservoir and waters flowing north will enter a manmade drainage ditch running east/west along the property.

Assessment Details given actual soil conditions:

- 22 soil samples were taken across the site, results are as follows:
 - o 14 of 22 → Silty Clay
 - o 7 of 22 → Clay
 - o 1 of 22 → Heavy Clay
- The 2015 ASOP dictates that Silty-Clay, Clay, or Heavy Clay type soils require Advanced Secondary Treatment. The loading rates required would then be:
 - o Silty Clay → 0.2 gal/sq.ft./day
 - o Clay → 0.2 gal/sq.ft./day
 - o Heavy Clay → 0.16 gal/sq.ft./day
- Given the soil results and flow requirements, private on-site sewage systems will work on the size required, but, not recommended. See summary report.
- See appendix 5 for sizing details & calculations
- See appendix 6 for site design schematic

Summary:

Given the property size, soil samples, setback requirements, using an Secondary On-site Wastewater treatment plant make it **possible** for an on-site system to function and meet the ASOP 2015 code regulations. When removing the area on the property for required setbacks, this leaves a small “sewage dispersal install envelope” which would be entirely used up by the dispersal field. One area of concern is the restrictive/limiting layer found at 48” depth; this will initiate *Hydraulic Linear Loading* of the effluent in the soils. Taking into consideration the quantity of lots on a small area which may result in highly saturated soils over the subdivision as there would be a cumulative high demand of the soils and may not be able to handle the *Effluent Hydraulic Linear Load* demands. With the small lot size, if, in the event of a system failure or saturation, there would be no available usable space remaining on the property for a system change or relocation.

If the subdivision and private sewage were to move forward, as shown in Appendix 6, lot layout would need to follow an alternating pattern as shown in order for setbacks to meet requirements for distances from water source (cistern).

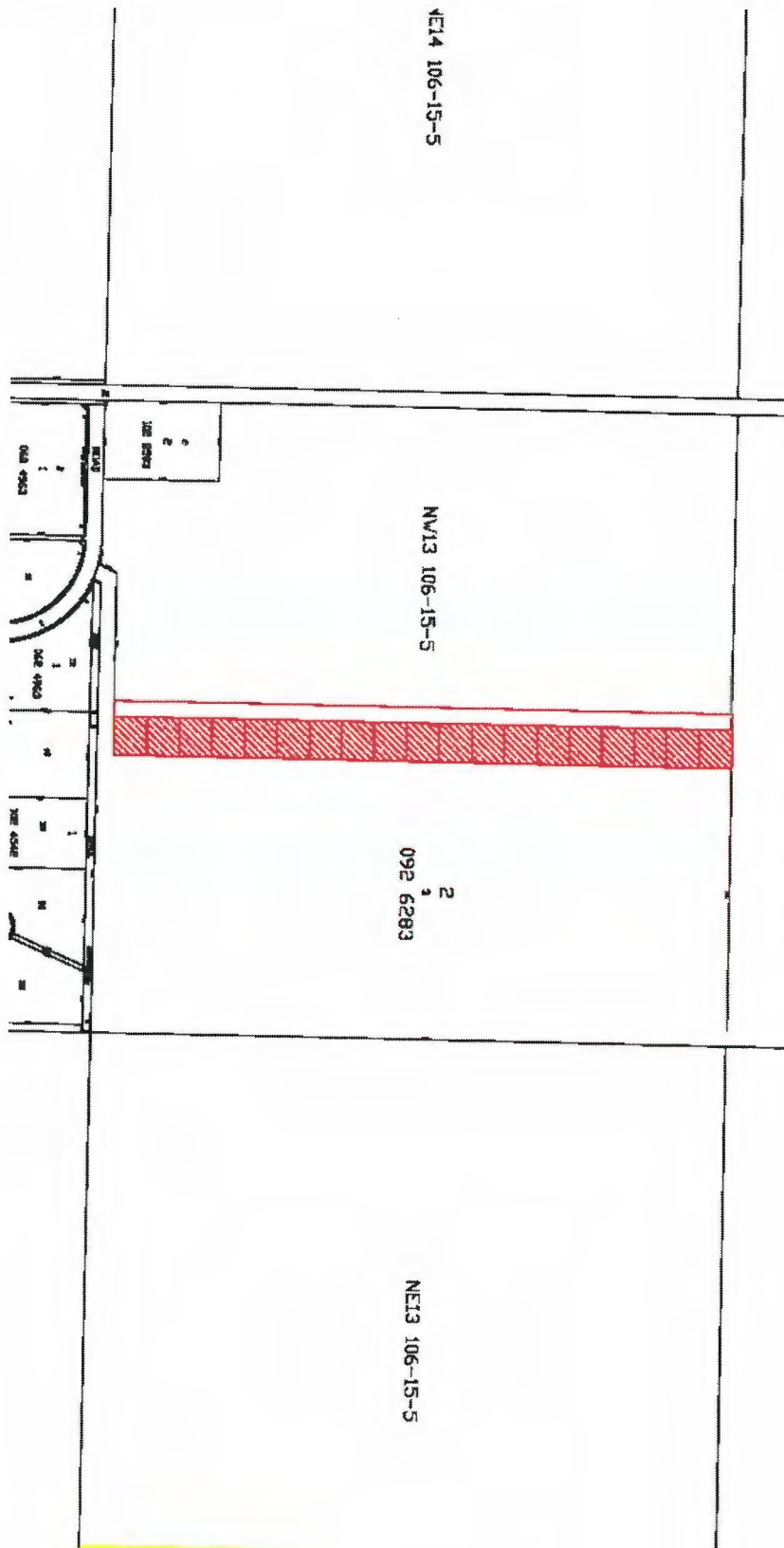
With the current lot size, housing flow requirements and the soils on site, it is not recommended to use on-site private sewage systems on these properties.



Mike Wieler PS#9587
BlueTree Industries Inc.

May 31, 2016

Appendix 1a



Appendix 1b



Appendix 2



Appendix 3

Note: only 1 test pit report filled in as all test pits on site were consistent and similar in regards to soil type, depths, color, moisture, organics and course fragments. Lab samples were taken at 48" for each test pit as that is primarily where the limiting soil was found.



Alberta Private Sewage Treatment System Soil Profile Log Form

Permit Number: _____
 Name: Mike Wieler → Blue Tree Ind.
 Date: May 18, 2016

Owner Name or Job ID											
Legal Land Location								Test pit			
LSD - ¼	Sec	Twp	Rg.	Mer.	Lot	Block	Plan	Easting		Northing	
NW	13	106	15	5			092 6283				
Vegetation Notes:							Overall Site Slope %				
Edge of cleared brush + grass area.							Slope position of test pit				
Test Hole No.	Soil Subgroup		Parent Material		Drainage		Depth of Lab (sample #1)		Depth of Lab (sample #2)		
A11					Good		48"				
Horizon	Depth (cm) (in)	Texture	Lab or (PT)	Color	Gleying	Mottling	Structure	Grade	Consistence	Moisture	%Coarse Fragment
A	0-8	L	HT	Black	—	—	Bk	1	Very	Dry	Ø
B	8-48	L	HT	Lt Bn	—	—	Bk	1		Mostly Dry	Ø
C	48-96	C	HT	Med Bn	—	—	Bk	2		Moist	<1%
Depth to Groundwater:					Limiting Soil Layer Characteristic, describe:						
Not encountered.					Hand Textured clay type soils						
Depth to Seasonally Saturated Soil:					Depth to Limiting Soil Layer:						
Not encountered.					Clay soils found at 48" and below						
Limiting Topography:					Depth to Highly Permeable Layer:						
No topographical issues					Not encountered.						
Key Limiting Features on System Design:											
Clay soils at 48" and .											
Weather Condition Notes:											
Sunny											
Comments (such as root depth and abundance or other pertinent observations):											
0-8" lots of organics, tree roots + other roots.											



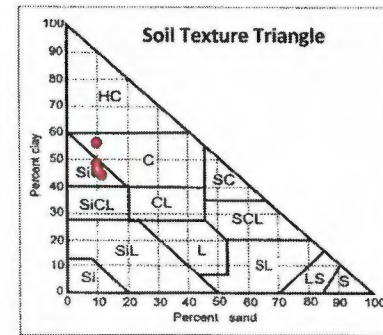
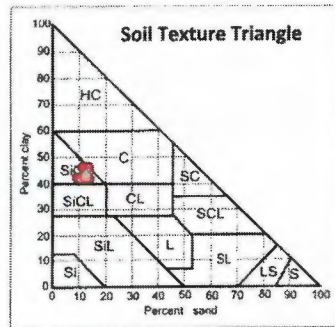
Down To Earth Labs Inc.
The Science of Higher Yields

BlueTree Industries Box 119 LaCrete, AB T0H 2H0		Report #: 24883 Report Date: 5/30/2016 Received: 5/25/2016 Completed: 5/27/2016 Test Done: ST	Project: LCGC PO: Notes:	3510 6th Ave North Lethbridge, AB T1H 5C3 403-328-1133 www.downtoearthlabs.com info@downtoearthlabs.com		
Sample ID:	160525O002	160525O003	160525O004	160525O005	160525O006	
Cust. Sample ID:	0a	Db/1a	1b/2a	2b/3a	3b/4a	
Analyte	Units	Limit	48-60	48-60	48-60	48-60
Sand	%	0.1	9.6	13.8	11.6	13.6
Silt	%	0.1	48.4	44.2	46.4	40.4
Clay	%	0.1	42.0	42.0	42.0	46.0
Soil Texture	-	1	Silty Clay	Silty Clay	Silty Clay	Silty Clay



Down To Earth Labs Inc.
The Science of Higher Yields

BlueTree Industries Box 119 LaCrete, AB T0H 2H0		Report #: 24883 Report Date: 5/30/2016 Received: 5/25/2016 Completed: 5/27/2016 Test Done: ST	Project: LCGC PO: Notes:	3510 6th Ave North Lethbridge, AB T1H 5C3 403-328-1133 www.downtoearthlabs.com info@downtoearthlabs.com		
Sample ID:	160525O007	160525O008	160525O009	160525O010	160525O011	
Cust. Sample ID:	4b/5a	5b/6a	6b/7a	7b/8a	8b/9a	
Analyte	Units	Limit	48-60	48-60	48-60	48-60
Sand	%	0.1	11.4	9.8	9.8	9.8
Silt	%	0.1	44.4	34.0	44.0	42.0
Clay	%	0.1	44.2	56.2	46.2	48.2
Soil Texture	-	1	Silty Clay	Clay	Silty Clay	Silty Clay





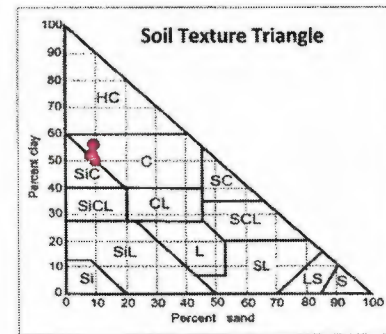
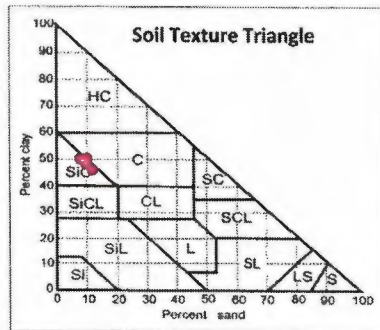
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BlueTree Industries Box 119 LaCrete, AB T0H 2H0		Report #: 24883 Report Date: 5/30/2016 Received: 5/25/2016 Completed: 5/27/2016 Test Done: ST	Project : LCGC PO: Notes:	3510 6th Ave North Lethbridge, AB T1H 5C3 403-328-1133 www.downtoearthlabs.com info@downtoearthlabs.com		
	Sample ID:	160525O012	160525O013	160525O014	160525O015	160525O016
	Cust. Sample ID:	9b/10a	10b/11a	11b/12a	12b/13a	13b/14a
Analyte	Units	Limit	48-60	48-60	48-60	48-60
Sand	%	0.1	9.8	7.8	11.8	9.8
Silt	%	0.1	40.2	42.2	42.2	39.8
Clay	%	0.1	50.0	50.0	46.0	49.0
Soil Texture	-	1	Silty Clay	Silty Clay	Silty Clay	Silty Clay



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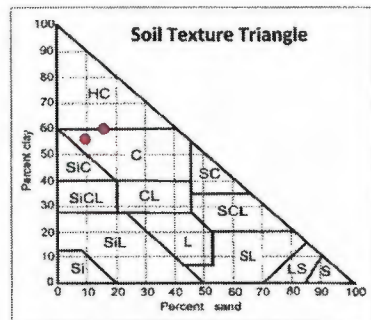
BlueTree Industries Box 119 LaCrete, AB T0H 2H0		Report #: 24883 Report Date: 5/30/2016 Received: 5/25/2016 Completed: 5/27/2016 Test Done: ST	Project : LCGC PO: Notes:	3510 6th Ave North Lethbridge, AB T1H 5C3 403-328-1133 www.downtoearthlabs.com info@downtoearthlabs.com		
	Sample ID:	160525O017	160525O018	160525O019	160525O020	160525O021
	Cust. Sample ID:	14b/15a	15b/16a	16b/17a	17b/18a	18b/19a
Analyte	Units	Limit	48-60	48-60	48-60	48-60
Sand	%	0.1	10.0	8.2	9.6	9.2
Silt	%	0.1	40.0	38.8	34.4	38.8
Clay	%	0.1	50.0	52.0	59.0	52.0
Soil Texture	-	1	Silty Clay	Clay	Clay	Clay





Down To Earth Labs Inc.
The Science of Higher Yields

BlueTree Industries Box 119 LaCroix, AB T0H 2H0	Report #: 24883 Report Date: 5/30/2016 Received: 5/25/2016 Completed: 5/27/2016 Test Done: ST	Project : LGGC PO: Notes:	3510 5th Ave North Lethbridge, AB T1H 5C3 403-328-1133 www.downtoearthlabs.com info@downtoearthlabs.com
	Sample ID: 1605250022	1605250023	
	Cust. Sample ID: 19b/20a	20b	
Analyte	Units	Limit	
Sand	%	0.1	16.0
Silt	%	0.1	24.0
Clay	%	0.1	60.0
Soil Texture	-	1	Heavy Clay



Raygan Boyce - Chemist

Appendix 5

<h2 style="margin: 0;">Secondary Treated Effluent Treatment Field</h2> <h3 style="margin: 0;">Trench Bottom Surface Area & Length Sizing</h3>			
Landowner Name:	LCGC	Job Number:	
Location:	NW-13-106-15-w5	Installer Name:	Mike Wieler
		Installing Company:	Blue Tree Industries
<p style="margin: 0;">This design worksheet was developed by Alberta Municipal Affairs and Alberta Onsite Wastewater Management Association.</p> <p style="margin: 0; color: red;">The complete system is to comply with Alberta Private Sewage Standard of Practice 2009 This worksheet does NOT consider all of the requirements of the mandatory Standard Use only Imperial units of measurement throughout (feet, inches, Imperial gallons, etc...)</p>			
<p>Step 1) Determine the expected volume of sewage per day: <small>Note: Use Table 2.2.2.2.A. (p.30) & 2.2.2.2.B. (p.31) to determine expected volume of sewage per day. Provide allowance for additional flow factors as detailed in Table 2.2.2.3. (p.32)</small></p>			
<p>Assess the initial sewage strength against the requirements of 2.2.2.1.(2) (p.30) Effluent quality must meet the requirement of Article 8.1.1.6(1)(b) [p. 97].</p>			<p style="text-align: center;">Expected Peak Volume of Sewage per Day</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">450</div> <p style="text-align: right; margin: 0;">F1</p>
<p>Step 2) Determine the design soil effluent loading rate:</p>			
<div style="border: 1px solid black; padding: 5px; width: 60px; margin: 0 auto; text-align: center;">SIL</div> <p style="text-align: center; font-size: small;">Texture</p>	&	<div style="border: 1px solid black; padding: 5px; width: 60px; margin: 0 auto; text-align: center;">BK</div> <p style="text-align: center; font-size: small;">Structure</p>	&
<div style="border: 1px solid black; padding: 5px; width: 60px; margin: 0 auto; text-align: center;">2</div> <p style="text-align: center; font-size: small;">Grade</p>	=	<p style="text-align: center;">Soil Effluent Loading Rate [From <30 mg/L column]</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">0.2</div> <p style="text-align: right; font-size: small;">Imp. gal/ sq.ft./day</p> <p style="text-align: right; margin: 0;">F2</p>	
<p><small>Note: Effluent loading rate MUST be determined from soil texture, structure, and grade classification according to Imperial Table A.1.E.1. (p.151). Note: Ensure infiltration loading rate chosen does not exceed loading rates as set out in 8.1.2.2. (p. 101).</small></p>			
<p>Step 3) Calculate the required infiltration surface area for the soil BEFORE area reduction factors:</p>			
<p style="text-align: center; font-size: small;">Expected Peak Volume of Sewage per day</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">450</div> <p style="text-align: center; font-size: small;">Imp. gal/day</p> <p style="text-align: center; font-size: x-small; color: red;">From F1</p>	÷	<p style="text-align: center; font-size: small;">Soil Effluent Loading Rate</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">0.2</div> <p style="text-align: center; font-size: small;">Imp. gal/sq. ft./day</p> <p style="text-align: center; font-size: x-small; color: red;">From F2</p>	<p style="text-align: center;">=</p> <p style="text-align: center;">Soil Infiltration Area Required</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">2250</div> <p style="text-align: center; font-size: small;">sq.ft.</p> <p style="text-align: right; margin: 0;">F3</p>
<p>Step 4) Type and width of trench bottom used:</p>			
<p style="text-align: center; font-size: small;">Actual Pipe & Rock Trench Width in inches.</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">N/A</div> <p style="text-align: center; font-size: small;">inches</p>	÷	<div style="border: 1px solid black; padding: 5px; width: 60px; margin: 0 auto; text-align: center;">12</div>	<p style="text-align: center;">=</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">N/A</div> <p style="text-align: center; font-size: small;">feet</p> <p style="text-align: right; margin: 0;">F4</p>
<p style="text-align: center; font-size: small;">Actual Chamber Width in inches</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">34</div> <p style="text-align: center; font-size: small;">inches</p>	÷	<div style="border: 1px solid black; padding: 5px; width: 60px; margin: 0 auto; text-align: center;">12</div>	<p style="text-align: center;">=</p> <div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto; text-align: center;">2.83</div> <p style="text-align: center; font-size: small;">feet</p> <p style="text-align: right; margin: 0;">F4A</p>

Step 5) Calculate optional credits for trench bottom width:
 Secondary treated effluent requires a minimum 3 ft Vertical Separation below infiltration surface area.

	Actual Width - max 3 ft		Width Credit	=	Credited Width of Trench (feet)	
Pipe & Rock Trench with Pressure Distribution	N/A From F4	X	1	=	N/A	F5
Chambers - Pressure Distribution	N/A From F4A	X	1.1*	=	N/A	F5A
Chambers - Pressure Distribution & Timed Dosing	2.83 From F4A	X	1.2*	=	3	F5B

* Ensure the width credit (1.1 or 1.2) does not exceed the maximum infiltration loading rate for the texture of soil being considered in the system design [Article 8.1.2.2. 2)].

Soil Effluent Loading Rate	X	Width Credit	=	Credited Effluent Loading Rate	<	Must be less than values noted in 8.1.2.2. 2)
0.2 Imp. gal/sq. ft/day From F2		1.1 or 1.2		0.24 Imp. gal/sq. ft/day		

Step 6) Determine total weeping lateral trench length required:

Infiltration Area Required	÷	Credited Width of Trench	=	Total Weeping Lateral Trench Length Required	
2250 sq. ft. From F3		3 ft. From F5, F5A or F5B		750 feet	F6

Step 7) Select number of weeping lateral trenches and determine length of each of trench:

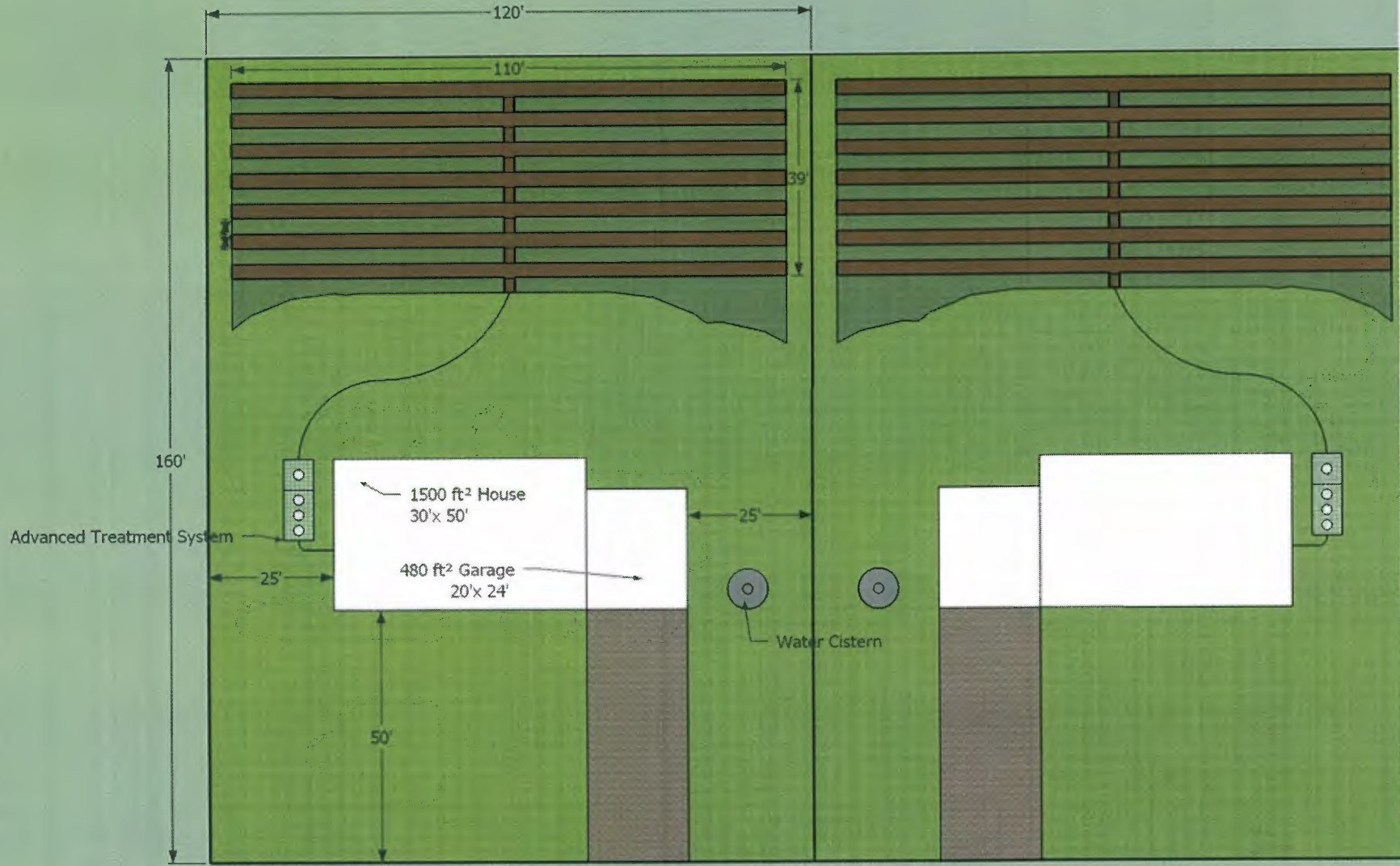
Total Weeping Lateral Trench Length Required	÷	Number of Individual Weeping Lateral Trenches	=	Length of Each Weeping Lateral Trench	
750 ft. From F6		12 F7 Designer Determination		62.5 feet	F8

It is good practice to make the overall field area long and narrow when possible on a particular site.

Step 8) Summary:

F1	450	Imp. gal/day - Peak Daily Flow, including allowance for any additional fixtures.
F2	0.2	Imp. gal/sq.ft./day - Soil Effluent Loading Rate.
F3	2250	Sq. Ft. - Total Soil Infiltration Surface Area.
F4 or F4A	2.83	Ft. - Actual width of Gravel Trench or Chamber.
F5, F5A or F5B	3	Ft. - Credited Width of Gravel Trench or Chambers.
F6	750	Ft. - Total Weeping Lateral Trench Length Required.
F7	12	Number of Individual Weeping Lateral Trenches.
F8	62.5	Ft. - Length of Each Weeping Lateral Trench.

Appendix 6





Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Carol Gabriel, Interim Chief Administrative Officer/Director of Legislative & Support Services
Title:	Regional Sustainability Study – Draft Report

BACKGROUND / PROPOSAL:

Mackenzie County and the Towns of High Level and Rainbow Lake were continuing the work they started in 2014 to find improved ways of working together. The municipalities were looking for services that could be provided jointly to lower costs and improve opportunities for residents.

Five service areas were chosen for review including purchasing, water and waste water, airport operations, IT provision, and Peace Officers. Consultants completed a detailed financial review of these areas, and worked with staff teams to identify any possibilities for different ways of providing services.

In the earlier part of this study completed in 2014, the Councils decided against any consideration of amalgamation or other governance changes.

The Steering Committee met on August 31, 2016 in High Level to review the draft report and provide any feedback.

The final draft report has been completed and is being provided to the Councils for review and final comments prior by the end of September 2016. The final report will be presented to the Tri-Council for approval on November 2, 2016.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

Author: C. Gabriel Reviewed by: _____ CAO: CG

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That the draft Regional Sustainability Study report be received for information.

Author: C. Gabriel Reviewed by: _____ CAO: CG



Regional Collaboration Study

Prepared for: Mackenzie Regional Alliance of Municipalities

September 2016

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APPENDIX 1: ASSESSMENT MATRIX

APPENDIX 2: ADVICE FROM THE CONSULTANTS

1.0 INTRODUCTION

1.1 Goals, Objectives and Process

This project was intended to move the three municipalities in the Mackenzie Regional Alliance to greater sustainability through shared service delivery, taking advantage of economies that can be achieved by delivering coordinated services. This involved exploring opportunities to provide services to their citizens at the most economical rate, and where possible, advance existing service offerings beyond current levels. Some work had been already done to understand the general opportunities that are available for Mackenzie County, the Town of High Level and the Town of Rainbow Lake. This project continued that work and determined, at a finer level of analysis, what practical options could be implemented to help achieve these objectives.

The work had three distinct components:

- Comprehensive analysis of municipal operations and opportunities to collaborate;
- Effective client/consultant working relationship; and
- Effective communications with internal and external stakeholders.

The project was led by WMC, with Applications Management Consultants being the content lead for the fiscal and growth scenario components of the project.

1.2 Assessment Matrix

An important task was selecting a manageable number of shared service areas to study in detail. WMC proposed a study matrix which included input from:

- The 2014 Regional Shared Service project for the Mackenzie Regional Alliance;
- Two regional shared service projects previously led by WMC for other Alberta municipalities; and
- Interviews with the three CAO's.

When charted in a matrix format, it was possible to identify those Shared Services which were the most frequently identified, which were assessed as having the best payback, and which were of interest to the client. From this work and following input from the Tri-Council membership, five study areas were identified as described below.

1.3 Five Selected Areas

Based on the process described above, five areas were chosen for detailed review. A brief outline of the study approach is included.

- Airports: Determine how each key function is executed, who is contracted, approximate costs, passenger count today and in the future, perceived areas for savings, timing of contract turnover, and capital upgrade requirements.
- Peace Officers: Understand peace officer system, mandates, authorities, hiring, jurisdictional limits, powers, etc. Determine limitations to shared services. Explore areas where shared service may be beneficial. Identify criteria to decide benefits (coverage, more intense enforcement, cost savings). Collect data on calls, bylaw enforcement activity, number of inspections relative to norms, number of enforcement orders relative to norms, etc.
- Utilities: Determine procurement approach in each municipality, who is responsible and how their systems work. Review agreements for utilities services. Work with Utilities staff to review organization, staffing, etc. Describe successful shared services arrangements now in place and review them.
- Information Technology (IT): Work plan to understand shared systems, software and investment in hardware. Explore opportunity areas (recreation software, for example), shared staffing, training, shared web portals, shared outsourcing/contractors, etc. Explore equipment that could be shared on a cost recovery basis, etc.
- Procurement: Determine procurement approach in each municipality, who is responsible and how their systems work. Develop an initial procurement short list from past work – sand and gravel, vehicle purchase (e.g., buses, fire trucks), garbage service, staff training. Work with procurement person(s) and/or CAOs to address highest potential areas for shared services benefits from procurement.

2.0 AIRPORTS

2.1 Introduction

Four airports are operated in the region. The Town of High Level and the Town of Rainbow Lake operate certified airports that provide scheduled air services, while the Fort Vermilion and La Crete airports, operated by Mackenzie County, do not have scheduled services. Operating costs vary greatly between these two types of airport.

The four airports serve a large geographic area, providing scheduled passenger service, air cargo service, emergency services and other general aviation activities. The Municipalities intend to maintain operations at each of the airports. In addition to their service to industry the municipal partners value the following “public service” aspects of these airports and consider them critical:

- Air ambulance for emergencies and transferring patients for surgeries (e.g., organ transplant);
- Forest fire fighting;
- Search and rescue; and
- Policing.

Shared services opportunities are considered from this background and perspective.

2.1.1 The Working Group

The working group for the Airports included:

- Dan Fletcher, CAO, Town of Rainbow Lake;
- Rodney Schmidt, Director of Protective Services, Town of High Level; and
- Byron Peters, Manager, Airport Services, Mackenzie County.

2.2 Principles

The key principles the working group concluded should apply in the preparation of this plan included:

- All discussion is open and transparent;
- The primary focus is on cost savings to all three partners;
- No airports will be closed – needed for “public service” is paramount;

- Each airport must have its own manager/supervision – a certified airport requires someone in that role of Manager; and
- A single manager for all airports can be considered.

2.3 Criteria Applied to Shared Services Consideration

The working group identified a number of criteria they would apply to the selection of candidate areas for shared services:

- Can we save money?
- Can we provide more efficient service?
- Can we mitigate risk of trying to run airports as one of many functions of senior managers?
- Can we maintain the autonomy and accountability of airports to local municipalities while sharing costs?

2.4 Priority Areas for Shared Services Consideration

The working group summarized opportunities for shared services in five broad areas:

1. Safety and Emergency Planning: Peer review, regional emergency plans, and safety training could be shared.
2. TP312 Engineering: Shared knowledge base and measurement standards in preparing for audit is an opportunity.
3. Management: The extensive paperwork and planning requirements, especially for certified airports, could be shared by professional and dedicated management.
4. Operational Side: Efficiencies in sharing contractors for tasks such as vegetation management, working groups of operators looking at winter program and other opportunities could be shared on an ad hoc basis.
5. Audit Section: Audit training and preparation among the airports is an opportunity.
6. Marketing: Could be done collectively, building the awareness and interest in the airport system in NW Alberta.

2.5 Specific Areas for Sharing Initiatives

The specific areas for sharing identified by the working group are as follows:

- Informal Sharing: Could share information informally through meetings every three to four months to improve efficiency, product knowledge.

- Specialty Equipment Sharing: Sand and chemical storage sites, or crack seal applicators could be shared among airports. Backup equipment for the region, such as or icebreaker equipment, mowers, sweepers, could be shared on a scheduled basis.
- Sharing Professional Services: Contracting out functions like vegetation management, weed spraying, GPS approach, AWOS, weather system and other functions.
- Annual Inspection and Certification: Altimeters and wind direction monitors require annual inspection that could be coordinated. Annual maintenance such as line painting, and crack sealing, required for certification, could be shared, possibly through contractors.
- Training: Opportunities for shared training among staff working at all four airports. Whenever one municipality is bringing someone on board to train, other municipalities could be invited.
- Due Diligence: Municipalities could share the preparation of the plans and documents required to maintain airport standing. There are big differences between certified and non-certified airports, with a number of formal plans now required to maintain status. Costs can run over \$150,000 for a single certified airport. Areas of specialization could be addressed through shared planning, training, “train the trainer” and plan development, examples of which are:
 - Wildlife management planning;
 - Management planning;
 - Emergency planning;
 - Winter maintenance;
 - Safety management training; and
 - Approach lighting – calibration and setup.

2.6 A Single Airport Management Function

The working group addressed the potential to have a single, professional management resource to run the airports as a system. Considerations discussed by the working group include:

- Potential value, but gains for scheduled airports;
- A single point of organization and preparation of diligence requirements is beneficial;
- Risk of operating airports through management with airports as one of many functions would be mitigated;
- Political autonomy would still have to be recognized and respected and funding decisions would still have to be made by individual Councils;
- A Commission is not desired, as the scale of the airports does not justify another level of bureaucracy; and

- The preference would be to go to one person as opposed to a more formal structure. Having one person devoting time to all of this would be great, with all relevant information held in one place for the airport “system”.

There are three required positions for airports: a Manager, a Safety person and an Accountable Executive. One municipality could take lead role and provide the Airport(s) Manager for all four airports. The Accountable Executive (for that budget and financial for each airport) would continue to be entirely provided within each municipality, so autonomy would be preserved.

2.6.1 Outsourced Services

Another consideration for accomplishing the goals of all three partners is to outsource the airport functions to one company or organization. Grande Prairie airport already outsources, and the Town of High Level recently used outsourced services.

While major airports such as the Edmonton International Airport provide outsource management, the working group did not support this approach, the concern around cost and conflicting interests.

Outsourcing to a private airport management supplier is a matter that should be considered. Such a supplier, by operating the airports as a system, would consider all other aspects of shared services – training, shared equipment, shared maintenance schedules, coordinated planning and inspections, marketing and business development, and so forth – as part of the mandate.

2.6.1.1 Example: Outsourced Services

The Loomex Group has provided outsourced services to the Town of High Level in recent years, and High Level recommended that the consultants be in touch with the group. The Loomex Group prepared three options for the outsourced provision of airport services, without prejudice, in a confidential written format. This material has been provided to the CAOs for each municipality. The most complete option has been provided below to serve as an example of a “full service” outsourcing of the management role for all four airports.

“All in Approach” – Airports Manager, Training and Business Development	
<i>Full-time Position</i>	<i>Experienced Loomex Manager</i>
Reporting	<ul style="list-style-type: none"> ▪ Reports to Accountable Executives from respective airports for financial and safety related matters ▪ Reports daily or as needed to Loomex Project Lead
Safety and Compliance	<ul style="list-style-type: none"> ▪ Keeps all manuals up to date ▪ Submits changes to Transport Canada, as required ▪ Manages and maintains Safety Management Systems, as required ▪ Manages AVOP programs
Staff Training and Development	<ul style="list-style-type: none"> ▪ Works with staff to provide professional development ▪ Provides ongoing training on equipment ▪ Ensures new staff are trained on equipment and airside

"All in Approach" – Airports Manager, Training and Business Development	
<i>Full-time Position</i>	<i>Experienced Loomex Manager</i>
Operations and Budgets	<ul style="list-style-type: none"> ▪ Manages operating budgets to ensure budgets are met ▪ Continually looks for efficiencies and cost savings between airports in areas such as sharing specialty equipment ▪ Recommends changes to operating budgets, as required ▪ Creates and maintains capital replacement forecasts/work with Accountable Executives on budgets
Airport Community Marketing	<ul style="list-style-type: none"> ▪ Creates marketing programs to raise awareness, both in the communities and to others, to ensure positive messaging about the importance of the airports is relayed
Business Development	<ul style="list-style-type: none"> ▪ Uses the new "System of Airports" as a method to seek out possible grant money ▪ Creates work plans to identify possible business opportunities
Operations	<ul style="list-style-type: none"> ▪ Oversees the daily operations of all four airports ▪ Addresses day-to-day problems, and works with staff to ensure safe, effective, and efficient operations ▪ Works with staff to troubleshoot and rectify problems ▪ Looks for opportunities for sharing staff and resources between all four airports ▪ Works with tenants and airlines
Health and Safety	<ul style="list-style-type: none"> ▪ Conducts Health and Safety meetings ▪ Investigates and reports all accidents
Emergency Management	<ul style="list-style-type: none"> ▪ Works with project lead to conduct annual exercises to meet CARS regulations ▪ Updates emergency plans after exercises, as required ▪ Responds to accidents/incidents, and assumes the On-Scene Controller position when required ▪ Investigates incidents and provides reports to the Accountable Executive
Capital Projects and Construction	<ul style="list-style-type: none"> ▪ Manages capital projects (represents airports) ▪ Monitors construction projects ▪ Provides input on tendering
Project Lead	<ul style="list-style-type: none"> ▪ Creates business development plans ▪ Actively seeks out business opportunities for airports ▪ Monitors daily operations of APM ▪ Back up to APM in the event of holidays/sickness ▪ Conducts annual exercises at airports ▪ Meets with Accountable Executives every two months to provide progress reports
SMS Coordinator	<ul style="list-style-type: none"> ▪ Provides annual audits ▪ Investigates all hazard reports ▪ Attends annual SMS committee meeting
Training	<ul style="list-style-type: none"> ▪ Provides regulatory training such as Snow, Wildlife and SMS training

- Annual Training Includes:
 - Wildlife Control;
 - SMS Training;

- On-Scene Controller Training;
 - Manual Review;
 - Scribe/Documentation Training; and
 - Crisis Communications Training.

- Emergency Exercises:
 - Paper Exercises Annually; and
 - Large-Scale Exercise every four years.

- Safety Management System:
 - Annual SMS Audits;
 - SMS Manual Revisions;
 - All Reporting;
 - Hazard Reporting Root Cause Analysis working with APM; and
 - Attend an SMS Committee Meeting (set safety goals, etc. with Accountable Executive).

Assessment

The approximate cost of this service was estimated to be \$210,000 annually. A more detailed price breakdown, along with options for service, has been received and reviewed by municipal management as background to this work.

Discussion: After some discussion, the working group concluded there may be significant value in outsourced management. Outsourcing would also reduce the compliance risks by delegating that role to experienced professional management. Perceived benefits include:

- Estimated savings to Rainbow Lake in the order of \$75,000, to High Level in magnitude of \$125,000 could be anticipated. Mackenzie County would break even financially, but would have airport compliance documentation they did not have in the past.
- Risk mitigation, while a less tangible concept, and airport specialists with their network of contacts and access to best practices, were perceived to provide mitigation of risk to each airport.

It is understood that the role outlined above is an executive management role, and while displacing a part of the present role of municipal administrators, it does not provide daily coverage of each airport.

The compliance role is the most valued aspect of this service. However, if the service also provides joint marketing, shared services coordination and training using best practices, this would also be potentially of high value to the region.

The conclusion was that pursuing the opportunity for outsourced services is worthy of the effort. The degree and content of outsourced services required needs to be determined by municipal management in the early part of the process.

2.7 Airports Cost Analysis

2.7.1 Labour Situation

The biggest operating cost of operating airports is the labour cost. Labour costs were estimated as follows for the three municipal partners:

Airport: 2015 Labour Inputs to Airport Functions ¹				
	<i>High Level</i>	<i>Rainbow Lake</i>	<i>Mackenzie County</i>	<i>All</i>
Manager	1.00	0.00	0.00	1.00
Other Direct	2.50	2.00	0.00	4.50
Indirect	0.75	0.25	2.00	3.00
TOTAL	4.25	2.25	2.00	8.50

A total of 8.5 FTEs is currently employed for airport operations. The effort for the airports in High Level and Rainbow Lake are higher due to certification requirements.²

2.7.2 Financial Analysis

2.7.2.1 Expenditures/Revenues

Airport revenues and expenditures are defined by dedicated function areas for each municipality. There may be other costs for support activities that are incurred in other function areas that support airport activities that are not included in these figures.

Airport: 2015 Municipal Revenues/Expenditures (Estimate)				
	<i>High Level</i>	<i>Rainbow Lake</i>	<i>Mackenzie County</i>	<i>All</i>
Revenues	\$724,651	\$155,514	\$35,000	\$915,165
Expenditures	\$763,156	\$304,121	\$200,000	\$1,267,277
Net Revenue	-\$38,505	-\$148,607	-\$165,000	-\$352,112

- High Level: With scheduled service and other activities at the airport, revenues almost cover expenses. However, it must be noted that revenues vary from year to year depending on the activity at each airport. In the 2015 financial information included above, there are revenues associated with higher than typical levels of airport activity in High Level due to firefighting activity. As a result, the usual annual net cost of the High Level airport is expected to be typically higher than reported above.

¹ The reported FTEs represent estimates of staffing involved in delivery of this service.

² In some instances, the estimated 2015 FTEs have been adjusted to reflect ongoing staffing requirements.

- Rainbow Lake: Scheduled service and other revenue from airport operations cover approximately 50% of expenditures. Data has been normalized to reflect an average year by taking periodic expenses for training and maintenance, and averaging them over the expected period of service.
- Mackenzie County: Limited revenue opportunities at the Fort Vermillion and La Crete airports. These airports provide general aviation and essential emergency services to the region and are not expected to be a significant revenue source.

It is recognized there are service level differences between municipalities, as well as case-specific costs, that will affect the comparability of the data by function area. There are two types of shared service opportunities: those that relate to Transport Canada certification to accommodate scheduled air service, which is relevant to the High Level and Rainbow Lake airports; and those activities required for all airports (e.g., surface maintenance, vegetation management, etc.).

2.7.3 Approach to Shared Services

There are three possible approaches to sharing services for airports activities. These are as follows:

- Bilateral/Trilateral Agreement: This is the simplest approach to adopt and does not require any organization modifications (as known).
- Consolidation of Airport Services: In this option, airport services would be consolidated in one municipality through agreement. Each of the other municipalities would then purchase required air services for their airport.
- Third Party Management: In this option, the operations of all four airports would be devolved to a third party.

2.7.3.1 Shared Services Bilateral/Trilateral Agreement³

In this option, agreements would be established for the sharing services among two or three municipalities. In this arrangement, sharing of costs would be established in the agreement. The purpose of this would be to take advantage of potential cost savings through sharing. Examples of where this may be possible include the following:

- Emergency Planning/Safety Training⁴: Periodic expense of approximately \$25,000 to \$50,000 for each airport. Training could be combined resulting in a saving of travel/accommodation costs (perhaps 10% of total) or training costs could be shared by each participating

³ All figures below are based on information provided by High Level, Rainbow Lake and financial statements from Mackenzie County. All estimates subject to review.

⁴ The Mackenzie airports, not being certified, are expected to have lower costs generally and have been assumed in each instance to be half of a certified airport. This will be refined when the Mackenzie Airport is provided.

municipality and the trained employee could be shared on a fee-for-service basis. Potential savings could be 10% of total costs, or approximately \$2,500 to \$5,000 per year per airport (\$7,500 to \$15,000 per year).

- Management Training/Planning (all airports?): Periodic expense of approximately \$15,000 to \$20,000 for each airport. Training could be combined resulting in a saving of travel/accommodation costs (perhaps 10% of total) or training costs could be shared by each participating municipality and the trained employee could be shared on a fee-for-service basis. Potential savings could be 20% of total costs, or approximately \$3,000 to \$4,000 per year per airport (\$9,000 to \$12,000 per year).
- Certification (High Level/Rainbow Lake): Annual expense approximately \$25,000 to \$30,000 per year. This cost per airport could be reduced by sharing expertise and completing the work simultaneously/sequentially. Potential savings could be 10% of total costs, or approximately \$2,000 to \$3,000 per year per airport (\$4,000 to \$6,000 per year).
- Lighting (High Level/Rainbow Lake): Annual expense approximately \$15,000 to \$20,000 per year. This cost per airport could be reduced by sharing expertise and completing the work simultaneously/sequentially. The working group felt there would be no additional savings from shared services in this category.
- Pavement Maintenance (all airports)⁵: Annual expense approximately \$15,000 to \$20,000 per year. This cost per airport could be reduced by sharing expertise and completing the work simultaneously/sequentially. The working group felt there would be no additional savings from shared services in this category.
- Winter Maintenance (all airports): Annual expense approximately \$75,000 to \$150,000 per year. This cost per airport could be reduced by sharing expertise and completing the work simultaneously/sequentially. The working group felt there would be no additional savings from shared services in this category.
- Electrical Maintenance (High Level/Rainbow Lake): Annual expense approximately \$15,000 to \$20,000 per year. This cost per airport could be reduced by sharing expertise and completing the work simultaneously/sequentially. Potential savings could be 10% of total costs, or approximately \$1,500 to \$2,000 per year per airport (\$3,000 to \$4,000 per year).
- Vegetation Management (all airports): Annual expense approximately \$50,000 to \$80,000 per year. This cost per airport could be reduced by sharing expertise and completing the work simultaneously/sequentially. Potential savings could be 5% of total costs, or approximately \$2,500 to \$4,000 per year per airport (\$7,500 to \$12,000 per year).
- Shared Equipment (all airports): There may be savings associated with sharing specialized equipment. These savings may be offset by the cost of transporting the equipment to each location given the distance between airports. No data was provided to estimate the potential cost savings of this item.

⁵ No specific activity data. This is an approximate placeholder estimate.

- Airport Marketing (all airports): The marketing of the region's airport as a system may help to increase their utilization and revenue potential. It may also contribute to some tangible economic development benefits. It is expected that the cost of doing this work would be minimal and could be accomplished in joint airport planning meetings held annually (or bi-annually). The working group roughly estimated benefits from this initiative to conservatively be in the range of \$120,000 annually. These benefits would be created in the community supporting business activity and not necessarily internalized as revenues from a municipal perspective.

The results of this order of magnitude analysis suggest that the potential savings from establishing bilateral/trilateral agreements could total up to almost \$50,000 annually.

Category	Savings (Airports)	Low Estimate	High Estimate
Emergency Planning/Safety Training	Savings (All)	\$7,500	\$15,000
Management Training/Planning	Savings (All)	\$9,000	\$12,000
Certification	Savings (HL/RL)	\$4,000	\$6,000
Lighting	Savings (HL/RL)	0	0
Pavement Maintenance	Savings (All)	0	0
Winter Maintenance	Savings (All)	0	0
Electrical Maintenance	Savings (HL/RL)	\$3,000	\$4,000
Vegetation Management	Savings (All)	\$7,500	\$12,000
Shared Equipment	Savings (All)	0	0
TOTAL		\$31,000	\$49,000

Potential issues with the Shared Service Agreement approach are:

- Timing of Services: To maximize the benefit of this shared service approach, all activities would need to be scheduled to take advantage of savings. This is important for services that are periodic or seasonal.
- Agreement Overheads: There would be some additional administrative costs associated with defining the services and entering into the agreement for services. These additional costs could be minimized by having regular trilateral meetings to discuss service/training plans each year.

2.7.3.2 Consolidation of Airport Services

It is expected that all of the savings resulting from the bilateral/trilateral agreements could also be achieved through the consolidation of airport services in a single municipal provider. In addition, it may be expected that there could be additional savings due to efficiencies and/or equivalent service level improvements. It may be expected that these additional efficiency savings could represent an additional 5% to 10% reduction in direct costs or equivalent improvements in services levels. Examples of the types of savings that could be achieved include:

- Management Efficiencies: Concentration of airport activities would allow those involved to spend more of the allocated time on airport services, increasing their expertise and

knowledge of airport activities and issues. This would either increase efficiency of delivering services, or improve services, or both.

- Staff Coverage: Utilizing staff with airport expertise across all airports would allow for greater coverage of these skills that otherwise may be interrupted through vacation, training or turnover.
- Other Management/Planning Efficiencies: Specialization in airport activities could lead to the identification of other savings associated with optimizing services across all airports in the region.

2.7.3.3 Third Party Management

The most robust version of third party management is expected to cost about \$210,000 annually. Lesser levels of service would not provide the “turnkey” level of the most robust option.

2.8 Summary of Working Group Discussion and Recommendation

The working group summarized anticipated savings potential from shared services to be in the order of \$31,000 to \$49,000 annually before accounting for equipment sharing savings and benefits of airport marketing.

If the region developed shared services and management internally, through an agreement (e.g., High Level airport management might take on the role of executive and compliance manager of all four airports), the benefits would be realized. However, the approach would require allocation of internal resource time and effort in coordination and management that would be an internal “opportunity cost” because management would be allocating time to airports that could be invested elsewhere in the municipality.

If shared services were managed by outsourced resources (third party management), the working group believes the (up to) \$49,000 in shared services savings could be realized, but the \$120,000 in marketing and business development benefit could also be realized in the community. It is believed there is excellent potential for non-airside business development in some airports that could be realized through professional marketing. Investments in marketing by each municipality may be required to realize these gains once opportunities are identified.

In either case, the agreement covering the service could be a tri-lateral agreement for service based on negotiations among the three partners.

The working group recommended pursuing a two-step process:

1. Assess shared services potential within the municipal structure; and
2. Consider third party management.

Action plans for each step are summarized following.

Action Plan: Outsourced Airport Management Services				
Task	Task Content	Due Date	Lead Role	Cost
1.	Identify type and scale of desired outsourcing and prioritize elements. Consider resources available internally to take on the management task – qualifications, capacity and interest. Consider time commitment and opportunity cost of time for that resource. Consider which shared service elements, if any, could not be addressed under this management approach. Finally, draft a document identifying the desired shared services tasks for the management resource.	Oct. 2016	TOHL	
2.	Communications: Consult with relevant management, senior municipal management and Councils, as needed.	Oct. 2016	TOHL	
3.	Decision: If internal management provides clear benefits, and if it covers all the shared services areas identified, recommend to Councils to move ahead with this approach.	Nov. 2016	TOHL	
4.	Transition: Appoint the manager. Support the manager by transitioning historic paperwork, requirements, communication, plans in progress, and so forth, from each airport operation.	Jan. 2017	TOHL	
5.	Monitor and Review: Monitor progress against goals, and review results on a regular basis.	Jan. 2018	TOHL	

If internal management does not provide all of the benefits anticipated within airport shared services, an RFP process for Third Party Management is recommended.

Action Plan: Third Party Airport Management Services				
<i>Task</i>	<i>Task Content</i>	<i>Due Date</i>	<i>Lead Role</i>	<i>Cost</i>
1.	RFP: Identify type and scale of outsourcing desired – manager only, all services, or compliance only. Prepare RFP to request services. Develop list of key suppliers, and shortlist the best match. Send RFP to preferred suppliers.	Nov. 2016	TOHL	
2.	Communication: Ensure citizens and other key stakeholders are aware of the process and considerations of the partners.	Nov. 2016	TOHL	
3.	Inspection: Host inspections by interested suppliers as they prepare their bids.	Nov. 2016	TOHL	
4.	Selection: Select the preferred supplier, negotiate terms, start date, staff transition if required, legal transitions with regard to Transport Canada if required, and related matters.	Jan. 2017	TOHL	
5.	Transition: Support the supplier by transitioning historic paperwork, requirements, communication, plans in progress, and so forth from each airport operation.	Mar. 2017	TOHL	
6.	Service Launch: Launch the service among all four municipalities.	Apr. 2017	TOHL	
7.	Monitor and Review: Monitor progress against goals, and review results on a regular basis.			

2.9 Airport Shared Services Plan

Airport Shared Services Plan				
Task	Description	When	Who	Dollars
1.	Situation Assessment: Contact four airports' key stakeholder. Determine how each function is executed, who is contracted, approximate costs, PAX today and in the future, perceived areas for savings, timing of contract turnover, capital upgrade requirements. Obtain separate financials for airports.	May 4	JKS DH	
2.	Analysis: Analyze areas for cost savings, pros and cons conducted with CAOs: <ul style="list-style-type: none"> ▪ Financial assessment of airport spending; ▪ Spending relative to comparables assessed; ▪ Governance implications, cost, training required and need for local contact; ▪ Shared management under Municipal governance – potential savings; ▪ Consider shutting down one or more airports or dropping status to airstrip; and ▪ Address health care mandate/requirements. 	Aug. 8	DH JKS	
3.	Outsource Analysis: <ul style="list-style-type: none"> ▪ Contact Edmonton International Airport to determine interest in outsourcing airport functions. ▪ Consider efficiencies of a single airport authority. ▪ Assess approximate costs, benefits, governance implications, etc. 	Aug. 8	JKS DH	
4.	Develop Results and Recommendations: Consider Airport Commission, outsourcing, and shared people as options for service delivery with Committee responsible for airports. Convene meeting with responsible airport people from each of four airports. Contacts from CAOs.	Aug. 8	JKS DH	
5.	Report Results: Prepare report and action plan for CAO Steering Committee and Tri Council.	Aug. 18	JKS DH	

3.0 PEACE OFFICERS

3.1 Introduction

The region is served by six peace officers:

- High Level has three peace officers;
- Rainbow Lake has 1.2 FTE in its peace officer function; and
- Mackenzie County has one FTE in the peace officer role and two “enhanced” RCMP positions.

RCMP has a regional office in High Level and is responsible for criminal code and Highway Traffic Act policing.

Rainbow Lake provides a fee-for-service peace officer/security functions for major oil and gas companies in the nearby region. While the service has recently declined, there may be opportunity to expand it to a regional shared service that offsets other peace officer costs to the three municipalities.

Currently, the major issues in the peace officer functions are:

- Scope, coverage, and continuing quality of service;
- Covering vacation, professional development and other requirements while ensuring continuity of service; and
- Succession planning and turnover issues.

The working group understands the issues and the needs in each municipality are different. High Level deals with some 400 arrests (3,600 files) per year in addition to their regular bylaw enforcement role. Mackenzie County uses two enhanced RCMP positions to bring education and crime prevention messaging to the schools, and one peace officer position focused on traffic control in La Crete.

There are existing bilateral agreements between municipalities to provide service continuity and coverage in specific areas.

3.1.1 The Working Group

The Peace Officer working group included:

- Dan Fletcher, CAO, Town of Rainbow Lake;
- Rodney Schmidt, Director of Protective Services, Town of High Level; and
- Ron Pelensky, Director of Community Services and Operations, Mackenzie County.

3.2 Principles

The working group concluded the following key principles should apply in the preparation of this plan:

- Continuity of service across the region is a key principle;
- Cost savings is *not* the key driver in this matter;
- Connection to Councils is important because they understand the local situation and application of bylaws; and
- Respecting autonomy and enforcement priorities of Councils is a principle.

3.3 Criteria Applied to Shared Services Consideration

The working group identified a number of criteria they would apply to the selection of peace officer shared services:

- Improved overall management – existing managers are responsible for peace officers as one of many functional areas they manage. They are not trained specialists in bylaw enforcement.
- Better efficiencies and better service would be the gain from sharing.
- Better spread of service across the region.
- It is easier to attract and keep Peace Officer staffing with a bigger service area and range of issues.
- Better dispatch and safety would improve with size of service. This is a real safety issue.
- The ability to share capital equipment – there would be gains in capital budgets from sharing appropriate assets between municipalities.

3.4 Priority Areas for Shared Services Consideration

The working group identified three key areas for further assessment in terms of shared services benefits:

- Overall Management: A single management resource allocated to oversee the program. Someone with a law enforcement background would do the job more efficiently and comprehensively than the way it is being done now.
- Enhanced Security Services to Industry: A regional service could provide a bigger and better service to industry in the region, and offset costs at the same time.

- Enhanced Mutual Aid Agreements: In the absence of overall management, partners could develop enhanced mutual aid agreements to ensure coverage, continuity and security for citizens.

These three areas are considered in more detail in the section following.

3.5 Discussion: Specific Areas for Sharing Initiatives

3.5.1 Overall Management

Two solutions to the provision of overall management were discussed.

The first would be to hire a manager within one municipality, reporting to its Council, but with shared services oversight and responsibility for the peace officer function in all three municipalities. This person would have a legal administrative and bylaw background, be conversant with the court system in Alberta, and would manage all paperwork and cases that go beyond the local level.

A second solution would be to hire an RCMP officer under the RCMP “enhanced” program. This person would cover all of the duties of the manager identified above, but would not report directly to a single administration or Council. This person would also liaise with the regional RCMP. They would handle issues that escalate from bylaw enforcement to criminal acts, and would support the peace officer corps with advice and recommendations. This person would not manage or oversee the peace officers, but would be a liaison between them and the RCMP and court system. The RCMP officer would likely report to RCMP in Grande Prairie.

In either case, an inter-municipal service agreement could cover this role. The working group did not support a Commission approach in this case, suggesting it would add bureaucracy and could challenge municipal autonomy at times.

3.5.2 Regional Security Service

The Town of Rainbow Lake has provided contracted security services to industry for some time. It is mutually beneficial and it can be scheduled within the peace officer planning framework.

Expansion of this service to a regional level may bring benefits to all municipalities and it may be more efficient with the use of a larger pool of peace officer resources. The approach could be designed on a template based on the Rainbow Lake contracts.

3.5.3 Bylaw Harmonization

While harmonization of bylaws is a compelling idea intuitively, it also may challenge local autonomy. Provincial Acts are already ensuring most laws are harmonized at the municipal level, and this trend is expected to continue. Councils want to keep that autonomy where differences exist, such as in speed limits through school areas.

As a result of the situation in this area, the working group concluded that little gain would accrue from attempting to move in this direction.

3.5.4 Photo Radar

Photo radar powers require a minimum population of 5,000 and it is unlikely that the three municipalities would be counted together. This is a low priority.

3.6 Peace Officer Cost Analysis

There are currently six peace officer/bylaw enforcement services positions in the region. Several potential benefits of sharing the delivery of these services include:

- Greater cost efficiencies in sharing responses to service calls based on the location of nearest officer and location of the issue. This will require coordination of service delivery as well as benefit from harmonization of bylaws (which has been started?).
- An ability to cost effectively cover off vacation, professional development and other staff availability issues without a reduction in service levels.
- An ability to more efficiently train new staff.
- The option to implement an effective succession planning model.

Rainbow Lake currently provides Peace Officer services on a fee-for-service basis to industry. This has traditionally been a net revenue generator for the Town. With current economic conditions, the revenue generated in this area is expected to decline. There may be an opportunity to offer these other businesses in the region.

3.6.1 Labour Situation and Organization

Peace Officer/Bylaw Enforcement services are currently attributed to the following areas:

- High Level: Three community peace officer positions report to the director of protective services (assumed FTE allocation of 0.2). Indirect FTE allocation estimated by High Level was 0.3 FTEs.
- Rainbow Lake: Community peace officer, with some shared duties of other staff, total 2.25 FTEs reporting to the CAO (assumed Manager allocation of 0.2 FTE). Indirect FTE allocation estimated by Rainbow Lake was 0.1 FTE.
- Mackenzie County: One peace officer and one bylaw enforcement officer focused on safety (0.5) and bylaw enforcement (0.5 FTE). In addition, Mackenzie County has 2.0 enhanced RCMP officers (one is focused on school resource officer) and 1 RCMP administrative assistant. Indirect FTE allocation is estimated to be 0.1 FTEs.

The total estimated FTEs associated with peace officer activities is estimated to be 10.55.

Summary of Current Labour Inputs to Peace Officer Functions				
	<i>Manager</i>	<i>Other Direct</i>	<i>Indirect</i>	<i>Total (FTE)</i>
Mackenzie	0.20	4.50	0.10	4.80
High Level	0.20	3.00	0.30	3.50
Rainbow Lake	0.20	1.95	0.10	2.25
TOTAL	0.60	9.45	0.50	10.55

While references to the RCMP positions are included in these estimates, this is done to ensure the full cost incurred by the three municipalities to ensure security in their jurisdictions is reflected. While one RCMP enhanced position is focused on school education programs, this function is considered important in supporting security through its crime prevention impact over the long term.

The working group recognizes the RCMP services focus more on criminal issues rather than bylaw functions, but the RCMP services purchased by Mackenzie County also provides support to the Peace Officer bylaw enforcement requirements.

Finally, the RCMP also provides service to the region for criminal and traffic matters through its regional office in Grande Prairie and the local station in the region.

3.6.2 Financial Analysis

3.6.2.1 Expenditures/Revenues

Peace officer/bylaw enforcement revenues and expenditures are defined by dedicated function areas for each municipality. There may be other costs for support activities that are incurred in other function areas that support peace officer activities that are not included in these figures.

Peace Officer/Bylaw Enforcement: 2015 Municipal Revenues/Expenditures (Estimate)				
	<i>High Level</i>	<i>Rainbow Lake</i>	<i>Mackenzie County</i>	<i>All</i>
Revenues	\$50,687	\$223,419	\$78,310	\$352,416
Expenditures	\$342,031	\$193,954	\$572,331	\$1,108,316
Net Revenue (Expenditure)	-\$291,344	\$29,465	-\$494,021	-\$755,900

- High Level: Includes operating revenues and expenditures as reported for the community enforcement services function. Average expenditure per peace officer FTE is estimated at \$92,000. Town of High Level revenues are being reviewed and revised based on coding changes. They are understated as a result.
- Rainbow Lake: Includes operating revenues and expenditures as reported for the enforcement function. Average expenditure per peace officer FTE is estimated at \$129,000,

which, unlike the other two municipalities, is an amalgamation of all costs related to running a peace officer for a year, including the truck. As noted, Rainbow Lake has contracts with industry to provide security services. In 2015, total revenues exceeded costs by a margin of approximately \$30,000. This amount will vary depending on the contracts the Town has successfully negotiated with industry. Town of Rainbow Lake revenues are being reviewed and revised based on coding changes. They are understated as a result.

- Mackenzie County: Includes operating revenues and expenditures as reported for the enforcement services function. This includes two RCMP positions at \$168,600 each per year that are included in the data. Average expenditure per peace officer FTE is estimated at \$130,000. These data include the costs for enhanced policing services provided by the RCMP.

In total, the policing function in the three municipalities currently represents a net cost of about \$750,000 annually.

3.6.3 Key Areas of Investigation

- Potential efficiencies, savings and service level improvements. Note: may need to review service calls to determine frequency and location and peace officer coverage/response requirements.
- Investigate the possibility of consolidating peace officer services under the enhanced policing program that manage the delivery of services to all municipalities in the region.
- Determine the potential for providing peace officer and security services to industry in the region.
- The working group did not want to evaluate the potential of a Commission as it may create unnecessary bureaucracy and a possible deterioration in accountability of services to administration and Council.

The working group believes there are many ways to accomplish savings in terms of shared services in the peace officer function. Whether realizing savings informally by covering for each other, more formally through trilateral agreements for service sharing and security contracting, or even through retention of a single management resource to oversee the paperwork and more serious cases, the working group thinks gains can be realized.

3.6.4 Trilateral Agreement to Share Peace Officer Services

Currently, there are estimated to be service gaps associated with providing bylaw enforcement and peace officer services that result from staff taking vacation, absenteeism and time for professional development. Additional service gaps may occur when positions become vacant until new staff is hired. Based on information provided by High Level and Rainbow Lake, and estimating service gaps for Mackenzie County on the information from the Towns, it is estimated

that collectively, approximately 63 weeks (over a year), or the equivalent of just over one FTE occurs, due to vacation, absenteeism and professional development time.

Peace Officer/Bylaw Enforcement: 2015 Annual Service Gaps (Weeks)				
	<i>Vacation</i>	<i>Professional Development</i>	<i>Absenteeism</i>	<i>Total</i>
Mackenzie	2.00	2.00	10.00	14.00
High Level	2.00	2.00	10.00	14.00
Rainbow Lake	2.00	2.00	31.00	35.00
TOTAL	6.00	6.00	51.00	63.00

Based on this, the cost of peace officer service gaps is roughly equivalent to just over one FTE, which is approximately \$115,000 per year. It is expected that some portion of the value of this loss could be gained through a shared services model where peace officer staff coverage could be obtained through agreement with the other partner municipalities.

It is also possible that, in the case of vacancies, coverage could be obtained for some or all of the time of the vacancy. Assuming there may be one or more vacant positions that come up in a year and it may take several months to fill the vacancy, this may amount to approximately three to six months per year for all the municipalities combined. Service coverage for this service gap would be roughly equivalent to \$35,000 to \$50,000 per year if it were able to be filled with staff from the partner municipalities.

Total benefits of peace officer service coverage could amount to approximately \$150,000 per year if all service gaps were able to be filled with staff from partner municipalities.

It should be noted that additional peace officer service coverage could result in some additional bylaw enforcement funds.

3.6.5 Consolidated with Enhanced Police Services

Consolidating services under an enhanced police services model would require the acquisition of another RCMP officer at an annual cost of approximately \$150,000. Based on the analysis above, it is expected that this additional cost could be covered through service improvements from sharing services. Additional enhanced RCMP may also result in some additional traffic enforcement revenues from the province through increased enforcement activities.

Consolidation of managing peace officer services under one municipality is expected to have the additional benefit of optimizing the service coverage benefits noted in the shared services model, as well as improved coordination of enforcement activities.

3.6.6 Industry Revenue Opportunities

There may be additional revenue opportunities for providing protective and security services to industry. Rainbow Lake has been successful in securing industry contracts and this could be pursued across the region. This activity may be most effectively implemented under the consolidated enhanced police services model discussed above. The value of these contracts

would depend on the nature and scope of services required by industry, but it is possible that they could be \$50,000 to \$200,000 depending on economic circumstances and industry needs.

3.7 Action Plans

The working group, after some consideration, prepared two action plans for moving forward.

The first action plan addresses the research and effort required to consider the retention of a single experienced management resource to oversee peace officer functions across all three municipalities. This function would oversee all peace officers who would report to it; the function would ensure service coverage across the region based on need. The experienced resource retained would be capable of addressing the legal and criminal issues, as opposed to bylaw issues, that come before each municipality on occasion.

The second action plan addresses retention of an RCMP enhanced position to oversee similar function to those described for the management resource.

Action Plan: Retention of Single Resource for Peace Officer Oversight				
Task	Task Content	Due Date	Lead Role	Cost
1.	<p>Research:</p> <ul style="list-style-type: none"> ▪ Determine the specific roles and functions the management position would be required to execute. ▪ Determine reporting relationships to that management function, and in particular would peace officers report to this function? ▪ Determine the experience, skills, education, seniority and manner required of the successful applicant for the position. ▪ Research to determine compensation required to attract a qualified candidate. ▪ Address where the resource would be located, shared operating costs, office equipment, etc. ▪ Determine the mutual aid agreement or other format under which the municipalities would retain the candidate, and the financial arrangements between municipalities ▪ Compare this internal management approach to the perceived costs and benefits of the RCMP approach. <p>If this research leads to the conclusion to proceed with internal management, the following steps would be executed.</p>	Oct. 2016		

Action Plan: Retention of Single Resource for Peace Officer Oversight				
Task	Task Content	Due Date	Lead Role	Cost
2.	<p>Management Selection Preparation:</p> <ul style="list-style-type: none"> ▪ Prepare a formal role description for the job, identifying accountabilities, skill requirements, reporting relationships, liaison relationships, compensation requirements and other relevant matters. Confirm description with management of all three municipalities. ▪ Draft an agreement between the three municipalities. ▪ Draft a summative report to Tri-Council. ▪ Obtain Tri-Council approval. 	Nov. 2017		
3.	Sign Tri-Lateral Agreement	Dec. 2016		
4.	Selection: Advertise the position, review candidates, and select a preferred candidate.	Mar. 2017		
5.	Management Resource On-Boarded: Begin to work with the management resource.	May 2017		
6.	Monitor and Adjust: Ensure the focus is on flexibility and adaptation to changing situations, bearing in mind the principles, roles and responsibilities of the respective players. The role will need to evolve as experience grows.	Ongoing to May 2018		
7.	Evaluate and Confirm: A summative evaluation of the role will occur a year after the role is formalized. This evaluation will be shared at Tri-Council.	May 2018		

Action Plan: Retention and RCMP Resource for Peace Officer Oversight				
Task	Task Content	Due Date	Lead Role	Cost
1.	Research: Research alternative functioning and associated costs of retaining an RCMP resource to carry out the functions considered important in the management role.	Dec. 2016		
2.	<p>RCMP Process: Assuming the RCMP process is the most challenging and rigorous, the steps in this process are characterized:</p> <ul style="list-style-type: none"> ▪ Prepare a role description for the job, identifying accountabilities, skill requirements, reporting relationships, liaison relationships and other relevant matters. Consult with RCMP contact and provincial approvals contact as roles are developed. ▪ Approval at Tri-Council required. ▪ Present cost for one RCMP resource begins at \$156,000 annually according to RCMP. 	Mar. 2017		

Action Plan: Retention and RCMP Resource for Peace Officer Oversight				
Task	Task Content	Due Date	Lead Role	Cost
3.	Application: Prepare and submit formal application to Policy, Planning and Contracts Coordinator, Department of Justice, Government of Alberta (GOA).	Apr. 2017		
4.	Process Support: Provide support required to the GOA and RCMP as the request goes through process. This may also include security clearance for peace officers and others who might handle RCMP data.	Apr. 2018		
5.	Formalizing: Once approved, formalize contracts, start dates, etc., with the RCMP. Experience has been six to nine months to obtain an RCMP officer. Prepare peace officer management team with change management support. Prepare paperwork and files for transition.	Dec. 2018		
6.	RCMP Resource On-Boarded: Begin to work with the RCMP resource.	Jan. 2019		
7.	Monitor and Adjust: Ensure the focus is on flexibility and adaptation to changing situations, bearing in mind the principles, roles and responsibilities of the respective players. The role will need to evolve as experience grows.	Ongoing to Jan. 2020		
8.	Evaluate and Confirm: A summative evaluation of the role will occur a year after the role is formalized. This evaluation will be shared at Tri-Council.	Jan. 2020		

3.8 Regional Peace Officer Shared Services Plan

Regional Peace Officer Shared Services Plan				
Task	Description	When	Who	Dollars
1.	<p>Situation Assessment:</p> <ul style="list-style-type: none"> ▪ Conduct initial web research and then begin with CAOs. Understand peace officer system – mandates, authorities, hiring, jurisdictional limits, powers, etc. Determine limitations to shared services. ▪ Identify other contacts/groups if appropriate. Explore areas where shared service may be beneficial. Identify criteria to decide benefits (coverage, more intense enforcement, and cost savings). ▪ Collect data on calls, bylaw enforcement activity, number of inspections relative to norms, number of enforcement orders relative to norms, etc. ▪ Test what coverage you are getting now, and if this could be increased to 100% for the same money: <ul style="list-style-type: none"> ▪ Determine what coverage would be ideal vs. where we are now. ▪ TOHL – tickets are not revenue. 	Aug. 8	JKS DH	
2.	<p>Analysis: Analyze various aspects of shared services – people, information/systems, vehicles, other. Look at costs/cost savings as well as other criteria. Consider whether common bylaws are possible, if not now then in second stage. Develop scenarios for solutions:</p> <ul style="list-style-type: none"> ▪ Efficiencies within existing system; and ▪ Peace officer services regionally to industry. 	Aug. 11	DH JKS	
3.	<p>Peace Officer Group: Explore and prioritize solutions with this group. Eliminate scenarios that won't work and document. Work through initial high level implementation plans and timing with the group.</p>	Aug. 11	JKS DH	
4.	Develop results and recommendations.	Aug. 18	JKS DH	
5.	Report results.	Aug. 31	JET JKS DH	

4.0 UTILITIES

4.1 Introduction

The Utilities Shared Services plan focuses on sharing work in the municipal water services and wastewater services space.

The three municipalities have a significant history of sharing services on a bilateral basis. Formal agreements have been reviewed.

Consensus of the working group is gains can be made in specific areas.

4.1.1 The Working Group

The working group that prepared this approach included the following people:

- Dan Fletcher, CAO, Town of Rainbow Lake;
- Keith Straub, Director of Operations, Town of High Level; and
- Fred Wiebe, Director of Utilities, Mackenzie County.

They had support from:

- Ron Pelensky, Director of Community Services and Operations, Mackenzie County;
- Malcolm Gunson, Town of High Level; and
- Adam Clarkson, Town of High Level.

4.2 Principles

The working group articulated the following principles for the approach:

- All discussion is open and transparent;
- Local autonomy and governance is preferred and respected;
- Focus is on cost savings to three partners; and
- Build capacity in local companies where possible.

4.3 Criteria Applied to Shared Services Consideration

The following criteria for assessing shared services opportunities were addressed by the group:

- The regional commission model should not be considered as it has been addressed and rejected in the past – full regional sharing is not feasible;
- Consider existing bilateral agreements as you consider sharing opportunities;

- Cost savings to all partners; and
- Cost savings through bilateral arrangements.

Bilateral sharing occurs now and agreements have been in place for some time. The grant system is expected to have greater emphasis on inter-municipal sharing going forward.

Through expansion of existing agreements, municipalities could capitalize on the provincial and federal government policy directions for sharing of services and infrastructure. In the longer term, engaging the First Nation in partnerships may be considered.

4.4 Priority Areas for Shared Services Consideration

The working group identified three major areas where shared services may bring benefits:

1. Procurement;
2. Highly skilled operators that can service all plants; and
3. Contracted services – a coordinated approach to contracted services may save costs.

4.5 Specific Discussion of Shared Services Initiatives

The working group addressed the high priority areas through discussion of specific opportunities.

4.5.1 Procurement

While materials and equipment procurement was discussed by this group, they referred it to the Procurement Working Group for more specific treatment.

Municipalities use different NSF-approved chemicals for their plants. In particular, the plants in Mackenzie County are different than the urban plants. Mackenzie County uses caustic soda, citric acid, anti-scalant, poly-aluminum chloride (PAC), and polymers; and Rainbow Lake and High Level use caustic soda, aluminum sulphate, and hydrochloric acid, potassium permanganate, chlorine gas, sodium hypochlorite, and copper sulphate. Each municipality has researched and used the chemicals that work best in their particular situation.

There are issues with the shelf life of some chemicals, so large orders that would be stored for long periods cannot be completed.

Conclusions from this discussion were that little benefit is anticipated from shared procurement of chemicals.

4.5.2 Skilled Operators

Significant challenges were identified in relation to the skilled operator potential:

- Rainbow Lake has level 1, 2 and 3 operators, and a training program that could be the basis for regional “train the trainers”.
- All three municipalities have Level 1 certified operators for wastewater service.
- Rainbow Lake is challenged to find electrical operators rather than instrumentation assistance. Electrical support comes from High Level.
- Mackenzie County has internal challenges sharing operators across a region that is 2.5 hours wide.
- Technical requirements for operators can vary greatly due to the variety and type of equipment in the various water treatment plant processes.
- The biggest issue is skilled operator turnover.

The conclusion from this discussion was that the sharing of skilled operators on a formal basis would not bring significant benefits. The biggest issue remains that of retaining skilled operators.

4.5.3 Informal Sharing Opportunities

- Sharing Operators to Cover Emergencies: A more informal sharing of staff was considered possible. This would entail sessions to ensure certification was up-to-date and relevant. It would require orientation sessions for staff so they understand each other's' plants.

A mutual aid agreement could formalize this sharing of resources.

- Instrumentation: Contracts with GE and Nason for instrumentation and inspection tours could be coordinated. Calibration and maintenance is provided by Hach and Cleartech with WVR also in consideration set. Partners could issue one maintenance contract requiring suppliers to be accredited in all instrument brands, and they could service all municipalities on the same trip. All motor maintenance could also be done on a specific cycle.

4.6 Water/Waste Water Financial Analysis

4.6.1 Labour Situation, Staffing and Organization

Water and Waste Water services are currently provided by the following areas:

- High Level: Reporting to the director of operations are three operators and 3 FTE Public Works staff. A total 1.8 FTE is identified under Administration.

- Rainbow Lake: 1.41 staff, including summer staff, 0.8 full-time, report to the director of utilities.
- Mackenzie County: 11 staff report to the manager of utilities. These staff may be providing services in some other areas as well.

Utilities: 2015 Labour Inputs to Water/Waste Water Functions ⁶				
	<i>High Level</i>	<i>Rainbow Lake</i>	<i>Mackenzie County</i>	<i>All</i>
Manager	1.00	0.28	1.43	2.71
Other Direct	5.20	0.80	7.37	13.37
Indirect	1.60	0.33	2.26	4.19
TOTAL	7.80	1.41	11.06	20.27

It is estimated that a total of 20.27 FTEs are currently employed in water and waste water utility functions.⁷ Mackenzie County could produce only total data. Their data was distributed based on the same ratios as High Level. Total numbers are slightly changed due to rounding.

4.6.2 Utilities Cost Analysis

Several potential benefits of sharing the delivery of water and waste water services have been identified. They include:

- Sharing administrative services and expertise. This would include coordinating service systems information, engineering services and contracts.
- Sharing maintenance equipment and expertise.

4.6.2.1 Expenditures/Revenues – Water/Waste Water

The estimated revenues and costs associated with water and waste water services by municipality are summarized below.

Water: 2015 Municipal Revenues/Expenditures (Estimate)				
	<i>High Level</i>	<i>Rainbow Lake</i>	<i>Mackenzie County</i>	<i>All</i>
Revenues	\$1,570,902	\$650,466	\$3,493,089	\$5,714,457
Expenditures	\$1,438,737	\$718,109	\$3,355,354	\$5,512,200
Net Revenue (Expenditure)	\$132,165	-\$67,644	\$137,735	\$202,256

⁶ The reported FTEs represent estimates of staffing involved in delivery of this service.

⁷ In some instances, the estimated 2015 FTEs have been adjusted to reflect ongoing staffing requirements.

Waste Water: 2015 Municipal Revenues/Expenditures (Estimate)				
	<i>High Level</i>	<i>Rainbow Lake</i>	<i>Mackenzie County</i>	<i>All</i>
Revenues	\$534,585	\$228,951	\$1,562,859	\$2,326,395
Expenditures	\$417,886	\$29,685	\$1,121,435	\$1,569,006
Net Revenue (Expenditure)	\$116,699	\$199,265	\$441,424	\$757,388

- High Level: Includes operating revenues and expenditures as reported for the water supply and distribution, water treatment plant and sanitary sewage services functions.
- Rainbow Lake: Includes operating revenues and expenditures as reported for the water, water treatment plant, pump house, reservoir and sewer, lagoon.
- Mackenzie County: Includes operating revenues and expenditures as reported for the utilities function.

4.6.3 Approach to Shared Services

There are two possible approaches to sharing services for the selected utility operations of water and waste water.

- Bilateral/Trilateral Agreement: This is the simplest approach to adopt and does not require any organization modifications (as known).
- Consolidation of Water and/or Wastewater Services: In this option, either (or both) water and waste water operations would be consolidated in one municipality through agreement. Each of the other partner municipalities would then purchase the required services for their municipality.

4.6.3.1 Bilateral/Trilateral Agreement

In this option, agreements would be established for sharing services among two or three municipalities. In this arrangement, sharing of costs would be established through agreement. The purpose of this would be to take advantage of potential cost savings through sharing. Examples of where this may be possible include two categories of sharing: Staff Training/Service Coverage and Contracted Services.

Staff Training/Service Coverage

Based on information for Mackenzie County and Rainbow Lake provided to-date, each municipality has Level 2 certification for Water and Wastewater Treatment and Distribution. It is assumed that High Level also has, or needs, these certifications.

In this shared service model, it is expected that, through agreement, coverage and training for specific water and waste water operations would be implemented. This could be based on average annual salary (plus benefits) plus an allocation for overhead costs associated with the

position (for office space and consumables). These agreed upon service rates would then be applied when a request is made and filled for coverage. This would include service gaps for vacation, absenteeism, training and vacant positions.

Current certification required and on-staff (have) for each municipality are summarized in the following table:

Current Certification Status of the Three Municipalities			
Category	High Level	Rainbow Lake	Mackenzie
Water Treatment Level 1	Require/Have	Require/Have	Require/Have
Water Treatment Level 2	Require/Have	Require/Have	Require/Have
Water Treatment Level 3	Require/Have	Have	Have
Water Distribution Level 1	Require/Have	Require/Have	Require/Have
Water Distribution Level 2	Require/Have	Require/Have	Require/Have
Water Distribution Level 3	Require/Have		
Wastewater Treatment Level 1	Require/Have	Require/Have	Require/Have
Wastewater Treatment Level 2	Require/Have		
Wastewater Treatment Level 3	Have		
Wastewater Distribution Level 1	Require/Have	Require/Have	Require/Have
Wastewater Distribution Level 2	Require/Have		Require/Have
Wastewater Distribution Level 3			

An example of the benefits of this approach can be considered cost savings or service improvements through a higher level of service coverage. For example, if coverage is required for a three-week vacation period and the average annual salary plus benefits and overheads is determined to be \$100,000 per year, the cost of coverage would be equal to 3/52 of \$100,000 (approximately \$5,800). If these services were to be reciprocated, the net cost to each municipality would be zero, but the service requirement would be fully covered over the period. If there is a vacancy to be covered and the position is vacant for three months, the savings potential would be equal to the coverage of hiring temporary contracted services as compared to the shared service agreement cost.

Alternatively, it may not be necessary to have full coverage for the entire vacation period, but just on an as-needed basis. In this case, the cost would be only for time required, resulting in further cost savings instead of the possibility of hiring a temporary contract service to cover the service requirement.

Extending this shared service model to training would have the added benefit of reducing all participating municipal costs for training and certification.

Estimated Cost Savings

- Service Coverage: The service coverage requirement for each certified member that cannot be covered through another in-house staff member could be a minimum of four weeks per year (vacation plus some absenteeism), to several months in the case of a vacant position. The value of the potential coverage could range from \$10,000 to \$20,000 per year per staff member. This incorporates consideration of requiring outside coverage through

contracting services versus the shared service option for a period of up to three months, including a vacancy.

- **Staff Training:** The certification of staff will include both regular expenditures and periodic expenditures in the event of staff turnover. Presently most certification training is conducted out of the municipalities, mostly in Grande Prairie. The prospect of bringing in trainers for various needed functions is being investigated by a broader partnership of stakeholders called Water North. This collaboration could potentially be expanded to include more training areas and partners.
- **Beyond Water:** Water North is doing good job of addressing water, but we need a broader approach, working with Colleges in the north. We need to work on a process for coordinating this broader partnership.
- **Contracted Services:** Based on information provided to date, there is only one shared service contract opportunity, which is associated with SCADA. Total average annual expenditures on this contract is estimated to be less than \$15,000 annually (Rainbow Lake/Mackenzie County). Additional costs would accrue if new facilities are coming on stream. As a result, any potential savings from sharing are expected to be negligible.

The working group expressed support for the Water North initiative, indicating that to address northern water supply issues in the longer term a bigger partnership of northern communities and organizations is needed. Water North is a beginning in this regard.

4.6.3.2 Consolidation of Services

In this option, all the savings resulting from the bilateral/trilateral agreements could also be achieved through the consolidation of Water and Wastewater services in a single municipal provider. In addition, it may be expected that there could be an additional saving due to efficiencies and/or equivalent service level improvements.

It may be expected that these additional efficiency savings could represent an additional 5% reduction in direct costs or equivalent improvements in services levels. Total expenditures on Water and Wastewater services is estimated to be approximately \$7 million per year. If up to 5% of savings were to be achieved, this would represent a significant saving of approximately \$350,000 per year across the system of selected utility services.

Examples of the types of savings that could be achieved include:

- **Management Efficiencies:** Consolidation of the selected utility activities would allow for the management of issues across the combined systems of each municipality. This would either increase efficiency of delivering services or improve services, or both.
- **Staff Coverage:** In addition to the potential benefit of staff coverage for certified staff, this benefit would be extended to all staff working on Water and Wastewater activities.

Discussion and Conclusion

Consolidation is not considered a short-term goal at this time. Shared services through informal agreements, joint needs assessment and enhanced communication will be pursued in the short term; the consolidation option could be revisited in the longer term.

Action Plan: Informal Shared Operators				
Task	Task Content	Due Date	Lead Role	Cost
1.	Inventory: Identify certification level, currency, required upgrading, location and related data for all operators in the three municipalities. Identify and describe key characteristics of all plants and major operating systems at a high level. Match operators/certifications and capabilities to plant operating systems.	Nov. 2016	TORL	Travel
2.	Planning and Operator Familiarization: Plan where operator coverage (redundancy) will occur, which operators are involved, and how coverage will work. Familiarize operators with the various plants.	Mar. 2017	TORL	
3.	Assessment: Confirm the benefits of shared operators, coverage in emergencies, upgrading requirements, benefits of shared training and related matters among all municipalities.	May. 2017	TORL	
4.	MOU: Sign short mutual aid MOU among municipalities.	Jun. 2017	TORL	
5.	Orientation and Training: Selected operators will be trained to work within the shared operators' pool.	Dec. 2017	TORL	
6.	Launch: Begin mutual support arrangement.	Jan. 2017	TORL	
7.	Monitor and Upgrade: Monitor the approach, obtain input from staff, upgrade protocols and approach, conduct further training if needed, measure change in turnover.	Jan. 2018	TORL	
8.	Evaluate: Evaluate the approach and continue, expand, or contract as determined by evidence.	Jan. 2018	TORL	

Outsourced Technical Services: The working group determined that informal discussions among the three municipalities will focus on realizing benefits of leveraging shared tech support and outsourced services going forward.

Action Plan: Outsourced Technical Services				
Task	Task Content	Due Date	Lead Role	Cost
1.	<p>Initial Exploration and Scoping: Three partners will share information with a view to refining their understanding of the benefits of sharing within the utilities area. They will conduct a high level assessment of:</p> <ul style="list-style-type: none"> ▪ The range of equipment covered by type, brand, and certification required. ▪ Re-assess the appetite of partners to switch to one provider. ▪ Identify key companies qualified to provide service. ▪ Agree with partners on services required, preference and timing, preferred location of vendor, growth opportunities over time, length of contract (longer contract to support upgrading). Decide to proceed. ▪ If partners decide to proceed, prepare an RFP for limited issue if possible. ▪ Issue the RFP. 	Jan. 2017	MC and all	
2.	Selection: Review proposals, conduct interviews, negotiate changes and select preferred vendor	Feb. 2017	TBD	
3.	Launch: Confirm coordinated maintenance schedule among partners. Contract successful vendor to that schedule	Apr. 2017	TBD	
4.	Monitor and Enhance: Monitor the program, identify issues, and enhance the service provision over time.	Jan. 2018	TBD	
5.	Evaluate: Evaluate the program against projected savings, service continuity and quality, and other factors. Determine continuation, enhancement, or cancel.	Feb. 2018	TBD	

4.7 Utilities Shared Services Work Plan

Utilities Shared Services Work Plan				
Task	Description	When	Who	Dollars
1.	<p>Situation Assessment:</p> <ul style="list-style-type: none"> ▪ Contact CAOs to determine procurement approach in each municipality – who is responsible and how their systems work. Review Agreements for utilities services. Work with Utilities persons to review organization, staffing, etc. ▪ Describe successful shared services arrangements that are now in place and review them. ▪ Identify (review notes) views of key stakeholders on benefits of sharing – staffing, systems, etc. ▪ Describe issues such as overlap of service near TOHL. Is this an opportunity? ▪ Assess the key issues in each case in the view of each CAO based on notes from previous interviews. 	Jul. 14	JKS DH	
2.	<p>Analysis and Priorities: High level assessment of order of magnitude savings from joint activity.</p> <ul style="list-style-type: none"> ▪ Consider Utilities Commission re: savings potential. REJECTED ▪ Consider what could be achieved by volume discounts. ▪ Prepare draft action plans based on the opportunity. 	Aug. 8	DH JKS	
3.	<p>Implementation Plan: Develop action plan for the highest potential procurement initiatives – one or two they can use to test the waters before diving in further.</p>	Aug. 18	JKS DH	
4.	Develop results and recommendations	Aug. 18	JKS DH	
5.	Report results	Aug. 31	JET	

5.0 INFORMATION TECHNOLOGIES

5.1 Introduction

While the Information Technology working group (IT) was enthusiastic about sharing where sharing made good sense, they were cautionary about the reality of such efforts. History shows that many IT projects that show great potential on the surface but often can result in unanticipated and escalating costs.

Having articulated this caution, the IT group saw many opportunities for informal sharing and mutual support through the network of IT managers connected through this project.

The IT group carefully, but critically, considered potential areas for sharing and recommended those with higher potential.

5.1.1 The Working Group

The IT working group members are:

- Dan Fletcher, CAO, Town of Rainbow Lake;
- Ashleigh Bulmer, Director of Development and IT Services, Town of High Level; and
- Julius Peters, IT Specialist, Mackenzie County.

5.2 Principles

The IT working group concluded the following key principles should apply in the preparation of this plan:

- All discussion is open and transparent;
- Sharing, even informal sharing, has inherent value, and over time may create the common ground and scale of activity to justify more formal initiatives;
- Respect the autonomy of each municipality;
- Increase capacity of local business where possible; and
- The primary focus is on cost savings to three partners.

5.3 Criteria Applied to IT Opportunities

The IT working group identified a number of criteria they would apply to the selection of candidate areas for shared services:

- Sharing services where all three municipalities have the same software or hardware should be considered. It was cautioned that some software has been customized for the requirements of the municipality that limits the opportunity for sharing costs of software acquisition, upgrade and training.
- Cost savings is an important criterion.
- Find areas of improved efficiency.
- Informal sharing may bring benefits to all without any apparent cost savings, and this is a valid criterion as well.

5.4 Priority Areas for Shared Services Consideration

After some discussion, the IT working group summarized opportunities for shared services in a number of areas:

- Potential savings from software licensing (e.g., Diamond).
- Potential savings from troubleshooting issues and vacation coverage.
- Potential for integrated/standardized GIS platform.
- Potential for common asset management software.
- Potential savings for Rainbow Lake associated with doing more cable/Internet services in-house that may result from greater IT cooperation on other municipal IT services.
- Consideration of a single outsource provider.
- Challenge of setting common work priorities in a shared environment.
- Potential for savings from sharing expertise and training.

Each area was addressed by the IT group. The specific considerations under each area are addressed following.

5.5 Specific Considerations for Potential Sharing Initiatives

5.5.1 Potential savings from software licensing

All three municipalities operate Diamond software for accounting. While on the surface it would seem obvious that sharing could occur, the IT group noted that each municipality customizes Diamond to their needs. The software produces customized reports with the specific data considered important to each administration.

In order to maximize the shared value with Diamond software, municipalities would have to migrate to the same, customized platform. This would be counterproductive to the tailored systems each municipality has now developed to suit their specific needs.

Sharing a talented professional who can do scripting and queries, or who can customize the software without going to a contractor may be of value.

5.5.2 Other Software Considered

The working group addressed the various municipal software categories comprehensively and concluded as follows:

- Emergency Response Software:
 - High Level: Edispatch, I Am Responding, Emergency Reporting
 - Rainbow Lake: I Am Responding
 - Mackenzie County: I Am Responding

All three municipalities will be on the same Grande Prairie-based dispatch system.

Some municipalities are moving to the AFRRRC system, the provincial radio system. While High Level is considering the system, Rainbow Lake and Mackenzie County do not see the benefit of the expensive system. *After discussion, the working group recommended that this area not be pursued further at this time.*

- Facility Booking Software:
 - High Level: Class software, and are purchasing new software for bookings. The system is meant to link with Diamond software.
 - Rainbow Lake: Has considered this software, but are comfortable with what they are doing now.
 - Mackenzie County: Outsources to other organizations, campsites, NGOs, but does not do it internally.

After discussion, the working group recommended that this area not be pursued further at this time.

- Utilities and Other Operations Software:
 - High Level: Target Solutions, Digital Evidence Viewer, Report Exec, Worktech, Simply Safety, Tracr (Snowiz?), SCADA, Flow Point, Neptune.
 - Rainbow Lake: SCADA, Flow Point, Fleetmatics, Master Meter.
 - Mackenzie County: SCADA, Report Executive, Fleet Complete, Master Meter, Pro Fuel.

After discussion, the working group recommended that this area not be pursued further at this time.

- Council/Administration Software:
 - High Level: DropBox, GTM, Adobe Acrobat, E Copy PDF Pro.
 - Rainbow Lake: iCompass, Adobe Acrobat, Nitro PDF.
 - Mackenzie County: Xerox DocuShare, Adobe Acrobat, Adobe Creative Cloud

After discussion, the working group recommended that this area not be pursued further at this time.

- Airport Software:
 - High Level uses ALFA⁸ software and Rainbow Lake uses visual tracking in the daytime and remote monitoring in the evenings.

After discussion, the working group recommended that this area not be pursued further at this time.

Conclusion

While savings in software may be leveraged informally through the IT network, significant gains from shared purchasing and shared staffing are not anticipated.

5.5.2 Potential savings from sharing expertise and training

Each municipality provides in-house, on-the-job training for standard software packages such as Microsoft, Adobe, etc.

The video conferencing capacity installed in the municipalities during the Supernet launch could perhaps be initiated to keep the municipalities in touch with each other on a regular

⁸ ALFA is an airport billing software solution designed to be used by airports of all sizes to invoice customers, examine airport traffic, and manage lease and concession revenue.

basis. Research would need to be done to see if these systems are still functional and can be used. The alternative is to initiate shared meetings on software such as Skype or GoToMeetings (a Citrix product).

Specific areas where shared training may provide benefits:

- Diamond software orientation training for staff could be shared and coordinated when the Diamond trainer comes up.
- Adobe trainer could be shared, or cross-training internally could be coordinated by using an experienced staff member.

Conclusion

- Pursue shared training potential for specific software through the IT network.
- Determine if video conferencing service is possible, and implement operationally with the IT network.

5.5.3 Potential savings from troubleshooting issues and vacation coverage

Each municipal system is customized. In order for emergency coverage to work well, each person would have to be cross-trained on the other systems. Without regular usage, the learning would be lost; therefore, training would have to be continuous.

Coverage on the hardware side would also be possible impossible without considerable cross-training, and the IT person in some municipalities does not have the necessary hardware credentials.

Conclusion

- Shared services to provide coverage for troubleshooting and vacation is not recommended as a formal solution to this issue.

5.5.4 Potential savings for Rainbow Lake associated with doing more cable/Internet services in-house that may result from greater IT cooperation on other municipal IT services

The potential to salvage abandoned cable to use in Fort Vermillion was discussed briefly and rejected due to technical issues. New cable is installed with road building and through inter-municipal agreements.

Other considerations and discussion included the following:

- Rainbow Lake could reduce contractors and bring service in-house over time. Then they could supply that specialized employee to provide services to partners as they move into this space.

- High Level has considered becoming its own ISP (Internet Service Provider) but it does not want to compete with the private sector.
- Mackenzie County has not wanted to become an ISP in the past, but the Mackenzie development department may be ready to propose the ISP to Council.
- Local businesses are now sometimes connecting to the Supernet directly because local service does not have the size of pipe needed. Residential services do not get upgrades.
- Counties are putting the fibre optic pipe in with new development, but not becoming the ISP.
- Even if Mackenzie County develops its own pipes, it could not link to Rainbow Lake.

After discussion, the working group recommended this area not be pursued further at this time. Informal communications will continue on the basis of opportunity.

Conclusion

- Continue informal communication and realize leverage where possible.
- Address new opportunities (fibre optic cable) together where possible.

5.5.5 Potential for integrated/standardized GIS platform.

- GIS: High Level and Rainbow Lake currently use different GIS software. Mackenzie County uses ARCMAP, while High Level is on Geo Media software. Neither community has the appetite for the spending required to migrate to the most current/robust system. As a result, in the short-term, there is no opportunity for cost savings. However, over the longer term, when the software is to be updated, it may be useful to evaluate the potential for moving to a common platform with common function and object codes. This may result in both licensing and software maintenance savings.

After discussion, the working group recommended this area not be pursued further at this time.

Conclusion

No further action is recommended on this matter. The IT network will continue to maintain open communication on the status of GIS.

5.5.6 Potential for common asset management software

- Both High Level and Rainbow Lake are currently investigating options for acquiring Asset Management software. This creates an opportunity to jointly evaluate options and perhaps move to a common platform. The opportunity for acquisition, licensing and maintenance can be evaluated. Mackenzie is using internal software and some sections of Diamond

software, and may look at migration in the longer term.

After discussion, the working group recommended that this area not be pursued further at this time. High Level and Rainbow Lake will continue to pursue joint asset management software solutions as they have been doing to date.

Conclusion

No further action is recommended in relation to asset management software.

5.5.7 Consideration of a single outsource provider

Municipalities all considered this not feasible at this time given the nature of their IT systems and software.

Conclusion

No further action is recommended in relation to a shared outsource provider.

5.5.8 Potential for standardization of common functions (development permits) across municipalities

The potential for common permitting forms, usually delivered online, was considered. This approach is beneficial if the municipalities go to a common website and web-service platform. The three municipalities are not going to a shared web-platform so the benefits of common forms are not evident.

Over time the Provincial changes to the MGA may move municipalities toward common forms, in which case shared platforms may be reconsidered.

Conclusion

No further action is recommended on this matter.

5.5.9 Other considerations for shared services

A number of other matters were discussed and considered by the group:

- Setting common work priorities – agreed that an informal IT network, through regular discussions, will evolve shared planning, purchasing, and training where it is feasible and practical.
- High Level and Mackenzie County use Report Executive software. Rainbow Lake does not use it, and is not intending to migrate to it.

- The principle of preserving political autonomy sometimes impacts the ability to share software purchase and application.

5.6 Information Technology Cost Analysis

5.6.1 Labour Situation

Data submitted to date indicates the IT function is supported by 3.10 FTE across the region.

In addition to the internal IT support roles, outsourcing supports some of the functions. High Level outsources about \$60,000 annually to a Stony Plain based contractor, as well as \$45,000 annually for a GIS contractor. Rainbow Lake also relies significantly on outsourcing.

Summary of Current Labour Inputs to IT Functions				
	Manager	Other Direct	Indirect	Total (FTE)
Mackenzie	0	2.0	0	2.0
High Level	0	0	0.5	0.5
Rainbow Lake	0	0.35	0.25	0.6
TOTAL	0	2.35	0.75	3.1

These FTE numbers reflect a very conservative approach to what is expected to be the actual investment of human resources in IT functions in the respective municipalities. Working group members found that direct numbers were simply not as available as they hoped.

5.6.2 Financial Results

5.6.2.1 Expenditures/Revenues

IT revenues and expenditures are not always identifiable in the GL data as provided. It is expected that the actual expenditures on IT related activities is greater than represented below. As a result, it will be necessary to review which GL items are relevant to the IT function to estimate total related costs and revenues.

IT: 2015 Municipal Revenues/Expenditures (Estimate)				
	High Level	Rainbow Lake	Mackenzie County	All
Revenues	\$0	\$110,000	\$0	\$110,000
Expenditures	\$119,363	\$160,000	\$148,000	\$476,000
Net Revenue (Expenditure)	-\$119,363	-\$50,000	-\$148,000	-\$366,000

5.6.2.2 Comparison of Per Capita Expenditures

It is recognized that there are service level differences between municipalities as well as case-specific costs that will affect the comparability of the data by function area. As a result, if costs for a particular municipality are higher (or lower) than the average for municipalities of that type, it does not necessarily mean that the municipality is an inefficient (or efficient) provider of

that service. The comparisons provide a benchmark that indicates there may be reason to explore differences in cost structures and service levels in the municipality of interest.

5.6.3 Approach to Shared Services

There are two possible approaches to sharing services for IT activities. These are as follows:

- **Bilateral/Trilateral Shared Services Agreement:** This is the simplest approach to adopt and does not require any organization modifications (as known).
- **Consolidation of IT Services:** In this option, IT services would be consolidated in one municipality through agreement. Note: It is acknowledged that this is unlikely in the circumstances as there is data that is deemed to be sensitive and privileged that would make a consolidated service model difficult to implement.

5.6.3.1 *Bilateral/Trilateral Shared Services Agreement⁹*

In this option, agreements would be established for the sharing of services among two or three municipalities. Sharing of costs would also be established in the agreement. The purpose of this would be to take advantage of potential cost savings through sharing. Examples of where this may be possible include the following:

- **Business/Office:** Upgrading to a newer version of the Microsoft OS and Office may result in some savings if done jointly. This would require some coordination of the timing of any possible upgrade and negotiation for a preferred rate with Microsoft.
- **Accounting Software:** Both High Level and Rainbow Lake use Diamond for a combined annual licensing fee of approximately \$45,000 to \$50,000. In the short-term, there does not appear to be any opportunity for cost savings. However, over the longer term, when the software is to be updated, it may be useful to evaluate the potential for moving to a common platform with common function and object codes. This may result in not only licensing savings, but also create an opportunity to share financial services activities.
- **Human Resources:** High Level has HR/payroll software and Rainbow Lake does not. Mackenzie County is in the process of installing an HR module on Diamond Software.

Potential issues with the Shared Service Agreement approach are:

- **Confidentiality of Information:** Some systems contain privileged and confidential information that may make software sharing challenging.
- **Agreement Overheads:** There would be some additional administrative costs associated with defining the services and entering into the agreement for services. These additional costs

⁹ All figures below are based on information provided by High Level and Rainbow Lake. Once the information from Mackenzie County is available this analysis can be completed.

could be minimized by having regular trilateral meetings to discuss service/training plans each year.

Conclusion of the Working Group

These areas have been addressed in terms of software sharing potential in Section 5.0 above. It is recommended that Agreements be considered and completed by the municipal partners as opportunities are realized through the informal networking approach addressed below.

5.6.4 Consolidation of IT Services

In the long term, if each municipality is willing to migrate to common software platforms, there is an opportunity to create a consolidated IT services function that could be jointly cost shared. This would have the advantage of creating technical expertise in each needed software area that could service all municipalities. There would be the potential for both cost savings and service improvements with this model.

- Management Efficiencies: Concentration of IT activities would allow those involved to spend more of the allocated time to specialize in software maintenance.
- Staff Coverage: Utilizing staff with IT expertise across each municipality and each IT function for greater coverage of these skills that otherwise may be interrupted through vacation, training or turnover.
- Training: Staff training on IT software solutions would be more efficient using a single software platform and being able to conduct training for staff at three municipalities versus individually.

Conclusion: Consolidation of IT Services was not supported by the working group at this time.

Action Plan: For Ongoing Sharing of Information and Initiatives				
Task	Task Content	Due Date	Lead Role	Cost
1.	Initiation: Build on initial IT Network established in the working group; identify those in each municipality who should be involved. Discuss and create inaugural meeting agenda to address principles, goals of the group.	Sept. 2016	TOHL All	Travel
2.	Communication Tools: Research available communication platforms including GoToMeeting, Skype for Business, IPVPN and other tools to ensure robust communication between the three partners in a secure setting and at an affordable cost.	Oct. 2016	TOHL All	Tools if needed

Action Plan: For Ongoing Sharing of Information and Initiatives				
Task	Task Content	Due Date	Lead Role	Cost
3.	Inaugural Meetings: Establish meeting times/dates to deal with the initial subject matter (two or three meetings). Facilitated discussion of these key areas, with documented conclusions and action plans. Once initial meetings are completed, assess value of setting regular (quarterly?) meetings and a broad schedule of topics.	Oct. 2016	TOHL	
4.	Regular Informal Meetings: Conduct regular, informal meetings to share information, issues and to discuss future plans for software upgrades, IT changes, and other matters related to the IT function in each municipality.	Nov. 2016	TOHL	
5.	Monitor: Monitor participation, subjects discussed, decisions made, auctioning decisions, follow up and communications for the initial set of meetings	Nov. 2017	TOHL All	
6.	Evaluate: Group evaluation of the value of the informal meeting process. Decision on continuation of the program, change in focus or frequency, or cancellation of the approach.	Dec. 2017	TOHL All	

5.7 Action Plan

The informal information sharing network created by this project alone has value, in the estimate of the working group. By creating a slightly more formal action plan and series of scheduled meetings, the working group believes opportunities for shared efforts and cost savings through collaboration will surface. The action plan following outlines the recommended approach.

5.8 IT Shared Services Work Plan

IT Shared Services Work Plan				
Task	Description	When	Who	Complete
1.	Situation Assessment: Contact three CAOs and connect to three IT professionals from communities. Understand shared systems, software, recent spend on hardware, software, planned spend on each. Explore opportunity areas (recreation software, etc.), shared staffing, training for IT, shared web portals, shared outsourcing/ contractors, etc. Explore equipment (i.e., County plotter?) that can be shared on a cost recovery basis, etc. Discuss pros and cons with individual respondents and CAOs.	Aug. 4	JKS DH	Aug. 4

IT Shared Services Work Plan				
Task	Description	When	Who	Complete
2.	<p>Analysis:</p> <ul style="list-style-type: none"> ▪ Analyze costs savings anticipated in hardware, software, staffing and outsourcing. Assess service assurance from various options. ▪ Discuss initial financial assessment with CAO group. ▪ Determine appetite for moving forward with IT group. IF yes, confirm assignment of three individuals to this group. ▪ If yes, contact TORL to complete research on IT service provision and appetite for internalizing service. ▪ Group conference call to review financial assessment, determine how to plug gaps and identify areas with appetite for collaboration. ▪ Develop one or two scenarios for service sharing that appear to provide advantages: <ul style="list-style-type: none"> ▪ Savings from software licensing ▪ Expertise and training sharing ▪ Troubleshooting and vacation coverage savings ▪ Consider one municipality acting as the provider for all. Rejected. ▪ Consider outsourcing the IT services to a third party. Rejected. 	Aug. 8	DH JKS	Aug. 11
3.	IT Group Assessment: Structure one or more conference calls with IT personnel and/or CAOs to determine pros and cons of each scenario developed in Task 2.	Aug. 11	JKS DH	Aug. 11
4.	Finalize results and recommendations. Prepare action plans to move each initiative forward. Review service agreements and comment on requirements of an IT service agreement between the parties.	Aug. 18	JKS DH	
5.	Review action plans and report with IT group. Finalize and prepare short report for CAO group and Tri-Council.	Aug. 31	JET	

6.0 PROCUREMENT

6.1 Introduction

Procurement is a general category that occurs across the other focus areas of this project, and across all divisions of each municipality. Individual considerations in this section therefore overlap some of the other areas addressed. For this reason, the CAOs formed the working group in this section.

The process followed with the CAO working group involved:

- Individual interviews in May 2016;
- Group interview in June 2016; and
- Initial Procurement group meeting on July 22, 2016.

As each session progressed, the candidate focus areas for joint procurement narrowed and became more evident. This paper summarizes these findings and recommendations.

6.1.1 The Working Group

The working group for this focus area comprised CAOs and acting CAOs over the course of the project work:

- Dan Fletcher, CAO, Town of Rainbow Lake;
- Adam Clarkson, CAO, Town of High Level;
- Brittany Stahl, A/CAO Town of High Level;
- Joulia Whittleton, CAO, Mackenzie County;
- Carol Gabriel, A/CAO, Mackenzie County; and
- Ron Pelensky, A/CAO, Mackenzie County.

6.2 Principles for Procurement

The CAOs considered the principles that should be used to determine and prioritize shared procurement opportunities:

- **Open and Transparent Process:** All shared service areas should involve open sharing among the network of representatives in each working group, and therefore across each municipality.
- **Involve Managers:** Managers responsible for delivery will generally know what areas could be shared and what areas would be difficult. Managers will be consulted in determining priorities for procurement.

- Share Knowledge and Expertise: Ensure individual and collective knowledge is shared in an ongoing effort to improve performance in procurement.

6.3 Criteria Applied to Shared Services Consideration

The CAO group identified a number of key criteria to be used in judging areas considered for shared services:

- Minimize Liability: Assess shared areas in terms of potential liability to individual municipalities.
- Frequency and Size of Purchase: Large, infrequent purchases may offer lower administrative and transaction costs.
- Low Administrative Costs: Priority to those shared service areas that have low administration costs relative to the value to each partner.
- Incremental Value: Opportunities offering the largest gains; where the partners are purchasing through AAMDC, for example, incremental gains from sharing purchases would be nominal; therefore, do not proceed in that area.

6.4 Priority Areas for Shared Services Consideration

The CAO working group considered a number of areas for joint procurement. After consideration, the group rejected the following areas as not providing sufficient benefits to proceed and no further assessment is recommended:

- Safety Codes Services: The low dollars involved, so little anticipated gain from sharing.
- Planning Services: Planning services will not bring large gains from outsourcing, and GIS is *not* on the table for now.
- Water Treatment Chemicals: Since different chemicals are used and distances are great, little benefit is anticipated.
- Sand and Gravel: Due to location of pits and distance of travel, the yield from this area is thought to be minimal. Informal decisions to purchase from each other will be made as needed.
- Airport Chemicals and Sand: There are insufficient potential savings here because of the range of chemicals used and the distances between airports.

The working group identified a number of areas in which further analysis was considered beneficial. Direction was given for the consultants to proceed with analysis of:

- Contracting Services (e.g., road engineering): Coordinating engineering services may save money; road upgrades, crack filling and other scheduled services could be coordinated. It

was agreed to assess the categories of Engineering, Contract Services, and Professional Services across the Departments of Roads, Water Systems, Facilities and Buildings (including maintenance), and Airports in each municipality. There are various contracts for similar services across two or all three municipalities.

- *Annual Road/Facility Maintenance/Repair*: It is estimated that the three municipalities will spend \$1 - \$2 million on road and facility maintenance annually.
- *Audit Services*: Total cost of audit services reported for High Level, Rainbow Lake and Mackenzie County are roughly \$200,000, with each municipality using a different firm. Joint tendering this may result in some modest savings (e.g., 10% or \$15,000-\$20,000 per year).
- *Municipal Engineering*: High Level and Mackenzie County report a total municipal engineering budget of approximately \$450,000. Joint tendering this may result in some savings (e.g., 10% or \$40,000-\$50,000 per year).
- *Legal Services*: Reported by Mackenzie County, but all municipalities would likely have some legal services fees from time to time. Unlikely there will be any significant savings of joint tendering.
- *IT Support/Computer Programming*: High Level and Mackenzie County report total IT Support/Computer Programming costs of approximately \$150,000. Different vendors are used suggesting these services are related to specific software and are not likely to demonstrate any significant cost savings. Note that IT has been addressed as a specific category for potential shared services.
- *Various Airport Maintenance Contracts*: These contracts have been covered in the Airport Services area of potential shared services.
- *Capital Project Tenders*: Including equipment purchases, major leases, on which the three municipalities spend over \$1 million annually.
 - Annual capital expenditures on upgrading existing infrastructure and building new infrastructure will vary significantly year to year.
 - Coordinating opportunities associated with capital projects might best be facilitated by each municipality developing and updating a medium (10-year) to long-term (20-year) capital plan. This plan would allow for sufficient lead time to view the capital projects that may be undertaken by each municipality and identify potential coordination of project requirements and contract tendering. Sharing these plans at regular annual or bi-annual meetings would help to identify potential shared projects in advance of planning and budgeting requirements, as well as sufficient time for administrative and Council review and approval.

Each municipal partner expressed support for an eventual migration to longer term planning of capital projects. This will take some time to put into place, including the development of an asset management plan, which both High Level and Rainbow Lake are beginning to work on. The development of an asset management plan will provide valuable input into the medium and long term capital plan by identifying necessary replacement and refurbishment of existing assets.

In the interim, CAOs have committed to schedule frequent discussions about capital plans, early enough in the process to take advantage of opportunities. This approach will ensure that shared capital asset acquisition or use is considered before requests are included in annual budgets for review and approval by the respective Councils. Frequent scheduled discussions on opportunities for sharing capital contracts are necessary as these projects can emerge unexpectedly during the year.

Finally, the CAOs committed to continuing their dialogue around asset management software and planning so as to benefit from the experience of their colleagues. The expectation of this process is that over time they will move from informal dialogue to more formal collaboration where this it will benefit the partners.

- Assessors: All three municipalities use different assessors, collectively spending almost \$370,000. Changes to MGA may support or enable shared assessment services.
 - Residential/commercial/industrial assessment for all municipalities. M&E and more significant linear assessment for Mackenzie County.
 - Two municipalities have not tendered this work for some time.
 - There may be some savings by tendering all the regional assessment. If these savings were 10%, savings would amount to \$37,000 per year.
- Electricity: The municipal partners use different sources for bulk purchase and distribution. Collectively they spend about \$10 million annually. There may be gains from purchasing power together.

It was agreed that municipal partners would conduct more detailed research and estimation of potential savings. If savings are perceived to be possible in this area, the municipal partners will meet and prepare a go forward plan to approach providers. It is assumed that this will be in supply and not distribution.

- Vehicle/Equipment Procurement: Over the past two years, collective budget for equipment procurement has exceeded \$3.5 million. It is recognized that the requirements to replace vehicles and equipment will vary with the age of existing equipment and evolving requirements of each municipality.
 - To facilitate the potential coordination of vehicle and equipment procurement, it is proposed that each municipality develop a vehicle/equipment replacement plan for the next 10 years (similar to the medium-term Capital Plan).

- With this projection of future vehicle/equipment procurement requirements, opportunities for coordinating procurement activities can be identified.

Municipal partners identified the same issues in this area as for capital planning in general. At present there are limited long range equipment acquisition plans. As asset management planning moves forward, partners will work together in areas of mutual long range planning. In the shorter term, municipal management will meet early in the annual planning process to share equipment acquisition plans and determine if joint purchasing or equipment sharing is warranted. It is expected this could occur through information notification of needs that may arise between scheduled meetings.

The analyses presented in the following section address the areas identified by the CAO working group.

6.5 Procurement Cost Analysis

Procurement occurs across various municipal functions and, as a result, it is not practical to estimate the level of effort associated with this activity for each municipality.

6.6 Process Approach for Procurement Shared Services

Municipal partners have experience with procurement shared services, mostly in the form of informal or bilateral initiatives. In past examples, one CAO has taken responsibility for administering the procurement and has done so on a voluntary, no charge basis.

If procurement shared services expand significantly, a more formalized process may be required. Below is the recommended approach from the CAO working group:

- CAOs and other responsible administrators need to communicate on a regular basis and well in advance of the budget cycle. The purpose of these meetings would be to identify potential contracts for upcoming projects where an opportunity to share may arise.
- Each municipality will account for internal administrative savings/costs in relation to procurement opportunities.
- Work back schedules for each procurement initiative will determine when CAOs must commit to their requirements and prepare submissions to Council. In order to facilitate joint procurement, this commitment would normally be in advance of the budget cycle in each municipality.
- Procurements that are annual in nature can be planned based on approved budgets. For example, if two or three municipalities expressed an interest in sharing assessment services, annual road/facility repair and maintenance, or municipal engineering services, some preparation would be required in advance to develop a joint Request for Proposals and agreed on proposal review and contracting process.

- For construction contracts and vehicle/equipment procurement, some additional steps may be required to coordinate activities. This would involve developing a medium- to long-range capital plan defining future projects with some indication as to the nature of the project, timing and cost. Similarly, a 10-year vehicle/equipment procurement plan would be required. With these capital plans, a review of activities that are complementary and that could be combined would be identified and a joint RFP and contracting process would be defined by the participating municipalities. Without a medium- to long-range capital plan and a vehicle/equipment procurement plan, it is unlikely that opportunities for construction contracting could be identified with sufficient notice to take advantage of the opportunity.
- Legal ramifications should be considered and advice obtained if procurement is to grow significantly.

6.7 Action Plans

Action Plan: Annual Procurement Services, Contracting, etc.				
Task	Task Content	Due Date	Lead Role	Cost
1.	Annual Preparation: Each municipal partner to prepare high level contracting plans for a year forward in those key areas the partners have agreed to consider shared services. Obtain legal advice, and prepare Agreements as necessary to allow one partner to act as lead contractor or to facilitate joint signing and accountability.	Mar.	TBD	
2.	Joint Planning: Partner meeting confirms or eliminates areas for sharing services or contracting. High level cost/benefit assessment collectively is basis for determination. Agreement on process for going forward, Council approvals, etc., geared to annual planning cycle.	Mar. – Dec.	TBD	
3.	RFP Preparation: Where shared contracting planned, identify lead municipality, work back schedule, and RFP preparation schedule. Each partner contributes to RFP, but one takes the lead.	Jan.	TBD	
4.	Selection and Contract: Select the preferred supplier, negotiate contracts, timing, etc., for the three partners, and sign contracts based on agreed approach with partners.	Apr.	TBD	
5.	Execution: Contracts executed under supervision and accountability of each municipal partner.	Sept.	TBD	
6.	Evaluation: Partners jointly evaluate the cost/benefit and determine whether the process and shared service has value.	Dec.	TBD	

Action Plan: Capital Project Tenders Shared Service				
Task	Task Content	Due Date	Lead Role	Cost
1.	Informal Communication: Municipal management will get together early in the annual planning cycle to compare notes in general on major capital projects, equipment acquisitions and other major tenders being considered in the coming planning year. This high level discussion may lead to joint focus in some areas.	Jan.	TBD	
2.	Annual Preparation: Each municipal partner confirms the capital projects they wish to advance in the next budget cycle. Information is shared and compared with partners.	Mar.		
3.	Joint Planning: Partner meeting confirms or eliminates areas for sharing services or contracting. High level cost/benefit assessment collectively is basis for determination. Agreement on process for going forward, Council approvals, etc., geared to annual planning cycle.	Mar. – Dec.	TBD	
4.	Capital Tender Preparation: Where joint tenders have been identified and planned, identify lead municipality, work back schedule and RFP preparation schedule. Each partner contributes to RFP, but one takes the lead.	Jan.	TBD	
5.	Selection and Contract: Select the preferred supplier, negotiate contracts, timing, etc., for the three partners, sign contracts based on agreed approach with partners.	Apr.	TBD	
6.	Execution: Contracts executed under supervision and accountability of each municipal partner.	Sept.	TBD	
7.	Evaluation: Partners jointly evaluate the cost/benefit and determine whether the process and shared service has value.	Dec.	TBD	

Action Plan: Bulk Purchase of Electricity				
Task	Task Content	Due Date	Lead Role	Cost
1.	<p>Research Phase: Each municipal partner will research:</p> <ul style="list-style-type: none"> ▪ Providers of electricity, length of contract commitment, pricing of service, peak and off peak pricing, load management benefits and other matters related to contracts with service providers; ▪ Annual expenditures for the past three years, broken down in sufficient detail to permit comparative assessment of each partner. ▪ Initial contact with service providers to determine interest and conditions that might apply to a shared service proposal. 	Jan. – Mar. 2017	TBD	
2.	<p>Management Assessment: Municipal management teams will assess projected benefit of going forward with a shared tender for bulk electricity. Structure of inter-municipal agreements, responding to volume changes and related operational and contractual matters will be discussed. Management will decide if the joint initiative should move forward.</p>	Jun. 2017		
3.	<p>Exploration with Providers: A research-focused approach to alternative suppliers, testing their appetite for pricing for multi-client bulk purchasing. Determine if other structures are required (joint venture, etc.) to facilitate joint purchase.</p>	Jun. – Aug. 2017	TBD	
4.	<p>Electricity Bulk Purchase Tender Preparation: If joint tender is preferred, identify lead municipality for the tender, the work back schedule and RFP preparation schedule. Each partner contributes to RFP, but one takes the lead. Prepare and review the RFP. Shortlist suppliers and post or send the RFP to potential suppliers.</p>	Aug. 2017	TBD	
5.	<p>Selection and Contract: Select the preferred supplier, negotiate contracts, timing, etc., for the three partners, sign contracts based on agreed approach with partners.</p>	Sept. 2017	TBD	
6.	<p>Execution and Monitoring: Contracts executed under supervision and accountability of each municipal partner. Monitor the value continuously for the initial period to ensure that the result is what was anticipated.</p>	Jan. – Dec. 2018	TBD	
7.	<p>Evaluation: Partners jointly evaluate the cost/benefit and determine whether the process and shared service has value.</p>	Jan. 2019	TBD	

6.8 Procurement Shared Service Work Plan

Procurement Shared Service Work Plan				
Task	Description	When	Who	Dollars
1.	<p>Situation Assessment: Contact CAOs to determine procurement approach in each municipality – who is responsible and how their systems work.</p> <p>In order to develop a financial assessment of procurement, a comprehensive list of all supplies and materials currently purchased is the starting point. Rather than proceed on this time-intensive track, the WMC team will facilitate procurement specialists to determine what the “low hanging fruit” is offering the biggest potential for benefit to all municipalities.</p> <p>Develop an initial procurement short list from past work – sand and gravel, vehicle purchase (buses, fire trucks, etc.), garbage service, staff training, etc. Work with procurement person(s) and/or CAOs to address highest potential areas for shared services benefits from procurement. Track the one-offs as well as the annual. Assess the key issues in each case in the view of each CAO, if shared. Obtain a list of purchases over the past few years – what was bought and how much was paid.</p>	Jul. 22	JKS DH	
2.	<p>Analysis and Priorities: High level assessment of order of magnitude savings from joint procurement. Consider what could be achieved by volume discounts. Prepare draft action plans based on the opportunity. Consider procurement paper work alignment required to accomplish change. Using GoToMeeting, take this analysis to a procurement group for testing. Develop final pros and cons.</p>	Aug. 8	DH JKS	
3.	<p>Implementation Plan: Develop action plan for the highest potential procurement initiatives – one or two they can use to test the waters before diving in further.</p>	Aug. 12	JKS DH	
4.	<p>Develop results and recommendations.</p>	Aug. 18	JKS DH	
5.	<p>Report results.</p>	Aug. 31	JET DH	

7.0 CONCLUSION AND NEXT STEPS

Significant opportunities have been identified for the three municipalities in the Mackenzie Regional Alliance to improve both their efficiency and service offerings to their citizens. A noticeable outcome of this process is the stronger relationship amongst the staff members, and the development of a common understanding of how they might work together in the future. Time and resources will need to be available for the completion of the work plans contained in this report, but the rewards to the three municipalities will outweigh the investment.

APPENDIX 1: ASSESSMENT MATRIX

Short List of Services Suitable for Shared Services Assessment

RSS 2014: Long List (Nichols)	RSS 2014: Short List (Nichols)	WMC Regional Shared Services Study 2015	WMC Leduc Area Shared Services Study, 2015	Rainbow Lake CAO	McKenzie County CAO	High Level CAO
Permitting	Utility Services – employee sharing, joint procurement, equipment sharing. Possible Regional Utilities Commission.	IT – common portal for four communities; long term migrate to common IT system.	IT – common module purchase, recreation software, financial software sharing, informal sharing of knowledge.	Water – regional sharing model...tried but no efficiencies. Try again?	Airport – could find some savings	Airport – savings in Management, HR, technology, training. Maybe a paid manager for all. Consider outsourcing possible.
Appeals	Human Resource Management – cooperation, one shared professional, training cooperation.	Procurement – shared procurement and engineering and planning contractors.	Procurement – sand and salt, equipment/vehicle purchase, sale of equipment, shared vehicles, lead purchaser and reseller.	Airport – share management expertise, maybe outsource or a commission.	IT – could train people on same systems but having them fill in personally when someone is away is not realistic. Migrate; e.g., business licensing to one standard form. Easier if one application. Maybe GIS, but THL GIS is different and more complex. Not sure of IT.	Regional Peace Officers – we understand the needs, so maybe regional force could be more efficient
GIS	Airport Operations – reduced training costs, administration costs and reducing staff turnover.	Planning and Development – a common approach, shared tools, long run one window approach to planning and development.	Staff Training – joint planning, organization and procurement of staff training in all relevant municipal practice areas.	Coordinated Economic Development – common forms, data base, site selector. But RED! is meant to do this kind of thing and we pay a lot for it. THL is gold standard and MC has staff. How would we save?	Recreation – needs differ and supply approach differs, but maybe there is a saving there. Devil in the details.	Expanded One-Offs – we already share a good deal, informally – weeds, training, refrigeration inspection. Maybe more of this approach.
Utilities		Shared Personnel – public works and water certification personnel shared.	Solid Waste Management – planning for solid waste mgmt., community education and recycling, electronics recycling and sludge upgrading and treatment.	IT – we should be able to get savings from this – same provider (Diamond) so training, standard forms, single point of entry, etc.		Water Treatment – could maybe plan regional service along with Dene Tha.
Emergency Services				Peace Officers – could find savings from sharing here.		Fire Service – may be opportunity to share fire inspection, more cover.
Transportation						
Human Resources						
Airports						

APPENDIX 2: ADVICE FROM THE CONSULTANTS

Appendix 2: Advice from the Consultants

The consultant team has been very impressed with the commitment of the municipal staff in gathering information and contributing to discussions on developing the best way forward in shared service delivery. We believe the recommendations developed for the Steering Committee are robust, and will move the shared work of the Mackenzie Regional Alliance along the path of greater efficiency and effectiveness.

The consultants noted, however, that the constraints on the process placed some potential strategies out of reach. This appendix is intended to raise these strategies so they can be considered as the work of collaboration continues.

Common Business Processes are the Key

Most municipalities share common business outcomes – issuing business licences, registering recreation programs, buying sand for icy roads, for example. These processes are similar enough that one business procedure, one IT application and one set of information can meet most if not all needs. In the Mackenzie Regional Alliance, three processes are designed, supported through automation, and delivered – one for each municipality.

Consideration of common service delivery models was seen to be out of scope for the process, since the three Councils had indicated they did not wish to consider any change in governance models.

The consultant team believes common service delivery is possible without impacting the individuality of the three municipalities.

Everyone Benefits

- Significant savings can be achieved by standardizing business processes and choosing a single IT application. The savings largely come from reduced staff involvement in the process, allowing scarce resources to be used elsewhere. There are also savings from common purchasing and maintenance.
- Service delivery is more secure since the municipalities can back-stop each other for vacations or absences, use common training and share expertise. Maintaining staffing levels is a challenge in the Mackenzie area, especially during vacation periods.
- Citizens benefit since there is a simplified and standardized way of interacting with their municipality. If websites, permit forms, bylaw requirements, for example, are standardized, citizens benefit from the more accessible structure.

- Economic development is enhanced since businesses interested in exploring the Mackenzie area have a simplified way of finding key information and requesting approvals. Economic development has been identified as a key priority for the Mackenzie area.

Consideration of a more integrated service model should be included in further work among the three municipalities.



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Carol Gabriel, Interim Chief Administrative Officer/Director of Legislative & Support Services
Title:	Municipal Government Act (MGA) Regulations – Discussion Guides

BACKGROUND / PROPOSAL:

Part of the current MGA Review is the review and amendment of more than 60 regulations. The regulations related to Bill 20 (Municipal Government Amendment Act 2015) along with the regulations associated with Bill 21 (The Modernized Municipal Government Act) will be proclaimed prior to the October 2017 municipal elections. The AAMDC is encouraging their members to complete the government Discussion Guides. Their Policy Analyst will use the feedback received to form the AAMDC position and forward them to the government.

The following Discussion Guides are attached:

- Municipal Corporate Planning
- Meetings Regulation
- Code of Conduct
- Financial Planning Regulation
- Public Participation
- Jointly Initiated Amalgamation Regulation
- Municipal Controlled Corporations

Feedback on the Discussion Guides is required by September 14, 2016.

Additional Discussion Guides will be forwarded as they become available.

OPTIONS & BENEFITS:

Author: C. Gabriel Reviewed by: _____ CAO: CG

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

For discussion.

Author: C. Gabriel Reviewed by: _____ CAO: CG

From: [Kim Heyman](#)
To: sheldon.steinke@crowstnestpass.com; [Carol Gabriel](mailto:Carol.Gabriel); rob.coon@strathcona.ca; marcel.ulliac@woodbuffalo.ab.ca; cao@mdacadia.ab.ca; cao@athabascacounty.com; moberg@countybarrhead.ab.ca; bbeck@beaver.ab.ca; cao@mdbiglakes.ca; martin.buckley@mdbighorn.ca; cao@birchhillscounty.com; cambridge@md.bonnyville.ab.ca; mschoeninger@brazeau.ab.ca; pking@county.camrose.ab.ca; murray@cardstoncounty.com; allan@clearhillscounty.ab.ca; rleaf@clearwatercounty.ca; doug.henderson@cyprus.ab.ca; sandra@mdfairview.ab.ca; sarmstrong@flagstaff.ab.ca; hrc@mdfoothills.com; dale.brown@fortymile.ab.ca; brogan@countypg.ab.ca; mike.haugen@mdgreenview.ab.ca; cao@kneehillcounty.com; shadia.amblie@laalabichcounty.com; mprimeau@lsac.ca; thager@lacombecounty.com; robyn.s@lamontcounty.ca; duanec@leduc-county.com; allan.winarski@mdlsr.ca; robinson@lethcounty.ca; info@minburncounty.ab.ca; tmartens@mvcounty.com; stephensonk@newellmail.ca; cao@countyofnorthernlights.com; pthomas@northernsunrise.net; cao@mdopportunity.ab.ca; Taaserud@countypaintearth.ca; mheck@parklandcounty.com; lmcken@mdpeace.com; wkay@mdpinchercreek.ab.ca; charliecutforth@ponokacounty.com; tlawrason@mdprovost.ca; cao@ranchland66.com; cao@rdcounty.ca; kgreig@rockyview.ca; jwhittleton@saddlehills.ab.ca; collikka@smokylakecounty.ab.ca; rtherriault@mdsmokyriver.com; khudson@mdspiririver.ab.ca; skitz@county.stpaul.ab.ca; ross@starlandcounty.com; tfox@stettlercounty.ca; ptarnawsky@sturgeoncounty.ca; dkrizsan@mdtaber.ab.ca; cao@thorhildcounty.com; sdary@thcounty.ab.ca; rking@county24.com; cao@vulcancounty.ab.ca; admin@mdwainwright.ca; shathaway@warnercounty.ca; pvincent@westlockcounty.com; fcoutney@county.wetaskiwin.ab.ca; Alan.Parkin@wheatlandcounty.ca; cindy@mdwillowcreek.com; luc.mercier@woodlands.ab.ca; jack.ramme@yellowheadcounty.ab.ca; Darcy.Ferguson@specialareas.ab.ca

Subject: FW: Fillable version of discussion guides.

Date: September-08-16 11:54:37 AM

Attachments: [image001.png](#)
[Public Participation Regulation Discussion Guide.pdf](#)
[Reg Discussion Guide Municipal Corporate Planning-UPDATE.pdf](#)
[Reg Discussion Guide Meetings Regulation-UPDATE.pdf](#)
[Regulation Discussion Guide - Financial Planning Regulation - UPDATE.pdf](#)
[Code of Conduct Regulation Discussion Guide.pdf](#)
[Discussion Guide - Municipally Controlled Corporation.pdf](#)
[Jointly Initiated Amalgamation Discussion Paper \(Trestle Bridge Cover\) Se....pdf](#)

Dear CAO's: I have had several e-mails from you saying that you can't open the website links and/or that the website version of the Discussion Guides is not fillable. I have attached the PDF version of the documents, which if you open with Adobe 9 is fillable. I did a test run here in the office and it works well. Please note that the Discussion Guides for Code of Conduct and Public Participation are updated versions of the ones I sent you earlier this week. We just found out about these yesterday. If you haven't filled those versions out already please discard and use the versions attached above.

Again my apologies for the tight timelines. Please have them back to us as close to September 17th as is possible so we can consolidate and forward to Municipal Affairs.

Kim Heyman

Director of Advocacy & Communications
AAMDC - Alberta Association of Municipal Districts and Counties
2510 Sparrow Drive, Nisku, AB T9E 8N5
P: (780) 955.4079
C: (780) 691-6380

kim@aamdc.com | <http://aamdc.com>



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Municipal Government Act
Municipal Corporate Planning

Discussion Guide

DUE September 17, 2016

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INTRODUCTION

The *Municipal Government Act (MGA)* is the law under which all Alberta municipalities are empowered to shape their communities. The *MGA* was introduced in the mid-1990s and was considered a model for municipal legislation in Canada. However, after nearly 20 years, it was determined the *MGA* should be revisited in order to meet the changing needs of Alberta's communities. An extensive review and public consultation took place throughout 2014.

Bill 20 was passed by the Legislature in the spring of 2015 to address several issues that received broad support from the rural and urban municipal associations, the cities of Calgary and Edmonton, and business and industry associations representing key economic sectors. These changes fall under four broad categories:

- Enhancing municipal accountability
- Enabling more efficient municipal operations
- Enhancing municipal viability
- Strengthening municipal and inter-municipal planning

Bill 20 also approved legislative amendments to address emerging issues, as well as housekeeping matters to update minor items such as definitions, references, and terminology.

MUNICIPAL CORPORATE PLANNING LEGISLATION AND REGULATION-MAKING AUTHORITY

The current *MGA* permits municipalities to determine their own financial management practices for long-term financial planning. Alberta municipalities must adopt an operating budget for each calendar year and the estimated revenues must be sufficient to pay the estimated expenditures. In addition, a capital budget must include the estimated amounts for capital property and the sources of funding for the calendar year.

Once proclaimed, Bill 20 will require municipalities to adopt a written three year financial plan and five year capital plan. The plans must be updated annually.

Bill 20 added the following to the *MGA*:

Required plans

283.1(1) *In this section,*

- “capital plan” means a plan referred to in subsection (3);*
- “financial plan” means a plan referred to in subsection (2).*

-
- (2) *Each municipality must prepare a written plan respecting its anticipated financial operations over a period of at least the next 3 financial years.*
- (3) *Each municipality must prepare a written plan respecting its anticipated capital property additions over a period of at least the next 5 financial years.*
- (4) *The 3 financial years referred to in subsection (2) and the 5 financial years referred to in subsection (3) do not include the financial year in which the financial plan or capital plan is prepared.*
- (5) *Council may elect to include more than 3 financial years in a financial plan or more than 5 financial years in a capital plan.*
- (6) *Council must annually review and update its financial plan and capital plan.*
- (7) *The Minister may make regulations respecting financial plans and capital plans, including, without limitation, regulations*
- (a) *respecting the form and contents of financial plans and capital plans;*
 - (b) *specifying the first financial year required to be reflected in a financial plan;*
 - (c) *specifying the first financial year required to be reflected in a capital plan.*

These changes are not yet in effect, but will come into effect when proclaimed later in 2016 or 2017.

PURPOSE OF THIS DISCUSSION PAPER

This discussion paper has been developed to seek your input into the development of the regulations for municipal corporate planning. Your comments and observations will be important in ensuring that the new legislation and regulations accomplish their intended objectives.

MUNICIPAL CORPORATE PLANS

Long-term financial planning combines financial forecasting with priority setting. Financial planning can provide insight into future financial capacity so that strategies are developed to achieve sustainability.

Financial Planning Process

Multi-year plans or budgets enable local governments to better link strategic goals with financial planning processes that are tied to the annual budget cycle. The development of longer-term financial plans also means that municipal staff can spend less time on annual budget development tasks and more time on service delivery, program evaluation and innovation.

There are a wide variety of approaches to financial planning in Alberta. Many larger municipalities have adopted multi-year operating and/or capital budgets in recent years.

The City of Lethbridge received a Minister’s Award of Excellence for the establishment of the three-year budget that aligned city council’s strategic plan, service area business plans and council’s term of office.

Under the Municipal Sustainability Initiative capital guidelines municipalities must declare that a Multi-Year Capital Plan (MYCP) has been prepared that includes the project for which MSI funding is being applied. The objective of the MYCP is to provide a high level overview of anticipated municipal capital expenditures for all grant supported and non-grant supported capital projects over a minimum three-year planning period to assist in prioritizing capital projects, develop financial strategies, and to ensure that critical long-term community needs are considered. The plan should be in the most practical format available to the municipality, and updated periodically.

Asset Management

Asset management processes allow municipalities to manage infrastructure in a planned and integrated manner to maximize value to the community.

The National Roundtable on Sustainable Infrastructure defines asset management as “an integrated business approach involving planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risk and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner.”

Effective asset management ultimately leads to better decision-making about spending priorities and long-term capital planning. Asset management is an ongoing process and it provides answers to key questions:

- Service: What level of service needs to be provided?
- Risk: What are the risks to delivering that level of service?
- Financial Sustainability: How much will it cost and is it affordable?

The development and implementation of asset management policies, strategies and plans directly support the identification of capital project additions as set out in the new requirements, and could be viewed as necessary prerequisites to making informed decisions about what is to be included in the financial plan and the capital plan.

MATTERS TO CONSIDER IN THE DEVELOPMENT OF A MUNICIPAL CORPORATE PLANNING REGULATION

There is a perception that some municipalities could better utilize both their financial and their physical assets with more rigorous legislative requirements around financial planning.

The current legislation requires adoption of municipal operating and capital budgets for each calendar year. Many Alberta municipalities also do effective financial planning

while others may lack the capacity or expertise to undertake a detailed long-term planning effort.

The purpose of the new legislation is to ensure that municipalities are subject to a more rigorous legislative requirement around financial and capital planning, while providing flexibility and support to municipalities with capacity issues.

New *MGA* Section 283.1(7) provides the Minister with the authority to make regulations respecting the form and contents of financial plans and capital plans, and transitional provisions specifying the first financial year to be reflected in the plans.

To the extent that the form and content are set out in regulation, the regulation will set a standard requirement that all municipalities must adhere to. This has the benefit of setting a consistent standard of practice across Alberta. However, individual municipalities might benefit from taking a more tailored local approach that complies with the new *MGA* requirement in the absence of standardized regulated requirements. A balanced approach might be to establish basic minimum standards for the content of plans in the regulation and allow municipalities to tailor their policies to meet or exceed this benchmark.

The following sample regulation is based on a balanced approach that sets a minimum standard for the content of plans and allows individual municipality's substantial discretion in determining how the *MGA* requirements can be satisfied. The format of municipal planning documents varies widely based on local processes and needs. The sample regulation does not propose to regulate the form or format of the written plans. However, the department proposes to prepare a sample format that a municipality could use at its discretion.

The implementation date for the first written plans to be prepared is addressed in Section 3 of the sample regulation. It provides that the first written plans must be prepared for the period commencing at the beginning of the second year after the year Section 283.1 of the *Act* is proclaimed. For example, if Section 283.1 is proclaimed in early 2017, the first written plan respecting anticipated financial operations would be for the period January 1, 2019 to December 31, 2021, and the first written plan respecting anticipated capital property additions would be for the period January 1, 2019 to December 31, 2023. This would allow at least one year to prepare the plans.

Sample Regulation

The following sample regulation is intended to provide context and facilitate discussion about what the final regulation should contain. It is not intended to represent a recommended approach.

ALBERTA REGULATION ###/2016

Municipal Government Act

Municipal Financial Planning Form and Content Regulation

Requirement to prepare financial plans

- 1 Pursuant to the requirements in Section 283.1(2), the financial plan must itemize the following forecasted amounts over the period of the plan:
 - i. total revenues and expenses by major category;
 - ii. annual surplus or deficit; and
 - iii. the accumulated surplus or deficit.

Requirement to prepare capital plans

- 2 Pursuant to the requirements in Section 283.1(3), the capital plan must itemize the following forecasted amounts over the period of the plan:
 - i. planned capital property additions;
 - ii. allocated or anticipated funding sources.

Implementation Date

- 3 For purposes of preparing the first written plan respecting anticipated financial operations pursuant to the requirements in Section 283.1(2) and the first written plan respecting anticipated capital property additions, the written plans must be prepared for the period commencing at the beginning of the second year after the year Section 283.1 of the *Act* is proclaimed.

QUESTIONS ABOUT THE MUNICIPAL CORPORATE PLANNING REGULATION

We would appreciate your responses to the following questions about the Municipal Corporate Planning Regulation.

Form of the Plans

The regulation could set out a standard format or form for the written plans. Alternatively, the decision of what matters are to be addressed in the code of conduct could be left entirely to the municipality.

1. **Should the regulation set out a form that municipalities must use in preparing their written plans?** Yes ___ No ___

Contents of the Plans

The regulation could set out the minimum requirement for the content of the written plans, leaving the municipality with the option of addressing additional items above the minimum requirement at its discretion. Alternatively, the decision of the content of the plans could be left entirely to the municipality.

2. **Should the regulation set out the minimum requirements for the content of written plans? Yes ___ No ___**

3. **If the regulation does set out the minimum requirement for the content of written plans, what information would you add or remove from Section 1 (Requirement to Prepare Financial Plans) or Section 2 (Requirement to Prepare Capital Plans) of the sample regulation?**

Other

4. **Are there any other matters that should be addressed in the regulation, or any other changes you would suggest to the sample regulation?**

NEXT STEPS

After Municipal Affairs has concluded engagement on this regulation, feedback will be assessed and taken into consideration when developing the final recommendations to government.

Thank you for providing your comments. Your feedback is very important and will be essential to improving municipal governance, administration and accountability.

Municipal Government Act
Meetings Regulation

Discussion Guide

DUE September 17, 2016

Alberta  Municipal Affairs

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INTRODUCTION

The *Municipal Government Act (MGA)* is the law under which all Alberta municipalities are empowered to shape their communities. The *MGA* was introduced in the mid-1990s and was considered a model for municipal legislation in Canada. However, after nearly 20 years, it was determined the *MGA* should be revisited in order to meet the changing needs of Alberta's communities and an extensive review and public consultation took place throughout 2014.

In the spring of 2015, Bill 20 passed by the Legislature, which included issues that have received broad support from the rural and urban municipal associations, the cities of Calgary and Edmonton, and business and industry associations representing key economic sectors. These changes fall under four broad categories:

- Enhancing municipal accountability
- Enabling more efficient municipal operations
- Enhancing municipal viability
- Strengthening municipal and intermunicipal planning

Bill 20 also approved legislative amendments to address emerging issues, as well as housekeeping matters to update minor items such as definitions, references, and terminology.

MEETINGS LEGISLATION AND REGULATION-MAKING AUTHORITY

Once proclaimed, the amendments contained in Bill 20 will provide additional direction and clarification around the use of closed, or in-camera, meetings.

Bill 20 provides the Minister with the authority to make regulations defining "meeting".

1 (1.1) The Minister may make regulations defining "meeting" for the purposes of one or more provisions of this Act and the regulations.

The Bill also provides the Minister with the authority to prescribe classes of matters that may be discussed in a meeting that is closed to the public. These classes are not intended to replace the existing exceptions set out in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy (FOIP) Act*, but would be in addition to those exceptions.

Bill 20 added the following to the *MGA*:

- 1(3) For the purposes of this Act, a meeting or part of a meeting is considered to be closed to the public if:*
- (a) any members of the public are not permitted to attend the entire meeting or part of the meeting,*
 - (b) the council, committee or other body holding the meeting instructs any member of the public to leave the meeting or part of the meeting, other than for improper conduct, or*

- (c) *the council, committee or other body holding the meeting holds any discussions separate from the public during the meeting or part of the meeting.*

Section 197 is amended

- (a) *in subsection (1) by striking out “subsection (2) or (2.1)” and substituting “subsection (2), (2.01) or (2.1)”;*
- (b) *by adding the following after subsection (2):*
(2.01) *Councils and council committees may close all or part of their meetings to the public if a matter to be discussed is of a class prescribed or otherwise described in the regulations under subsection (7).*
- (c) *in subsection (3) by adding “of a council or council committee” after “a meeting”;*
- (d) *by adding the following after subsection (3):*
(4) *Before closing all or any part of a meeting to the public, a council or council committee must by resolution approve*
(a) *the part of the meeting that is to be closed, and*
(b) *the basis on which, under an exception to disclosure in Division 2 of Part 1 of the Freedom of Information and Protection of Privacy Act or under the regulations under subsection (7), the part of the meeting is to be closed.*
(5) *After the closed meeting discussions are completed, any members of the public who are present outside the meeting room must be notified that the rest of the meeting is now open to the public, and a reasonable amount of time must be given for those members of the public to return to the meeting before it continues.*
(6) *Where a council or council committee closes all or part of a meeting to the public, the council or council committee may allow one or more other persons to attend, as it considers appropriate, and the minutes of the meeting must record the names of those persons and the reasons for allowing them to attend.*
(7) *The Minister may make regulations prescribing or otherwise describing classes of matters for the purposes of subsection (2.01).*

Similar amendments are contained in Bill 20 for meetings of regional services commissions (MGA Section 602.08) and for meetings of growth management boards (MGA Section 708.041).

These amendments are not yet in effect, but will come into effect when proclaimed later in 2016 or 2017.

The intent of the legislation is to clarify the process around the use of closed meetings, and improve public confidence that these meetings are used only in appropriate circumstances, and to provides the Minister with the authority to, if necessary, define what types of gatherings constitute a meeting.

PURPOSE OF THIS DISCUSSION PAPER

This discussion paper has been developed to seek your input into the development of the regulations that may define the use of the term “meetings”, and to establish classes of matters which can be discussed in a closed meeting in addition to the existing exceptions under the FOIP Act. Your comments and observations will be important in ensuring that the new legislation and regulations accomplish their intended objectives.

MATTERS TO CONSIDER IN THE DEVELOPMENT OF A MEETINGS REGULATION

Definition of Meeting

New *MGA* Section 1 (1.1) provides the Minister with the authority to make regulations defining “meeting” for the purposes of one or more provisions of the *MGA* and regulations.

There is no definition of “meeting” in the *MGA*. In some situations, this can result in uncertainty about what types of gatherings constitute a meeting, and therefore whether the public notice and public attendance requirements should apply in those instances.

Some have expressed concern that councils, or groups of councillors, may discuss municipal matters outside the confines of the council meeting process, and that some councillors may form their opinions on issues outside the forum of council debate. This is a valid concern given the importance that the *MGA* attaches to public attendance at council meetings for the purpose of hearing council debate and the authority that the *MGA* vests in the decisions made by council as a whole.

Several factors can be considered in determining what type of gathering constitutes a council meeting, including:

- The topic of discussion – whether the topic is general in nature, or is a matter within the local government’s jurisdiction.
- The intended outcome of the gathering – whether the gathering was intended only to share or receive information, or to reach a decision.
- The composition of the gathering – whether only some councillors attended the gathering, or all councillors were invited or attended.
- How the gathering is held – whether the gathering was informal, or whether it followed an order of proceeding.
- Where the gathering is held – whether the gathering was held outside of council chambers, or within.

The following guideline is taken from a 2012 special report to the Legislative Assembly of British Columbia by the Ombudsperson titled “Open Meetings: Best Practices for Local Governments¹”, and is helpful in providing some context around the question of what constitutes a meeting:

“A gathering is less likely a meeting if:

- there is no quorum of board, council or committee members present
- the gathering takes place in a location not under the control of the council or board members
- it is not a regularly scheduled event
- it does not follow formal procedures
- no voting occurs and/or
- those in attendance are gathered strictly to receive information or to receive or provide training.

A gathering is more likely a meeting if:

- a quorum of council, board or committee members are present
- it takes place at the council or board’s normal meeting place or in an area completely under the control of the council or board
- it is a regularly scheduled event
- formal procedures are followed
- the attendees hold a vote and/or
- the attendees are discussing matters that would normally form the basis of the council’s business and dealing with the matters in a way that moves them toward the possible application of the council’s authority.”

Although this guideline is helpful, it also illustrates that it is difficult to establish definitive criteria that could be applied in all circumstances to determine if a gathering constitutes a council meeting, and therefore whether the public notice and public attendance requirements should apply.

The linkage established in the *MGA* between council meetings and council actions provides a critical check and balance regarding how councils can make decisions. Section 180 of the *MGA* states that “A council may act only by resolution or bylaw”. Section 181 further states that “A bylaw or resolution of council is not valid unless passed at a council meeting held in public at which there is a quorum present”. As a result of these requirements, council decisions must always be made through the formal council meeting process where public attendance requirements apply, regardless of the process that led up to the decision.

In practice, the expressed concerns about council meetings are more often related to the process that preceded the public debate at the council table. A council shows respect for the council deliberation process and to its citizens by saving wholesome debate and decision making for the council table. Where this respect is not exercised effectively, the public may perceive that the real discussion and decision-making of council occurred in advance behind closed doors.

Municipal legislation in most provinces does not define the term “meeting”. The Ontario Municipal Act defines “meeting” as “any regular, special or other meeting of a council, of a local board or of a committee of either of them.” In the case of the Manitoba Municipal Act, the definition of a meeting is provided to clarify that a public hearing is not considered to be a council meeting.

Classes of Matters for Closed Meeting

New *MGA* Section 197(7) provides the Minister with the authority to make regulations prescribing or otherwise describing classes of matters for which a meeting may be closed to the public.

The *MGA* requires councils to hold meetings in public unless the matter being discussed is within one of the exceptions to disclosure as outlined in the *FOIP Act*. Section 197(2) of the *MGA* allows meetings that are closed to the public where the subject matter falls within one of the exceptions to disclosure in Division 2 Part 1 of the *FOIP Act*. The exceptions include matters where disclosures could be harmful to personal privacy, individual or public safety, law enforcement, intergovernmental relations, or economic or other interests; reveal confidential evaluations, local public body confidences, or advice from officials; or disclose information that is subject to legal privilege.

As a corresponding check and balance to the use of these exceptions, Section 197(3) prohibits the passing of a resolution or bylaw at a closed meeting (with the exception of a motion to revert to a public meeting).

Municipalities have indicated that the *MGA* may need to provide additional latitude to deal with items that do not fall under the *FOIP Act* exceptions.

In other provinces, municipal legislation has specified that meetings may be closed to the public if the purpose of the meeting is for education or training and no matters are dealt with in a way that materially advances the decision-making process (e.g., *Municipal Act* (Ontario) Section 239(3.1)). In the *Municipalities Act* (Saskatchewan), meetings may be closed to the public to discuss long-range or strategic planning (Section 120(1)).

Although these exceptions in other provinces’ legislation provide clarity regarding the public attendance requirements, these types of gatherings or sessions might not meet the definition of a meeting discussed in the previous section. Defining an education, training, or strategic planning session as a closed meeting may imply that similar gatherings are also “meetings”, and therefore create further confusion regarding the associated public notice and public attendance requirements for other gatherings that occur outside of scheduled public council or committee meetings.

Bill 20 provides the Minister with the authority to make regulations prescribing or otherwise describing classes of matters for which councils and council committees may close all or part of

their meetings to the public. These classes of matters would be in addition to the existing *FOIP Act* exceptions which will continue to apply.

Sample Regulation

No regulation is proposed to define “meeting” because a meeting is generally understood to be an organizational meeting, a regular council meeting, a special council meeting, or a council committee meeting as described in Sections 192-195 of the *MGA*.

Further, no regulation is proposed to identify other matters for which a meeting may be closed, such as councillor training sessions, since these sessions would typically not be understood to be an organizational meeting, a regular council meeting, a special council meeting, or a council committee meeting.

QUESTIONS ABOUT A MEETINGS REGULATION

We would appreciate your responses to the following questions about a Meetings Regulation.

Definition of Meeting

The regulation could omit any definition of a meeting because a meeting is generally understood to be an organizational meeting, a regular council meeting, a special council meeting, or a council committee meeting. Alternatively, the regulation could define other types of gatherings or situations that constitute a council meeting for which public notice and public attendance requirements would apply.

1. **Should a regulation define what gatherings constitute a meeting?** Yes ___ No ___
2. **If the regulation does define meetings to include other gatherings, what types of gatherings should be included?**

Classes of Matters for Closed Meeting

The regulation could omit the prescription of other classes of matters for which a meeting may be closed to the public. Alternatively, the regulation could set out one or matters such as training sessions or strategic planning sessions for which a meeting could be closed to the public.

3. **Should the regulation prescribe other classes of matters for which a meeting may be closed to the public?** Yes ___ No ___
4. **If the regulation does prescribe other classes of matters for which a meeting may be closed to the public, what matters should be included?**

Other

- 5. Are there any other matters that should be addressed in the regulation, or any other changes you would suggest to the sample regulation?**

NEXT STEPS

After Municipal Affairs has concluded engagement on this regulation, feedback will be assessed and taken into consideration when developing the final recommendations to government.

Thank you for providing your comments. Your feedback is very important and will be essential to improving municipal governance, administration and accountability.

ACKNOWLEDGEMENTS¹

Permission was received from the Office of the Ombudsperson (British Columbia) for the use of material from their publication “Open Meetings: Best Practices Guide for Local Governments”.

Municipal Government Act
Code of Conduct Regulation

Discussion Guide

June 2016

Alberta  **Municipal Affairs**

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Introduction

The *Municipal Government Act (MGA)* is the law under which all Alberta municipalities are empowered to shape their communities. The *MGA* was introduced in the mid-1990s and was considered a model for municipal legislation in Canada. However, after nearly 20 years, it was determined the *MGA* should be revisited in order to meet the changing needs of Alberta's communities and an extensive review and public consultation took place throughout 2014.

In the spring of 2015, Bill 20 was passed by the Legislature. The Bill addressed issues that have received broad support from the rural and urban municipal associations, the cities of Calgary and Edmonton, and business and industry associations representing key economic sectors.

These changes fall under four broad categories:

- enhancing municipal accountability;
- enabling more efficient municipal operations;
- enhancing municipal viability; and
- strengthening municipal and intermunicipal planning.

Bill 20 also approved legislative amendments to address emerging issues, as well as housekeeping matters to update minor items such as definitions, references, and terminology.

Code of Conduct Legislation and Regulation-Making Authority

Bill 20 will add a new Section 146.1 to the *MGA* which will require councils to establish a code of conduct for councillors. The new section will also provide councils with the discretionary authority to establish a code of conduct governing the conduct of members of council committees and other bodies established by the council. The section also provides the Minister with the authority to make regulations respecting matters that a code must address, the date by which it must be established, respecting sanctions to be imposed for a breach, respecting matters that a council must take into consideration in establishing a code, respecting implementation of a code, and respecting any other matter the Minister considers necessary or advisable. The new section specifies that a councillor cannot be disqualified or removed from office for a breach of the code. The Bill also amends Section 153 of the *MGA* (General Duties of Councillors) to add a requirement that councillors must adhere to the code of conduct.

Bill 20 added the following to the *MGA*:

Bylaws - codes of conduct

146.1 (1) *A council must, by bylaw, establish a code of conduct governing the conduct of councillors.*

(2) *A code of conduct under subsection (1) must apply to all councillors equally.*

- (3) *A council may, by bylaw, establish a code of conduct governing the conduct of members of council committees and other bodies established by the council who are not councillors.*
- (4) *A councillor must not be disqualified or removed from office for a breach of the code.*
- (5) *The Minister may make regulations*
 - (a) *respecting matters that a code of conduct established under subsection (1) must address;*
 - (b) *respecting the date by which councils must establish a code of conduct under subsection (1);*
 - (c) *respecting sanctions to be imposed for a breach of a code of conduct established under subsection (1);*
 - (d) *respecting matters that a council must take into consideration in establishing a code of conduct under subsection (1) or (3), or both;*
 - (e) *respecting implementation of a code of conduct established under subsection (1) or (3), or both;*
 - (f) *respecting any other matter the Minister considers necessary or advisable to carry out the intent and purpose of this Division.*

Section 153 (Councillors have the following duties:) is amended by adding the following after clause (e):

(e.1) to adhere to the code of conduct established by the council under section 146.1(1);

These changes are not yet in effect, but will come into effect when proclaimed.

The intended outcomes of the code of conduct legislation are that municipally elected officials will conduct themselves in an appropriate manner, that all municipally elected officials within a municipality will be held accountable for their conduct, that councillor misconduct will be dealt with consistently within municipalities, and that code of conduct provisions are appropriately enforced.

Purpose of This Discussion Paper

This discussion paper has been developed to seek your input into the development of the regulations for the councillor code of conduct. Your comments and observations will be important in ensuring that the new legislation and regulations accomplish their intended objectives.

Development of a Code of Conduct

The *MGA* sets out the general duties of councillors, helping to direct appropriate conduct of councillors, and sets out specific requirements in respect of pecuniary interest. Councils typically establish informal expectations and standards within their organizational culture, and councillor orientation and training through local, regional, or province-wide events reinforces these expectations. Public attendance at council and council committee meetings further serves to reinforce expectations of appropriate conduct. Municipal inspections and resulting directives ordered by the Minister of Municipal Affairs have addressed inappropriate conduct. Furthermore, councillor actions are at all times subject to the requirements of law that apply to all citizens.

These mechanisms, together with the strong personal ethics that most councillors bring to their office, typically result in high standards of conduct across Alberta. However, some councils face isolated cases of poor conduct, and some stakeholders have identified the need for more accountability at the local level for councillor misconduct as well as the opportunity for improved local enforcement mechanisms.

As a formal document setting out expectations and standards, codes can be an effective mechanism to support high standards of councillor conduct. The code of conduct can contribute toward a better understanding of the values of the municipality and promote those values, prevent ethical conflicts and assist in their resolution, serve as a basis for council orientation and training, and serve as a reference throughout the operation of the council's term.

Matters To Be Addressed in a Code of Conduct

Some municipal councils have adopted codes of conduct on a voluntary basis. These codes have typically addressed matters such as:

- core values such as integrity, impartiality, honesty, respect, confidentiality, unity, and putting the public interest first;
- conduct at meetings;
- respect for council decisions and the decision making process;
- adherence to council policies and procedures;
- respect for the municipality and its bylaws;
- treatment of confidential information;
- release of information to the public and media;
- conduct when representing the municipality;
- interactions with council members, municipal staff, and the public;
- conflict of interest avoidance including gifts, sponsored travel and events, benefits, and business relations;
- appropriate use of influence of office; and
- appropriate use of municipal assets and services.

Other matters related to council service could also be addressed through the code of conduct bylaw. For instance, proposed amendments to the *MGA* will require municipalities to offer orientation training to each councillor within 90 days after the councillor has been elected.

Although the proposed *MGA* requirement does not impose an obligation on the respective elected councillors to attend the offered orientation, a municipality's code of conduct bylaw could impose this obligation on the members of its council.

Reviewing and Evaluating Complaints

In order to maintain fairness and consistency, the review and evaluation of an allegation or complaint about a councillor's conduct should be carried out objectively and according to a fair process. Given the heightened tensions that often accompany these circumstances, it is important that these roles and procedures be set out in advance through the code of conduct.

As a local government process, responsibility for the review and evaluation of a complaint could be given to council itself. Alternatively, the responsibility could be delegated to a committee of council, an officer of the municipality, an independent individual, a committee, or an inter-municipal board.

Depending on the person or body appointed to carry out the review, the code of conduct should also identify how complaints are to be submitted, the process by which the complaint will be reviewed, and the process by which the results will be communicated to council.

Example 1 – The municipality's code of conduct requires that complaints regarding a councillor's conduct be submitted in writing to council through the CAO. The review and evaluation of the complaint is made by a committee of council appointed for this purpose. The committee provides a verbal report to council indicating that the allegations are supported by the documents they reviewed and interviews they heard. The committee recommends that the councillor be removed from all committees for a period of six months. Council accepts and implements the recommendation of the committee.

Example 2 - A group of municipalities create an inter-municipal board to review complaints about councillor conduct. The board is composed of one elected official from each municipality, and three citizens at large. The code of conduct adopted by each member council requires that the complaint about a councillor's conduct be submitted directly to the board. The board's policy sets out the process and timelines for notifying the municipality and the councillor about the complaint. The board carries out an investigation of the circumstances surrounding the complaint, and determines that the allegations are supported. The board provides a written report to the council on its findings, and recommends that the councillor be reprimanded by letter from council and that the letter be published on the municipal website for three months. Council accepts the report and implements the recommended sanctions.

Sanctions

To be effective, sanctions or penalty options to be imposed for a breach of a code of conduct must be meaningful and effective.

Councils have general authority under the *MGA* to adopt a councillor code of conduct. However, the *MGA* does not provide councils with any specific authority to enforce a code of conduct. Some municipalities have adapted other existing authorities under the *MGA* to exercise limited control over the actions of an offending councillor, including the removal of committee appointments or chair duties. New Section 146.1(4) specifies that a councillor must not be disqualified or removed from office for a breach of the code.

To ensure consistency in the enforcement of codes of conduct, the regulation may provide direction or identify specific sanctions that could apply.

Matters to Consider in the Development of a Code of Conduct Regulation

New *MGA* Section 146.1(5) provides the Minister with the authority to make regulations respecting matters that a code of conduct must address; respecting the date by which councils must establish a code of conduct; respecting sanctions to be imposed for a breach of a code of conduct; respecting matters that a council must take into consideration in establishing a code of conduct; respecting implementation of a code of conduct; and respecting any other matter the Minister considers necessary or advisable to carry out the intent and purpose of the provision.

To the extent that these matters are set out in regulation, the regulation will set a standard requirement that all municipalities must adhere to. This has the benefit of setting a consistent standard of practice across Alberta. However, individual municipalities might benefit from taking a more tailored local approach that complies with the new *MGA* requirement in the absence of standardized regulated requirements. A balanced approach might be to establish basic minimum standards in the regulation and allow municipalities to tailor their policies to meet or exceed this benchmark.

The following sample regulation is based on a balanced approach that sets a minimum standard and allows individual municipalities substantial discretion in determining how the *MGA* requirements can be satisfied.

Sample Regulation

The following sample regulation is intended to provide context and facilitate discussion about what the final regulation should contain. It is not intended to represent a recommended approach.

ALBERTA REGULATION ###/2015

Municipal Government Act

CODE OF CONDUCT REGULATION

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Definitions

1 In this Regulation,

- (a) “Act” means the *Municipal Government Act*;
- (b) “Code of Conduct” means a Code of Conduct Bylaw established under subsection 146.1(1) of the *Act*.

Code of Conduct Content

2(1) A Code of Conduct must address the conduct of councillors in relation to:

- (a) Participation at meetings of council and council committees;
- (b) Representing the municipality outside of council and council committee meetings;
- (c) Respect for council decisions and the decision making process of council;
- (d) Adherence to council policies, procedures, and bylaws;
- (e) Interactions with council members;
- (f) Interactions with municipal staff;
- (g) Interactions with the public;
- (h) Releasing or communicating information to the public or media;
- (i) Conflict of interest avoidance, including the receipt of gifts or other benefits;
- (j) Appropriate use of influence of office;
- (k) Appropriate use of municipal assets and services;
- (l) Treatment of information received in confidence;
- (m) Obligation to attend orientation or training sessions offered by the municipality.

(2) Notwithstanding section 2(1), any or all of the matters in Section 2(1) may be addressed in one or more other bylaws of the municipality instead of the Code of Conduct.

Considerations in Establishing a Code of Conduct Bylaw

3 In establishing a Code of Conduct, the purpose of the municipality set out in Section 3 of the *Act* and the general duties of councillors set out in Section 153 of the *Act* must be considered.

Complaints

4 A Code of Conduct must establish who can make a complaint regarding breaches of the Code of Conduct Bylaw, and the method by which complaints can be made.

Validity of Complaint

- 5 A Code of Conduct must establish the process used to determine the validity of the complaint.

Sanctions

- 6 A Code of Conduct must establish the types of sanctions that can be imposed for a breach of the Code of Conduct, and the process used to determine how sanctions are imposed if a complaint is determined to be valid.

Implementation Date

- 7 A municipality must establish a Code of Conduct within 270 days of the day that Section 146.1 of the Act is proclaimed.

Review Date

- 8 Each municipality must review the Code of Conduct and any bylaw referred to in subsection 2(2) every 3 years.

Questions About the Code of Conduct Regulation

We would appreciate your responses to the following questions about the Code of Conduct Regulation.

Code of Conduct Contents

The regulation could set out the minimum requirement for matters that the municipality's code of conduct should address, leaving the municipality with the option of addressing additional items above the minimum requirement at its discretion. Alternatively, the decision of what matters are to be addressed in the code of conduct could be left entirely to the municipality.

- 1. **Should the regulation set out the minimum requirements for matters that a municipality's code of conduct must address?** Yes No
- 2. **If the regulation does set out the minimum requirement for matters that a municipality's code of conduct must address, what matters would you add or remove from Section 2 (Code of Conduct Contents) of the sample regulation?**

Validity of Complaint

The regulation could set out a standard process for reviewing and evaluating complaints about councillor conduct, including specifying who will review the complaint to ensure it is valid. Alternatively, these decisions could be left to the discretion of each local council to determine.

- 3. Should the regulation allow local councils to determine the process by which complaints are reviewed and evaluated? Yes No**
- 4. If the regulation does set out a standard process to review and evaluate complaints, who should be given the responsibility to carry out the review?**

Sanctions

The regulation could set out a list of sanctions that could be imposed by a council if a councillor is found to have breached the code of conduct. Alternatively, the regulation could leave this to the discretion of the local council.

- 5. Should the regulation allow local councils to determine the sanctions to be imposed if a councillor is found to have breached the code of conduct? Yes No**
- 6. If the regulation does set a list of sanctions that may be applied, what sanctions should be included in the list?**

Review Date

7. Should the regulation set out the minimum frequency for reviews of the code of conduct bylaw? Yes No

8. If the regulation does set out the minimum frequency for reviews of the code of conduct bylaw, how often should the review be required?

Other

9. Are there any other matters that should be addressed in the regulation, or any other changes you would suggest to the sample regulation?

Next Steps

After Municipal Affairs has concluded engagement on this regulation, feedback will be assessed and taken into consideration when developing the final recommendations to government.

Thank you for providing your comments. Your feedback is very important and will be essential to improving municipal governance, administration and accountability.

Municipal Government Act
Municipal Corporate Planning

Discussion Guide

DUE September 17, 2016

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INTRODUCTION

The *Municipal Government Act (MGA)* is the law under which all Alberta municipalities are empowered to shape their communities. The *MGA* was introduced in the mid-1990s and was considered a model for municipal legislation in Canada. However, after nearly 20 years, it was determined the *MGA* should be revisited in order to meet the changing needs of Alberta's communities. An extensive review and public consultation took place throughout 2014.

Bill 20 was passed by the Legislature in the spring of 2015 to address several issues that received broad support from the rural and urban municipal associations, the cities of Calgary and Edmonton, and business and industry associations representing key economic sectors. These changes fall under four broad categories:

- Enhancing municipal accountability
- Enabling more efficient municipal operations
- Enhancing municipal viability
- Strengthening municipal and inter-municipal planning

Bill 20 also approved legislative amendments to address emerging issues, as well as housekeeping matters to update minor items such as definitions, references, and terminology.

MUNICIPAL CORPORATE PLANNING LEGISLATION AND REGULATION-MAKING AUTHORITY

The current *MGA* permits municipalities to determine their own financial management practices for long-term financial planning. Alberta municipalities must adopt an operating budget for each calendar year and the estimated revenues must be sufficient to pay the estimated expenditures. In addition, a capital budget must include the estimated amounts for capital property and the sources of funding for the calendar year.

Once proclaimed, Bill 20 will require municipalities to adopt a written three year financial plan and five year capital plan. The plans must be updated annually.

Bill 20 added the following to the *MGA*:

Required plans

283.1(1) *In this section,*

- (a) *“capital plan” means a plan referred to in subsection (3);*
- (b) *“financial plan” means a plan referred to in subsection (2).*

-
- (2) Each municipality must prepare a written plan respecting its anticipated financial operations over a period of at least the next 3 financial years.*
- (3) Each municipality must prepare a written plan respecting its anticipated capital property additions over a period of at least the next 5 financial years.*
- (4) The 3 financial years referred to in subsection (2) and the 5 financial years referred to in subsection (3) do not include the financial year in which the financial plan or capital plan is prepared.*
- (5) Council may elect to include more than 3 financial years in a financial plan or more than 5 financial years in a capital plan.*
- (6) Council must annually review and update its financial plan and capital plan.*
- (7) The Minister may make regulations respecting financial plans and capital plans, including, without limitation, regulations*
- (a) respecting the form and contents of financial plans and capital plans;*
 - (b) specifying the first financial year required to be reflected in a financial plan;*
 - (c) specifying the first financial year required to be reflected in a capital plan.*

These changes are not yet in effect, but will come into effect when proclaimed later in 2016 or 2017.

PURPOSE OF THIS DISCUSSION PAPER

This discussion paper has been developed to seek your input into the development of the regulations for municipal corporate planning. Your comments and observations will be important in ensuring that the new legislation and regulations accomplish their intended objectives.

MUNICIPAL CORPORATE PLANS

Long-term financial planning combines financial forecasting with priority setting. Financial planning can provide insight into future financial capacity so that strategies are developed to achieve sustainability.

Financial Planning Process

Multi-year plans or budgets enable local governments to better link strategic goals with financial planning processes that are tied to the annual budget cycle. The development of longer-term financial plans also means that municipal staff can spend less time on annual budget development tasks and more time on service delivery, program evaluation and innovation.

There are a wide variety of approaches to financial planning in Alberta. Many larger municipalities have adopted multi-year operating and/or capital budgets in recent years.

The City of Lethbridge received a Minister's Award of Excellence for the establishment of the three-year budget that aligned city council's strategic plan, service area business plans and council's term of office.

Under the Municipal Sustainability Initiative capital guidelines municipalities must declare that a Multi-Year Capital Plan (MYCP) has been prepared that includes the project for which MSI funding is being applied. The objective of the MYCP is to provide a high level overview of anticipated municipal capital expenditures for all grant supported and non-grant supported capital projects over a minimum three-year planning period to assist in prioritizing capital projects, develop financial strategies, and to ensure that critical long-term community needs are considered. The plan should be in the most practical format available to the municipality, and updated periodically.

Asset Management

Asset management processes allow municipalities to manage infrastructure in a planned and integrated manner to maximize value to the community.

The National Roundtable on Sustainable Infrastructure defines asset management as "an integrated business approach involving planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risk and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner."

Effective asset management ultimately leads to better decision-making about spending priorities and long-term capital planning. Asset management is an ongoing process and it provides answers to key questions:

- Service: What level of service needs to be provided?
- Risk: What are the risks to delivering that level of service?
- Financial Sustainability: How much will it cost and is it affordable?

The development and implementation of asset management policies, strategies and plans directly support the identification of capital project additions as set out in the new requirements, and could be viewed as necessary prerequisites to making informed decisions about what is to be included in the financial plan and the capital plan.

MATTERS TO CONSIDER IN THE DEVELOPMENT OF A MUNICIPAL CORPORATE PLANNING REGULATION

There is a perception that some municipalities could better utilize both their financial and their physical assets with more rigorous legislative requirements around financial planning.

The current legislation requires adoption of municipal operating and capital budgets for each calendar year. Many Alberta municipalities also do effective financial planning

while others may lack the capacity or expertise to undertake a detailed long-term planning effort.

The purpose of the new legislation is to ensure that municipalities are subject to a more rigorous legislative requirement around financial and capital planning, while providing flexibility and support to municipalities with capacity issues.

New *MGA* Section 283.1(7) provides the Minister with the authority to make regulations respecting the form and contents of financial plans and capital plans, and transitional provisions specifying the first financial year to be reflected in the plans.

To the extent that the form and content are set out in regulation, the regulation will set a standard requirement that all municipalities must adhere to. This has the benefit of setting a consistent standard of practice across Alberta. However, individual municipalities might benefit from taking a more tailored local approach that complies with the new *MGA* requirement in the absence of standardized regulated requirements. A balanced approach might be to establish basic minimum standards for the content of plans in the regulation and allow municipalities to tailor their policies to meet or exceed this benchmark.

The following sample regulation is based on a balanced approach that sets a minimum standard for the content of plans and allows individual municipality's substantial discretion in determining how the *MGA* requirements can be satisfied. The format of municipal planning documents varies widely based on local processes and needs. The sample regulation does not propose to regulate the form or format of the written plans. However, the department proposes to prepare a sample format that a municipality could use at its discretion.

The implementation date for the first written plans to be prepared is addressed in Section 3 of the sample regulation. It provides that the first written plans must be prepared for the period commencing at the beginning of the second year after the year Section 283.1 of the *Act* is proclaimed. For example, if Section 283.1 is proclaimed in early 2017, the first written plan respecting anticipated financial operations would be for the period January 1, 2019 to December 31, 2021, and the first written plan respecting anticipated capital property additions would be for the period January 1, 2019 to December 31, 2023. This would allow at least one year to prepare the plans.

Sample Regulation

The following sample regulation is intended to provide context and facilitate discussion about what the final regulation should contain. It is not intended to represent a recommended approach.

ALBERTA REGULATION ###/2016

Municipal Government Act

Municipal Financial Planning Form and Content Regulation

Requirement to prepare financial plans

- 1 Pursuant to the requirements in Section 283.1(2), the financial plan must itemize the following forecasted amounts over the period of the plan:
 - i. total revenues and expenses by major category;
 - ii. annual surplus or deficit; and
 - iii. the accumulated surplus or deficit.

Requirement to prepare capital plans

- 2 Pursuant to the requirements in Section 283.1(3), the capital plan must itemize the following forecasted amounts over the period of the plan:
 - i. planned capital property additions;
 - ii. allocated or anticipated funding sources.

Implementation Date

- 3 For purposes of preparing the first written plan respecting anticipated financial operations pursuant to the requirements in Section 283.1(2) and the first written plan respecting anticipated capital property additions, the written plans must be prepared for the period commencing at the beginning of the second year after the year Section 283.1 of the *Act* is proclaimed.

QUESTIONS ABOUT THE MUNICIPAL CORPORATE PLANNING REGULATION

We would appreciate your responses to the following questions about the Municipal Corporate Planning Regulation.

Form of the Plans

The regulation could set out a standard format or form for the written plans. Alternatively, the decision of what matters are to be addressed in the code of conduct could be left entirely to the municipality.

1. **Should the regulation set out a form that municipalities must use in preparing their written plans?** Yes ___ No ___

Contents of the Plans

The regulation could set out the minimum requirement for the content of the written plans, leaving the municipality with the option of addressing additional items above the minimum requirement at its discretion. Alternatively, the decision of the content of the plans could be left entirely to the municipality.

2. **Should the regulation set out the minimum requirements for the content of written plans? Yes ___ No ___**

3. **If the regulation does set out the minimum requirement for the content of written plans, what information would you add or remove from Section 1 (Requirement to Prepare Financial Plans) or Section 2 (Requirement to Prepare Capital Plans) of the sample regulation?**

Other

4. **Are there any other matters that should be addressed in the regulation, or any other changes you would suggest to the sample regulation?**

NEXT STEPS

After Municipal Affairs has concluded engagement on this regulation, feedback will be assessed and taken into consideration when developing the final recommendations to government.

Thank you for providing your comments. Your feedback is very important and will be essential to improving municipal governance, administration and accountability.

Municipal Government Act
Public Participation Regulation

Discussion Guide

June 2016

Alberta  Municipal Affairs

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Introduction

The *Municipal Government Act (MGA)* is the law under which all Alberta municipalities are empowered to shape their communities. The *MGA* was introduced in the mid-1990s and was considered a model for municipal legislation in Canada. However, after nearly 20 years, it was determined the *MGA* should be revisited in order to meet the changing needs of Alberta's communities and an extensive review and public consultation took place throughout 2014.

In the spring of 2015, Bill 20 was passed by the Legislature. The Bill addressed issues that have received broad support from the rural and urban municipal associations, the cities of Calgary and Edmonton, and business and industry associations representing key economic sectors. These changes fall under four broad categories:

- enhancing municipal accountability;
- enabling more efficient municipal operations;
- enhancing municipal viability; and
- strengthening municipal and intermunicipal planning.

Bill 20 also approved legislative amendments to address emerging issues, as well as housekeeping matters to update minor items such as definitions, references, and terminology.

The Bill will add a new Section 216.1 to the *MGA* which will require councils to establish a public participation policy for the municipality. The section also provides the Minister with the authority to make regulations respecting the contents of public participation policies, respecting the considerations to be taken into account by a council in establishing its public participation policy, setting a date by which every municipality must have its first public participation policy in place, respecting requirements for a council to review its public participation policy periodically and consider whether any amendments should be made, and respecting requirements to make publicly available a public participation policy and any amendments made to it.

These changes are not yet in effect, but will come into effect when proclaimed.

Public Participation Legislation and Regulation-Making Authority

The *MGA* generally permits municipalities to determine their own public participation practices, with the exception of specific circumstances where legislated procedures are specified. For example, a municipality can choose to inform its residents of an upcoming capital project and provide them with an opportunity to identify features and outputs that are important to them using any engagement process that it considers to be appropriate. However, in the case where a municipality is amending a land-use bylaw,

the *MGA* requires council to hold a public hearing after providing notice following a prescribed process.

Albertans have indicated that there is a lack of clarity around the scope of municipalities' responsibility to engage with their constituents, particularly on matters that do not have a prescribed legislated process. Due to the existing flexibility of public participation provisions in the *MGA* and reliance on the engagement processes prescribed in legislation for specific decisions, municipal approaches to general public participation practices are inconsistent across the province.

Once proclaimed, the amendments contained in Bill 20 will require municipalities to adopt public participation policies that outline their approaches for engaging with stakeholders.

Bill 20 added the following to the *MGA*:

Public participation policy

216.1 (1) Every council of a municipality must establish a public participation policy for the municipality.

(2) A council may amend its public participation policy from time to time.

(3) The Minister may make regulations

(a) respecting the contents of public participation policies;

(b) respecting the considerations to be taken into account by a council in establishing its public participation policy;

(c) setting a date by which every municipality must have its first public participation policy in place;

(d) respecting requirements for a council to review its public participation policy periodically and consider whether any amendments should be made;

(e) respecting requirements to make publicly available a public participation policy and any amendments made to it.

(4) Nothing in a public participation policy established under this section affects any right or obligation that a municipal authority or any person has under any other provision of this Act.

(5) No resolution or bylaw of a council may be challenged on the ground that it was made without complying with a public participation policy established by a resolution of the council.

These amendments will come into effect when proclaimed later in 2016 or 2017.

The intended outcomes of the public participation legislation are that municipalities will take a more intentional approach to public engagement, and that their residents will

have an improved awareness of how they can influence municipal decisions. Municipalities will continue to have the flexibility to determine their local approach to public participation, and new public participation policies will help citizens and stakeholders understand how they will be engaged.

Purpose of This Discussion Paper

This discussion paper has been developed to seek your input into the development of the regulation for public participation policy. Your comments and observations will be important in ensuring that the new legislation and regulations accomplish their intended objectives.

Development of a Public Participation Policy

Existing public participation provisions in the *MGA*, as well as those added through this new section, acknowledge the rights of the public to influence municipal decisions that affect them. These provisions also acknowledge the impact that effective public engagement can make in improving the quality of municipal decision-making. However, the development of public participation policy must be balanced with the understanding that councils are elected to make decisions that set the direction for the municipality. While taking into account all of the information available to them, including the input of the public, councils must ultimately bear the burden of making significant and often difficult choices. Furthermore, to allow for timely and efficient governance, public participation policies must be proportional to the scope of the decision to be made.

Public Participation Process

A number of municipalities have developed approaches to public participation. In many cases, these approaches are based on the Public Participation Spectrum developed by the International Association for Public Participation¹. The Spectrum shows that differing levels of participation are legitimate and depend on the goals, time frames, resources, and levels of concern in the decision to be made.

	INFORM	CONSULT	INVOLVE	COLLABRATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

The Spectrum developed by the International Association for Public Participation is intended for a broad community of users, and is not specific to municipalities. Given the

responsibility of elected councils to make decisions on matters within their legislated authority, it is acknowledged that public participation in the municipal context will more frequently operate at the level of “inform”, “consult”, and “involve”, and less frequently or rarely at the levels of “collaborate” and “empower”.

Core Values of Public Participation

The International Association for Public Participation¹ has also developed the following Core Values of Public Participation for use in the development and implementation of public participation processes:

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Public participation includes the promise that the public’s contribution will influence the decision.
- Public participation promotes sustainable decisions by recognizing and communicating the needs and interest of all participants, including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.

Principles of Public Participation

The Institute For Local Government² has identified the following principles to help guide the design of public engagement processes and strategies:

- Inclusive Planning – the planning and design of a public engagement process includes input from appropriate local officials as well as from members of intended participant communities.
- Transparency – there is clarity and transparency about public engagement process sponsorship, purpose, design, and how decision makers will use the process results.
- Authentic Intent – a primary purpose of the public engagement process is to generate public views and ideas to help shape local government action or policy, rather than persuade residents to accept a decision that has already been made.
- Breadth of Participation – the public engagement process includes people and viewpoints that are broadly reflective of the local agency’s population of affected residents.
- Informed Participation – participants in the public engagement process have information and/or access to expertise consistent with the work that sponsors and conveners ask them to do.

- Accessible Participation – public engagement processes are broadly accessible in terms of location, time, and language, and support the engagement of residents with disabilities.
- Appropriate Process – the public engagement process utilizes one or more discussion formats that are responsive to the needs of identified participant groups, and encourages full, authentic, effective and equitable participation consistent with process purposes. This may include relationships with existing community forums.
- Authentic Use of Information Received – the ideas, preferences and/or recommendations contributed by the public are documented and seriously considered by decision makers.
- Feedback to Participants – local officials communicate ultimate decisions back to process participants and the broader public, with a description of how the public input was considered and used.
- Evaluation – sponsors and participants evaluate each public engagement process with the collected feedback and learning shared broadly and applied to future engagement efforts.

Benefits of a Public Participation Policy

A public engagement policy and process can result in a number of benefits which include:

- Communication and sharing of ideas with residents and businesses.
- Wider spectrum of viewpoints and options for solving problems.
- Understanding of the values and opinions of residents and businesses.
- Community understanding of the issues facing the municipality.
- Community understanding of the municipal governance process, and how public input can influence decision-making through a defined process.
- Public confidence in municipal processes and decisions.
- Civic participation and leadership development.

Matters to Consider in the Development of a Public Participation Regulation

New *MGA* Section 216.1(3) provides the Minister with the authority to make regulations respecting the contents of public participation policies; respecting the considerations to be taken into account by a council in establishing its public participation policy; setting a date by which every municipality must have its first public participation policy in place; respecting requirements for a council to review its public participation policy periodically and consider whether any amendments should be made; and respecting requirements to make publicly available a public participation policy and any amendments made to it.

To the extent that these matters are set out in regulation, the regulation will set a standard requirement that all municipalities must adhere to. This has the benefit of setting a consistent standard of practice across Alberta. However, individual municipalities might benefit from taking a more tailored local approach that complies with the new *MGA* requirement in the absence of standardized regulated requirements. A balanced approach might be to establish basic minimum standards in the regulation and allow municipalities to tailor their policies to meet or exceed this benchmark.

The following sample regulation is based on a balanced approach that sets a minimum standard and allows individual municipalities substantial discretion in determining how the *MGA* requirements can be satisfied.

Sample Regulation

The following sample regulation is intended to provide context and facilitate discussion about what the final regulation should contain. It is not intended to represent a recommended approach.

ALBERTA REGULATION ###/2015

Municipal Government Act

PUBLIC PARTICIPATION POLICY REGULATION

Table of Contents

- 1** Definitions
- 2** Policy Content
- 3** Available to Public
- 4** Review Date
- 5** Implementation Date

Definitions

- 1** In this Regulation,
 - (a) “Act” means the *Municipal Government Act*;
 - (b) “municipal stakeholder” means any individual, organization, or enterprise that lives, owns property, or operates within the corporate limits of a municipality;
 - (c) “public participation policy” means a policy established under section 216.1 of the Act or that meets the requirements set out in that section.

Policy Content

- 2** A public participation policy established for a municipality must
 - (a) identify the types or categories of approaches that will be used to engage municipal stakeholders; and

- (b) identify the types or categories of circumstances in which the municipality will engage municipal stakeholders.

Available to Public

- 3** Each municipality must make their public participation policy available to the public in the manner the council considers appropriate.

Review Date

- 4** Each municipality must review their public participation policy at least once every 3 years.

Implementation Date

- 5** A municipality must establish a public participation policy within 270 days of the day that Section 216.1 of the Act is proclaimed.

Questions About the Public Participation Regulation

We would appreciate your responses to the following questions about the Public Participation Policy Regulation.

Policy Content

The regulation could set out the minimum requirement for the contents of a municipality's public participation policy, leaving the municipality with the option of addressing additional items above the minimum requirement at its discretion. Alternatively, the decision of what contents are to be included in the policy could be left entirely to the municipality.

- 1. Should the regulation set out the minimum requirements for the contents of a municipality's public participation policy? Yes No**
- 2. If the regulation does set out the minimum requirement for the contents of a municipality's public participation policy, what matters would you add or remove from Section 2 (Policy Content) of the sample regulation?**

Review Date

3. Should the regulation set out the minimum frequency for reviews of the public participation policy? Yes No

4. If the regulation does set out the minimum frequency for reviews of the public participation policy, how often should the review be required?

Other

5. Are there any other matters that should be addressed in the regulation, or any other changes you would suggest to the sample regulation?

Next Steps

After Municipal Affairs has concluded the consultation, feedback received will be assessed and taken into consideration when developing recommendations for government.

Thank you for providing your comments. Your feedback is very important and will be essential to improving municipal governance, administration and accountability.

Acknowledgements

1. Permission was received from the International Association for Public Participation for the use of material from their Public Participation Spectrum and Core Values of Public Participation.



2. Permission was received from the Institute for Local Government for the use of material from their Principles of Local Government Public Engagement.



JOINTLY INITIATED AMALGAMATION REGULATION

DISCUSSION PAPER – SEPTEMBER 2016

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Introduction

The *Municipal Government Act (MGA)* is the legislation which governs how local municipal governments (municipalities) in Alberta operate and provide services to the community. The current *MGA* was introduced in 1995 following an extensive review and the 1995 *MGA* was considered to be a model for municipal legislation in Canada. However, after nearly 20 years, it was determined the *MGA* should be revisited in order to meet the changing needs of Alberta's communities. An extensive review and public consultation took place throughout 2014.

Bill 20 was passed by the Legislature in the spring of 2015 to address several issues that received broad support from the rural and urban municipal associations, the cities of Calgary and Edmonton, and business and industry associations representing key economic sectors. It is noted that most of the Bill 20 amendments have not yet been proclaimed and are therefore not yet in effect. Bill 20 included new provisions for regulation making authority that enables municipalities to jointly initiate amalgamations.

Bill 21 was introduced in the Legislature in the spring of 2016 to address other key issues affecting municipalities. Bill 21 includes several important developments with respect to intermunicipal collaboration, including changes to the purpose of municipalities, mandating the development of intermunicipal collaboration frameworks and growth management boards, and intermunicipal development plans for most municipalities.

The Minister of Municipal Affairs led a series of engagement sessions with municipal stakeholders and the public from May to July 2016 and the feedback gathered is being analyzed for adjustments to Bill 21 based on the feedback for the fall 2016 legislative session.

Purpose of this Discussion Paper

This discussion paper seeks your input into the development of a regulation respecting the joint initiation of amalgamation proceedings by two or more municipal authorities. Your comments and observations will be important in ensuring that the jointly-initiated amalgamation procedures regulation accomplishes its intended objectives.

Background

What is amalgamation?

Amalgamation is the legal process whereby two or more existing neighbouring municipalities are combined into one new municipality. This typically requires the municipalities that wish to amalgamate to have contiguous (or common) boundaries.

What other restructuring processes exist?

There are several municipal restructuring processes established in the *MGA*: formation, change of status, change of name, amalgamation, annexation and dissolution.

Annexation is the legal process whereby the boundary of a municipality is expanded, typically to accommodate growth. In an annexation, the lands in an adjacent municipality are transferred to the annexing municipality. Annexation changes the local governance for an area from one municipal authority to another, but does not change the ownership of the lands affected.

Dissolution is the legal process whereby an existing municipality is unincorporated to become a hamlet in an adjacent municipality that is responsible for the local governance of the area.

Current Process of Initiation of Amalgamation

The *Municipal Government Act* Part 4 Division 8 Amalgamation (Appendix A) currently allows two ways that amalgamation may be initiated: by a municipal authority (municipality) or by the Minister.

When a municipality initiates amalgamation, it must give written notice of the proposed amalgamation to:

1. the other municipalities (one or more) with which the initiating municipality proposes to amalgamate;
2. the Minister; and
3. any local authority that the initiating municipality considers would be affected by the proposed amalgamation.

Mandatory vs. Voluntary Amalgamation

The *MGA* sets out the processes that municipalities undertake in advance of consideration of a municipal amalgamation by the Minister and Cabinet.

Currently one municipality may initiate amalgamation on one or more other municipalities without prior discussion regarding the benefits and drawbacks of the proposed amalgamation between the municipalities; and it is mandatory that the municipalities negotiate in good faith with the initiating municipality even though they may not be in favour of the proposed amalgamation.

Since 1995, the Government of Alberta has approached municipal amalgamation as a voluntary process and has only approved amalgamations where there was support from all municipalities involved. This is a notable difference in approach from some other provinces in Canada, where there have been challenges in recent years with mandatory amalgamations. Through the *MGA* Review, the Government of Alberta has re-confirmed its approach to amalgamation as voluntary and led by municipalities.

Stakeholders have indicated that the long-term sustainability and viability of municipalities in the province is important and amalgamation could be a collaborative and proactive solution to municipal viability concerns in Alberta. However, some have further suggested that the existing process for municipal amalgamation in the *MGA*, which requires one municipality to initiate amalgamation proceedings with one or more others, may decrease the likelihood of successful amalgamations because of the potentially adversarial nature of the process.

Municipalities have expressed a need for a more equitable, collaborative process that removes the requirement for one municipality to manage the process, which can create perceived or real power dynamics within the amalgamation negotiation phase of proceedings. They have also indicated that when there is a high degree of agreement by all parties at the initiation phase, that the Minister should allow for a more streamlined process to expedite amalgamation. This issue was addressed in Bill 20 with a new regulation making authority to establish a jointly initiated municipal amalgamation process.

Examples in Alberta

In the last 20 years, Municipal Affairs has been aware of eight separate groups of municipalities that have entered into discussions about amalgamation or other regional governance options, with three of these groups entering in the discussions more than once over this period. In some of these cases, the legislated process was initiated for formal negotiations. In other cases, municipalities began informal discussions but did not formally notify the Minister. Since 1995, three municipal amalgamations have occurred: City of Cold Lake (1995), Town of Drumheller (1997), and Lac La Biche County (2007).

Table 1: Amalgamations: 1995 - 2015

Year of Amalgamation	Amalgamated Municipalities		Annexed Land from	New Municipality
1997	Cold Lake	Grand Centre	MD of Bonnyville	Cold Lake
1996	City of Drumheller	MD of Badlands		Town of Drumheller
2002, and 2007	Town of Lac La Biche	Lakeland County		Lac La Biche County

Table 2: Regional Governance and Amalgamation Discussions Not Resulting in Amalgamation: 1995 - 2016

Year of Initiation	Municipalities		Notes
1996 and 2014	Town of Barrhead and MD of Barrhead		Amalgamation negotiation terminated, change to recreation agreement negotiation
2001 and 2005	Towns of Turner Valley and Black Diamond		Currently (2016) considering feasibility of amalgamation
2003	Town of Athabasca	Athabasca County	
2007	County of Two Hills	Town of Two Hills, Villages of Derwent, Myrnam, and Willingdon	Derwent dissolved in 2010 and Willingdon is currently undergoing a viability review
2010	Summer Villages of Crystal Springs, Norris Beach, and Grandview		

An important consideration in developing this regulation should be what pre-conditions have existed in the examples of successful amalgamation. Anecdotal evidence suggests amalgamation is successful when there is a high degree of trust among all participants, and there are apparent common interests and mutual benefits to proceeding.

Amalgamation Principles, Standards and Criteria in the MGA

Section 76 of the MGA (Appendix E) allows the Minister of Municipal Affairs to establish principles, standards and criteria that are to be taken into account in considering amalgamation and other forms of municipal restructuring. A set of restructuring principles was approved by the Minister in 2001 for the formation, amalgamation and dissolution types of restructuring.

The restructuring principles cite that:

- The amalgamation process is appropriate where two or more municipalities are joined to form a new municipal government united with a new council and administrative structure that is significantly changed from the pre-existing structures of the affected municipalities;
- Amalgamation will be considered if there are demonstrable advantages to the residents of the affected municipalities and if the ongoing financial, political, and operational viability of the amalgamated municipality is likely.

A copy of Ministerial Order No. L:077/01 can be found in Appendix E.

Bill 20 Amalgamation Amendments (Appendix B)

Jointly Initiated Amalgamation

With the implementation of the Bill 20 provisions for amalgamation, the existing processes for amalgamation in the *MGA* will continue, and a new regulation will be created to enable a more streamlined process to pursue amalgamation as a proactive solution to municipal viability when there is a high degree of agreement and will to collaborate at initiation.

An important consideration in developing the new jointly initiated amalgamation regulation will be to distinguish what provisions within the current processes will continue to apply, what provisions need to be modified, and what new provisions are needed to achieve the outcomes intended: a more streamlined amalgamation process that will result in successful amalgamation proceedings.

Summer Village Amalgamation

Summer villages have advocated for some time that they be able to retain their status as a summer village if they were to amalgamate, which was not the case prior to Bill 20. In addition, summer villages wanted the ability to amalgamate with other summer villages on the same body of water, without the need to have contiguous boundaries (which would often require an annexation of lands from the adjacent rural municipalities). With amendments to the *MGA* through Bill 20, summer villages have been provided with these options.

Options for Jointly Initiated Amalgamations

It is expected that the new Jointly Initiated Amalgamations Regulation may address these major policy matters: process of initiation, notification, withdrawal, annexation, matters of agreement, and the report/study.

Other issues raised by stakeholders to be considered in the context of the new regulation include the connection to the new Intermunicipal Collaboration Frameworks and public participation in amalgamations.

Initiation, Notification and Withdrawal

In the proposed new process, all municipal authorities (group) that agree to jointly become a new municipality would initiate an amalgamation study together. Every municipal authority participating could pass a resolution to participate in the amalgamation proceedings. The group could designate one municipality to represent the group in its application to the Minister, or the group may submit its application as a group. The group should send regular updates to the Minister in its progress with proceedings.

In addition to the Minister, the group should be required to notify other affected local authorities, such as neighboring municipalities and municipalities with agreements with the participating municipalities, school boards, regional services commissions, and any other authority that may be affected. The group should jointly develop its engagement plan for other affected local authorities and the public prior to initiation.

Should any of the municipalities participating in the amalgamation wish to withdraw from proceedings, they should be required to pass a resolution to the effect, give notice and its reasons for withdrawal to the group as well as the Minister, and also give notice of withdrawal to the list of affected authorities as was given notice of the amalgamation initiation.

After a withdrawal, if there are two or more remaining municipal authorities in the group, they could continue without the withdrawn municipal authority or conclude the jointly initiated amalgamation proceedings. The remaining group should not be able to initiate amalgamation proceedings with the withdrawn municipality as part of the jointly initiated amalgamation proceedings. In order to do this, the group would be required to conclude the jointly initiated amalgamation proceedings and start amalgamation proceedings in accordance with section 102 of the *MGA*.

Annexation

In circumstances where the group of municipalities do not have existing boundaries that would result in contiguous boundaries for the new municipality, annexation would be required. However, annexation can be contentious and may not be supported by the municipality being annexed, and therefore could be seen as not in the spirit of a voluntary process. On the other hand, annexations can be supported by municipalities proposed to be annexed, and they may wish to inform the Minister of this to be included as part of the amalgamation study.

An annexation to ensure contiguous boundaries of the new municipality could be undertaken by one or more of the municipal authorities that wishes to jointly initiate and could be required to be completed in advance of the jointly initiated amalgamation proceedings. The implication of this approach could be that annexation would be excluded from this amalgamation process, and only municipalities with existing contiguous boundaries could participate in jointly initiated amalgamations.

Amalgamation Study and Matters of Agreement

A distinction between the new process and the existing process will be the disposition of the document submitted to the Minister. In the new process, the document will have greater resolve that the matters required to be addressed have agreement by the group. In this light, the document could be called an amalgamation study rather than a report (on negotiations) as is in the existing process. The vast majority of matters to be addressed should have consensus from the group, but where there may be disagreement, it should be noted. The matters that should be contained within the study would include Sections 89 (Appendix C) and 111 (Appendix A) of the *MGA*, a description of the new municipal organization, a transition plan, and a description of the public engagement undertaken by the group.

Public Participation

Stakeholders have suggested that the public should be able to petition for municipal amalgamations, similarly to the petition provisions for municipal formations, change of status, and dissolutions. Members of the public have also expressed support to Municipal Affairs for this. It is important to note that this issue speaks to a broader question of public participation in the amalgamation process, and specific to the discussion in jointly initiated amalgamations, how public participation should be done to support the two main objectives of the new process: streamlining efforts by the municipalities and creating a more collaborative environment for discussions. To this end, it is important that public participation allow a two-

way communication between the public and the municipal councils. The public should have the opportunity to voice support or opposition, and the municipal authorities should be providing sufficient information to the public to take an informed position. Appropriate public participation should not be viewed as an opportunity to reduce or minimize process in the effort to streamline amalgamation proceedings.

Petitions could be utilized to create public participation but implementation should consider the principles of joint initiation and process efficiencies.

Discussion Questions

Discussion Question #1

How should the process of an amalgamation initiated jointly by two or more municipalities differ from an amalgamation initiated by one municipality?

Discussion Question #2

How should annexation be approached as part of jointly initiated amalgamations?

Discussion Question #3

What should the Minister's role be in an amalgamation initiated jointly by two or more municipalities?

Discussion Question #4

What should the role of residents and other stakeholders be in an amalgamation initiated jointly by two or more municipalities?

Discussion Question #5

Under what conditions should a municipality be allowed to withdraw from a jointly initiated amalgamation discussion?

What effect would this have on the proposed amalgamation between the other municipal partners?

Appendix A – Amalgamation

Municipal Government Act Part 4 Formation, Fundamental Changes, and Dissolution

Division 5 Amalgamation

Application

- 100** This Division does not apply to the amalgamation of
- (a) an improvement district with another improvement district, or
 - (b) a special area with another special area.

Restriction on amalgamation

- 101** No order amalgamating municipal authorities may be made that would result in an area of land that is
- (a) not included in any municipal authority, or
 - (b) part of the amalgamated municipal authority, but is not contiguous with other land in the amalgamated municipal authority.

Initiation of amalgamation proceedings

- 102** The procedure for the amalgamation of 2 or more municipal authorities may be initiated by a municipal authority or by the Minister under section 107.

Initiation by municipal authority

- 103(1)** A municipal authority initiates an amalgamation by giving written notice of the proposed amalgamation to
- (a) the one or more municipal authorities with which it proposes to amalgamate,
 - (b) the Minister, and
 - (c) any local authority that the initiating municipal authority considers would be affected by the proposed amalgamation.
- (2)** If an amalgamation proposed by an initiating municipal authority would result in an area of land that is within the perimeter of the boundary of the amalgamated municipal authority, but is not part of the amalgamated municipal authority, the initiating municipal authority must give notice of its intention to annex that land when it gives notice of the proposed amalgamation.
- (3)** Subsection (2) does not apply if the area of land within the perimeter of the boundary of the proposed amalgamated municipal authority is the area of an existing municipal authority.
- (4)** The notice for an amalgamation must
- (a) include the names of all the municipal authorities that are to be amalgamated and the reasons for the proposed amalgamation, and

(b) include proposals for consulting with the local authorities that the initiating municipal authority considers would be affected and the public about the proposed amalgamation.

Direct negotiations

104(1) The municipal authorities with which the initiating municipal authority proposes to amalgamate must, on receipt of the notice under section 103, meet with the initiating municipal authority to discuss the proposals included in the notice and negotiate the proposals in good faith.

(2) The initiating municipal authority must keep the Minister informed of the progress of the negotiations.

Report on negotiations

105(1) On conclusion of the negotiations, the initiating municipal authority must prepare a report that describes the results of the negotiations and that includes

(a) a list of the matters agreed on and those on which there is no agreement between the municipal authorities,

(b) a description of the public consultation processes involved in the negotiations, and

(c) a summary of the views expressed during the public consultation processes.

(2) The report must be signed by the initiating municipal authority and by the municipal authorities with which it proposes to amalgamate that are prepared to sign and must include a certificate by the initiating municipal authority stating that the report accurately reflects the results of the negotiations.

(3) A municipal authority that does not sign the report may include in the report its reasons for not signing.

Disposition of report

106(1) On completion of the report on the direct negotiations, the initiating municipal authority must submit the report to the Minister and send a copy of it to the municipal authorities with which it proposes to amalgamate and any other local authority the initiating municipal authority considers would be affected.

(2) If the initiating municipal authority indicates in the report that it wishes to proceed with the amalgamation, the report becomes the initiating municipal authority's application for the amalgamation.

Initiation by Minister

107 The Minister may initiate an amalgamation of 2 or more municipal authorities if the Minister believes that the operation of the municipal authority to be formed by the amalgamation will be more effective or efficient than the municipal authorities to be amalgamated.

Notice by Minister

108 When the Minister initiates an amalgamation, the Minister

(a) must give written notice of it to the municipal authorities proposed to be amalgamated and any

local authority that the Minister considers would be affected by the proposed amalgamation,
(b) may invite comments on the proposed amalgamation from all local authorities that the Minister considers would be affected by the amalgamation and from any other person the Minister considers necessary,
(c) may invite comments on the proposed amalgamation from the public, and
(d) may conduct one or more meetings of the public to discuss the probable effects of the proposed amalgamation.

Consideration of principles

109 Before municipal authorities are amalgamated, the Minister must consider the principles, standards and criteria on amalgamation established under section 76.

Amalgamation order

110 The Lieutenant Governor in Council, on the recommendation of the Minister, may by order amalgamate municipal authorities to form a new municipality.

Contents of order

111 An order to amalgamate municipal authorities may

- (a) dissolve one or more of the councils of the municipal authorities that are amalgamated,
- (b) provide for an interim council,
- (c) require a municipal authority to pay compensation to another municipal authority set out in the order or by means determined in the order, including arbitration under the *Arbitration Act*, and
- (d) deal with any of the matters referred to in section 89.

Official administrator

112 When a municipality is formed by amalgamation and there is no council, the Minister may appoint an official administrator who has all the powers and duties of a council of the municipality until the first council of the municipality is sworn into office.

Appendix B - *Municipal Government Amendment Act, 2015 (Bill 20)*

Restriction on amalgamation (replaces existing section)

- 101(1)** Subject to subsection (2), no order amalgamating municipal authorities may be made that would result in an area of land that is
- (a) not included in any municipal authority, or
 - (b) part of the amalgamated authority, but is not contiguous with other land in the amalgamated municipal authority.
- (2)** An order may amalgamate 2 or more summer villages whose boundaries are not contiguous but border on or include all or part of the same body of water.
- (3)** Despite section 77, an order may amalgamate 2 or more summer villages if it gives the amalgamated municipal authority the status of a summer village.
- (4)** Where an order gives an amalgamated municipal authority the status of a summer village as required by subsection (3), the status of the summer village may be changed in accordance with Division 3.

Initiation of amalgamation proceedings (replaces existing section)

- 102** The procedure for the amalgamation of 2 or more municipal authorities may be initiated
- (a) by a municipal authority,
 - (b) by 2 or more municipal authorities in accordance with the regulations made under section 106.01, or
 - (c) by the Minister under section 107.

Report on negotiations (amends existing section)

- 105(1)** On conclusion of the negotiation, the initiating municipal authority must prepare a report that describes the results of the negotiations and that includes
- (a) a list of the relevant matters, including those referred to in sections 89(1), (2), (3) and (4) and 111, that are agreed on and a list of any of those matters on which there is no agreement between the municipal authorities.
- (2)** The report must
- (a) include a certificate by the initiating municipal authority stating that the report accurately reflects the results of the negotiations, and
 - (b) be approved by resolutions of the council of the initiating municipal authority and by resolution of the councils of the other municipal authorities that agree to the amalgamation.
- (3)** A municipal authority whose council does not pass a resolution approving the report may include in the report its reasons for not approving.

Regulations (new section)

106.1(1) The Minister may make regulations for the purpose of enabling municipalities to jointly initiate an amalgamation, including, without limitation, regulations

- (a) specifying or describing by reference one or more provisions of this Division that do not apply, or that apply with modifications, to the joint initiation of amalgamations;
- (b) specifying or setting out provisions that apply in addition to, or instead of, the provisions of this Division in respect of the joint initiation of amalgamations;
- (c) respecting procedures for the joint initiation of amalgamations.

(2) Regulations under this section may be made to apply generally or specifically.

Sources:

Municipal Government Act (<http://www.qp.alberta.ca/documents/Acts/m26.pdf>)

Municipal Government Amendment Act, 2015 (Bill 20)

(http://www.assembly.ab.ca/ISYS/LADDAR_files/docs/bills/bill/legislature_28/session_3/20141117_bill-020.pdf)

Appendix C – *Municipal Government Act* Section 89

Contents of order

- 89(1)** A formation order must
- (a) describe the boundaries of the municipality formed by the order
 - (b) give the municipality the status of municipal district, village, town, city or specialized municipality, and
 - (c) give the municipality an official name.
- (2)** If a municipal district is formed, the order
- (a) must state the number of councillors that is to comprise its council,
 - (b) must establish wards for it and describe their boundaries,
 - (c) may specify or describe by reference, the provisions of this or other enactments that do not apply to the municipal district, or that apply with or without modification, and
 - (d) may specify or describe by reference, any provisions that are to be added to or replace the provisions of this or other enactments.
- (3)** If a specialized municipality is formed, the order must state the number of councillors that is to comprise its council and apply either section 150(1) or (2) to the municipality and may
- (a) establish wards for it and describe their boundaries;
 - (b) specify or describe by reference, the provisions of this or other enactments that do not apply to the specialized municipality, or that apply with or without modification;
 - (c) specify or describe by reference, any provisions that are to be added to or replace the provisions of this or other enactments;
 - (d) prescribe matters or conditions that govern the functions, powers and duties of the specialized municipality;
 - (e) if a specialized municipality is formed all or partly from an improvement district, provide that Part 15 continues to apply to the specialized municipality as if it were an improvement district.
- (4)** If the order provides that Part 15 continues to apply to a specialized municipality under subsection (3)(e), the Minister may at any time in respect of the specialized municipality
- (a) exercise any of the powers that the Minister has in respect of an improvement district under Part 15 or any other enactment, including the power to delegate;
 - (b) limit the power, authority or jurisdiction of the specialized municipality;
 - (c) prescribe how or the conditions under which the specialized municipality may exercise any power or authority;
 - (d) require the specialized municipality to exercise or perform a power, right or duty of a municipality;
 - (e) authorize the council to pass some or all of the bylaws that the council of a municipal district may pass, subject to any conditions the Minister imposes.
- (5)** If a municipality is formed from an improvement district, the order may dissolve the improvement district.

Appendix D – General (Restructuring) Provisions

Municipal Government Act Part 4 Formation, Fundamental Changes, and Dissolution

Division 8

General Provisions

Effect of certain orders

- 135(1)** When an order under this Part has the effect of including or placing an area of land that was in one municipal authority, called in this section the “old municipal authority”, in another municipal authority, called in this section the “new municipal authority”, as a result of the formation, annexation, amalgamation or dissolution of a municipal authority, then, unless the order provides otherwise,
- (a) the new municipal authority becomes the successor of the old municipal authority with respect to that area of land and the old municipal authority ceases to have any jurisdiction with respect to that area of land,
 - (a.1) all taxes due to the old municipal authority are deemed to be arrears of taxes due to the new municipal authority and may be collected and dealt with by the new municipal authority as if it had imposed the taxes,
 - (a.2) all rights of action and actions by or against the old municipal authority that relate to that area of land become rights of action and actions by or against the new municipal authority and cease to be rights of action and actions by or against the old municipal authority,
 - (b) all the assets, liabilities, rights, duties, functions and obligations of the old municipal authority that relate to that area of land automatically pass to the new municipal authority and cease to be those of the old municipal authority,
 - (c) if at the time of the notice under section 103 or 116, any land or any portion of it is designated or required to be provided as a public utility lot, environmental reserve, municipal reserve or municipal and school reserve under a former Act as defined in Part 17, the ownership of the land becomes vested in the new municipal authority in place of the old municipal authority, and
 - (d) bylaws and resolutions of the old municipal authority that apply specifically to the area of land continue to apply to it until repealed or others are made in their place by the new municipal authority.
 - (2)** If the land referred to in subsection (1)(c) is sold or money instead of land is received by the old municipal authority after the notice under section 103 or 116 is received, the proceeds of the sale or the money received must be paid to the new municipal authority.
 - (3)** The new municipal authority may only use the proceeds of the sale or the money received for purposes for which the old municipal authority could have used it.
 - (4)** The Lieutenant Governor in Council may
 - (a) authorize the council of the new municipal authority to impose an additional tax under Part 10 on the area of land to meet obligations under a borrowing made by the old municipal authority in respect of that area of land, or

(b) make any provision necessary to protect any rights that any person has in relation to the area of land.

(4.1) The Minister may direct the transfer of assets and liabilities from one municipal authority to another.

(5) This section does not abrogate or affect agreements described in section 30 or 45.

Power to effectuate transfer of land and other property

136 Where an order under this Division requires the ownership of land or other property to be transferred to a municipal authority, the Minister may do whatever is necessary to give effect to section 135(1) or a direction under section 135(4.1).

Transitional and other matters

137(1) An order of formation, change of status, amalgamation, annexation or dissolution may, in respect of any municipal authority affected by the order, contain provisions dealing with the following:

(a) assessment and taxation;

(b) property;

(c) employees;

(d) any matter required to properly effect or deal with the formation, change of status, amalgamation, annexation or dissolution, whether transitional or otherwise;

(e) the application, addition, change or substitution of this or another enactment to give effect to the order.

(2) The provisions referred to in subsection (1) may deal with rights, obligations, liabilities, assets and any other thing that the Lieutenant Governor in Council considers is appropriate to be dealt with in the order and may operate despite a collective agreement.

(3) The Lieutenant Governor in Council may amend or repeal a provision referred to in subsection (1) that is contained in an order of formation, change of status, amalgamation, annexation or dissolution without having to comply with the requirements for passing the original order.

Retroactivity of orders

138(1) An order of the Lieutenant Governor in Council under this Part may provide

(a) for the retroactive application of the order or any of its provisions, and

(b) that the order or any of its provisions come into force on different dates.

(2) An order or any of its provisions may only be made retroactive to a date in the year immediately before the calendar year in which the order is made.

(3) Any error in any order made under this Part may be corrected by subsequent order, and the correcting order may be made effective as of the date of the original order or on some other later date that is specified in the order.

Orders published

- 139(1)** An order of the Lieutenant Governor in Council or the Minister made under this Part must be published in The Alberta Gazette.
- (2)** Publication of an order of the Lieutenant Governor in Council or the Minister made under this Part is conclusive proof of the fulfilment of any conditions precedent to the order.

Regulations Act

- 140** The Regulations Act does not apply to an order of the Lieutenant Governor in Council or the Minister made under this Part.

Location of boundaries

- 141(1)** In this section,
- (a) “survey” means a survey made under the *Surveys Act* or the *Canada Lands Surveys Act* (Canada);
 - (b) “surveyed land” means land that has been surveyed under the *Surveys Act* or the *Canada Lands Surveys Act* (Canada).
- (2)** Where the boundary of a municipality is described by reference to the boundary of a township or section of surveyed land along which a road allowance runs, the boundary is the side of the road allowance on which monuments or posts are placed under a survey, except in the case of correction lines or where the description otherwise specifies.
- (3)** In the case of correction lines, the boundary is the south side of the road allowance.
- (4)** Where a road is the boundary of a municipality and land is acquired to widen the road, the land acquired automatically falls within that boundary.
- (5)** A road allowance between an Indian reserve and a municipality is in the municipality despite anything to the contrary in this section.
- (6)** Where a boundary of a municipality is described by reference to a river, the boundary is the right bank of the river facing downstream unless the description otherwise specifies.

Appendix E – Restructuring Principles, Standards, and Criteria

Municipal Government Act Part 4 Formation, Fundamental Changes, and Dissolution

Division 1

General Criteria

Principles, standards and criteria

- 76(1)** The Minister may establish and publish principles, standards and criteria that are to be taken into account in considering the formation, change of status or dissolution of municipalities and the amalgamation of or annexation of land from municipal authorities.
- (2)** the *Regulations Act* does not apply to the principles, standards and criteria

Restructuring Principles Ministerial Order No. L:077/01

See the scanned restructuring principles on the following pages. These principles are in effect and apply to formations, amalgamations and dissolutions.



ALBERTA
MINISTER OF MUNICIPAL AFFAIRS

MLA, Fort McMurray

MINISTERIAL ORDER NO. L:077/01

I, Guy Boutilier, Minister of Municipal Affairs, pursuant to section 76 of the Municipal Government Act, make the following order:

Except as otherwise provided by the Minister, the following principles, standards and criteria shall be applied when considering an application for a study of municipal restructuring pursuant to Part 4 of the Municipal Government Act:

1. Municipal restructuring includes the formation, amalgamation and dissolution of municipalities.
2. The following matters should be taken into account in considering proposals for municipal restructuring:
 - (a) the financial viability of the affected municipalities;
 - (b) the effects on the council structures, administrations, services and operations of the affected municipalities;
 - (c) the population of the participating municipalities, and the resulting effects on the political representation of the affected communities;
 - (d) whether an appropriate process has been used to initiate and develop the municipal restructuring proposal pursuant to Part 4 of the Municipal Government Act; and
 - (e) whether the process used has adequately identified the impacts of restructuring on the affected municipalities.
3. The formation process is appropriate when the restructuring will result in the creation of a new municipal government unit from one or more existing municipal governments or improvement districts.
 - (a) the formation of a new municipal government will be considered if the ongoing financial, political and operational viability of the new and remaining municipality or municipalities is likely to be achieved.
 - (b) the formation of a new municipal government should not be considered if it will result in an increase in the total number of municipal governments in Alberta.

.../2

4. The amalgamation process is appropriate where two or more municipalities are joined to form a new municipal government unit with a new council and administrative structure that is significantly changed from the pre-existing structures of the affected municipalities.
 - (a) amalgamation will be considered if there are demonstrable advantages to the residents of the affected municipalities and if the ongoing financial, political and operational viability of the amalgamated municipality is likely.
5. The dissolution study process is appropriate where the intended restructuring does not require major changes to the council structure, administration or operation of the receiving municipality.
6. A dissolution study is not appropriate when the request raises broader regional issues that can be better addressed through another process such as a regional initiative or intermunicipal mediation.
7. If there are ongoing and unique requirements for the new municipal government proposed as a result of a municipal restructuring process, consideration will be given to the use of specialized municipal status pursuant to section 83 of the Municipal Government Act.
8. The Minister may direct the use of an appropriate study process on the receipt of any application for municipal restructuring.

Dated at Edmonton, Alberta, this 28 day of November, 2001.



Guy Boutilier
Minister of Municipal Affairs

Municipal Government Act
Municipally Controlled Corporations

Discussion Guide

August 2016

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I. INTRODUCTION

The *Municipal Government Act (MGA)* is the law under which all Alberta municipalities are empowered to shape their communities. The *MGA* was introduced in the mid-1990s and was considered a model for municipal legislation in Canada. However, after nearly 20 years, it was determined the *MGA* should be revisited in order to meet the changing needs of Alberta's communities. An extensive review and public consultation took place throughout 2014.

Bill 20 was passed by the Legislature in the spring of 2015 to address several issues that received broad support from the rural and urban municipal associations, the cities of Calgary and Edmonton, and business and industry associations representing key economic sectors. It is noted that most amendments have not yet been proclaimed.

Bill 21 was introduced in the Legislature in the spring of 2016 to address other key issues affecting municipalities. Bill 21 includes several important developments with respect to municipally controlled corporations (MCCs), as outlined further below.

After feedback is gathered this summer, changes may be made to Bill 21 for the fall legislative session. Additional work will occur as regulations made under the *MGA* are reviewed for relevancy and effectiveness, and new regulations are developed.

II. PURPOSE OF THIS DISCUSSION GUIDE

This discussion paper seeks your input into the development of legislation for MCCs. Your comments and observations will be important in ensuring that the new legislation accomplishes its intended objectives.

III. NEXT STEPS

After Municipal Affairs has concluded engagement on MCCs, feedback will be assessed and taken into consideration when developing the final recommendations for possible further amendments to the *MGA* or for the development of the MCC Regulation.

IV. MUNICIPALLY CONTROLLED CORPORATIONS LEGISLATION

The *Modernized Municipal Government Act (Bill 21)* makes a number of important changes to how MCCs are regulated in Alberta. Some changes move existing provisions into the *MGA* from the current regulation while other proposed changes are new. The following summarizes the amendments from Bill 21. These proposed amendments have only passed first reading in the legislature and have not yet been made into law. The chart below summarizes the new and existing provisions for MCCs; detailed information on all the changes follows.

Legislative Requirement	New	Removed	Existing Provision moved from Regulation to Act	New regulation-making authority
Requirement for Ministerial Approval		X		
Municipal Purpose			X	
Due Diligence Study			X	X
Business Plan			X	X
Public Hearing	X			X
Reporting and Disclosure Requirements	X			X
Material Change Disclosure	X			X
<i>Public Utility Act</i> Exemption			X	
Dispute Resolution Process			X	
Franchise Agreement Approval Exemption			X	

Ministerial Approval

Bill 21 proposes that municipalities will no longer have to apply to the Minister for approval to establish or obtain control of a for-profit corporation, an MCC. Municipalities would now be authorized to establish a new MCC provided that certain steps and requirements are followed by each municipality. This will increase transparency and accountability to the residents of the municipality.

Municipal Purpose

Consistent with what is currently in the regulation, the purpose of an MCC must be to carry on business solely for one or more of the municipal purposes described in section 3 of the *MGA*, and to provide a service or benefit to residents of the municipality that controls it.

Due Diligence Study

A municipal council must pass a resolution to establish an MCC, but before it can do so, it is proposed that a due diligence study must be carried out in order to disclose any potential environmental, financial, labour or other liability risk to the municipality in controlling the corporation. A new regulation-making authority has been created that authorizes the Minister to prescribe additional matters that must be disclosed in a due diligence study.

Business Plan

In addition to a due diligence study, before a council can pass an authorizing resolution it is proposed that they must also consider a business plan which must include the following matters:

- the costs related to establishing or obtaining control of the corporation, as the case may be;

- the value of any assets of the municipality that are to be transferred to the corporation;
- a cash flow projection for the next 3 years of the corporation's operation; and
- the corporation's financial statements and operating and capital budgets for the most recent 5 years, or if the corporation has existed for less than 5 years, the financial statements and operating and capital budgets for each year it has existed.

A new regulation-making authority has been created that authorizes the Minister to prescribe additional information that must be contained in a business plan.

Public Hearing

Finally, before passing an authorizing resolution, it is proposed that a council must hold a public hearing on the proposal for a new MCC. A new regulation-making authority has been created which will allow the Minister to set requirements for such public hearings, including the form and nature of information that must be made available to the public before a hearing is held.

Reporting and Disclosure Requirements

If all of the above conditions have been met, and council passes a resolution to establish an MCC, the MCC and the municipal council(s) will now be subject to certain proposed reporting and disclosure requirements. The council of each municipality that controls the MCC must ensure that the MCC submits to the council annual financial statements prepared in accordance with the generally accepted accounting principles issued by the Canadian Institute of Chartered Accountants. A new regulation-making authority has been created which will allow the Minister the discretion to add additional reports that must be submitted annually to council. Once received by council, the annual financial reports and any additional prescribed reports must be made available for public inspection.

Material Change Disclosure

After an MCC has begun operations, it is proposed that any proposed material change to the business operations of the MCC must be disclosed by council to the residents of the municipality, and the residents must be given an opportunity to make representations. The Minister will have the authority, through regulation, to determine:

- what constitutes a "material change";
- the manner in which a council must notify residents of a material change ; and
- the timing, scope and methods of obtaining public input from residents regarding a material change.

Public Utility Exemption

Currently, MCCs that provide utility services to residents are exempt from Part 2 of the *Public Utilities Act*. This exemption has been provided by regulation specific to each

MCC in question. This exemption allows MCCs to set their own utility rates without the oversight of the Alberta Utilities Commission. This exemption is added to the *MGA* in Bill 21, and will apply to all MCCs that provide utility services within the boundaries of their controlling municipalities. The restriction on providing utility services outside of the province remains in place, although a request to the Minister for approval to do so can be made.

Dispute Resolution Process

Similarly, a dispute resolution process between utility MCCs and regional services is currently included in each individual MCC regulation and is proposed for addition to the *MGA* in Bill 21. Lastly, the right to appeal to the Alberta Utilities Commission for any person who uses, receives or pays for utility services from an MCC remains.

Franchise Agreement Approval Exemption

Another provision being added directly to the *MGA* in Bill 21 that was formerly included in each individual MCC regulation is the exemption from Alberta Utilities Commission approval of franchise agreements. A franchise agreement between a council and a utility corporation typically grants the corporation the right, exclusive or not, to provide a utility service in all or part of the municipality for a term of up to 20 years. Since the municipality itself is the owner of an MCC, there is no need for third-party approval.

V. SUMMARY OF NEW REGULATION-MAKING AUTHORITIES

Once Bill 21 is passed by the legislature, the Minister's regulation-making powers include:

- requiring that MCCs in certain types of industries must still be approved by the Minister;
- setting out terms and conditions for a municipality to control an MCC;
- prescribing information to be included in a due diligence study or in a business plan;
- respecting rules about public hearings, including the form and nature of information to be made available to the public before the hearing is held;
- prescribing reports which the MCC must submit to the municipal council;
- respecting how a council must notify municipal residents of a proposed material change to an MCC;
- respecting the timing, scope and methods of obtaining public input from municipal residents about a proposed material change to an MCC;
- defining any term or expression that is used but not defined regarding MCCs, such as "material change";
- specifying or describing by reference which provisions of other enactments that do not apply, or apply with modifications, to an MCC;

- specifying or describing by reference any provisions that are added to or that replace the provisions of the MGA or any other enactment in respect of an MCC.

VI. MATTERS TO CONSIDER IN THE DEVELOPMENT OF LEGISLATION FOR MUNICIPALLY CONTROLLED CORPORATIONS

Types of Services and Excluded Sectors

There have been concerns that MCCs enjoy certain preferential benefits that privately-owned corporations do not. This might include preferential financing terms from their municipal owners, being granted a monopoly over services provided within a municipality, or the expropriation of land by a municipality for development purposes on behalf of an MCC.

Bearing these concerns in mind, some have suggested that MCCs should be prohibited from competing with private companies in certain sectors of the economy.

Transparency

Although the controlling interest in MCCs is maintained by municipalities, their day-to-day operations occur at arm's length, and they are not subject to the same transparency requirements that apply to municipalities. This facilitates a level playing field between MCCs and corporations in the private sector; however, the lack of transparency limits municipal and public awareness and input into key aspects of the MCC's service delivery.

MCCs sometimes receive municipal financial assistance at start-up, and preferential access to municipal assets in order to provide services to residents. The benefit of the investment of public resources is not always apparent or easily understood by taxpayers.

VII. MUNICIPALLY CONTROLLED CORPORATIONS IN OTHER PROVINCES

The status of municipally controlled corporations in other provinces provides some helpful context:

British Columbia

A municipality may incorporate a corporation or acquire shares in a corporation only with the approval of the inspector of municipalities (an official appointed by Cabinet) unless it is an emergency communications corporation.

Saskatchewan

As part of their natural person powers, municipalities in Saskatchewan have the ability to incorporate MCCs without ministerial oversight in accordance with its municipal purposes.

Manitoba

A municipality can incorporate a municipal participation corporation in which all the shares are controlled by municipalities. This stems from natural person powers and there is little ministerial oversight. A municipality is also authorized to invest in a municipal participation corporation within Canada.

Ontario

The legislation allows municipalities to establish MCCs provided that the municipalities follow the requirements set out in regulation, including that the purpose of the MCC is to provide a system, service, or thing that the municipality itself could provide. There are also requirements for a business case, policies on asset transfers, and public consultation.

VIII. QUESTIONS ABOUT MUNICIPALLY CONTROLLED CORPORATIONS

We would appreciate your responses to the following questions about MCCs.

1. Ministry Approval Notification

The proposals in Bill 21 eliminate the need for Ministerial approval prior to forming a new MCC. Should the Minister still be informed of the formation of a new MCC? Why or why not?

2. Purpose of Municipally Controlled Corporations

MCCs are only permitted to provide a service or benefit to residents of the municipality or group of municipalities that controls it, and to carry on business solely for one or more of the purposes described in section 3 of the *MGA*, as follows:

- to provide good government;
- to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality; and
- to develop and maintain safe and viable communities.

Are the purposes set out in section 3 appropriate or should more specific restrictions be placed on the purpose of MCCs? If so, what do you suggest?

3. Profit-Making Purpose

There have been suggestions that municipalities should be allowed to establish an MCC for the sole purpose of making profit no matter what, if any, service is being provided. Since that profit would flow back to the municipality in the form of dividends, this might be considered a “benefit” to the residents. Is the sole purpose of making a profit an acceptable purpose for an MCC? Do you have any concerns? If so, what would be an appropriate alternative?

4. Prohibited Services or Sectors

The *MGA* authorizes the Minister to make regulations providing that certain types of corporations may not be controlled by a municipality or a group of municipalities without the Minister’s approval. What types, if any, of industries or services should still require Ministerial approval before a municipality can establish an MCC?

5. Municipal Assistance to MCCs

MCCs may sometimes receive financial assistance at start-up and preferential access to municipal assets in order to provide services to residents. Concerns have been raised that this creates a competitive imbalance with private sector businesses. Should there be any limits put on this type of municipal assistance received by an MCC? Why or why not? What level of municipal assistance is appropriate?

6. Council Resolution Authorizing MCC

Council must pass a resolution to authorize a new MCC. Should this require more than a majority of councillors to vote in the affirmative? If so, what percentage? What other details should the council resolution include? Potential options include the expected rate structure and municipal membership.

7. Information to be Considered by Council

Council will have to review a business plan and a due diligence study prior to authorizing an MCC. Proposed contents of the business plan include:

- Any liabilities associated with the MCC;
- Proposed debt or borrowing requirements/expectations;
- Forecasted operating or capital budgets;
- Control/involvement of shareholders.

A due diligence study must include disclosure of potential risks including:

- Environmental;
- Financial;
- Labour;
- Other liability;
- Other risks, as prescribed by regulation.

Do you agree with these requirements and should there be others? What kind of information do you think is important for elected councillors to consider before passing an authorizing resolution?

8. Public Hearings

It is proposed that a public hearing will be required before a new MCC can be established. Bearing in mind that some information may need to be withheld for commercial reasons, what kind of information do you think residents should know in order to make meaningful representations to council? What parameters should be placed around the form and nature of public input opportunities?

9. Annual Reporting

In addition to annual financial statements, what other information should the MCC provide to council and what information should be made available to residents? Should the information be provided upon request or proactively published?

10. Material Change in Operations

If there is a proposed significant change in the operations of an MCC, council is required to notify residents and give them opportunity to make representations. What kind of change do you think should trigger this requirement, and how do you think council should be required to obtain public input on such changes?

11. Employee Pension Benefits

An MCC is not defined as a “local authority” under the Local Authorities Pension Plan Regulation. Therefore, when an MCC is established, municipal employees who become employees of the MCC lose eligibility in the pension plan. What measures, if any, should be in place to address this? As an example, a Regional Service Commission is considered a “local authority” under the Local Authority Pension Plan – should MCCs be added to this definition? Why or why not?

12. Unanimous Shareholders Agreements

A unanimous shareholder agreement (USA) is an agreement among all the shareholders of a corporation that can provide a measure of flexibility in shaping the internal organization and affairs of the corporation. A thorough USA can:

- set out certain baseline entitlements and obligations of the parties in relation to the corporation’s governance and share allocation;
- anticipate and address reasonably likely future events, such as changes in ownership, the need for injections of capital, or the resolution of disputes between shareholders; or
- establish provisions for unforeseen events such as where one shareholder desires to terminate the relationship.

Should a USA be mandatory when 2 or more municipalities act together to establish an MCC? Should the contents of the USA be prescribed by regulation or should they be left up to municipalities to establish? What components should be included?

13. Utility Services

When an MCC is chosen as the method of providing utility services, some *MGA* provisions that apply to municipally-provided utility services no longer apply. These include the ability to add utility arrears to property tax rolls and the power to expropriate land. MCCs that provide utility services do not have these powers. Is this balance appropriate? Should it be reconsidered? If so, what oversight and restrictions might be appropriate?

14. Application of Public Utilities Provisions of the *MGA*

When a municipality establishes an MCC for the purpose of providing utilities services to its residents, they are treated differently under the *MGA* than if the services were provided by the utilities department of the municipality. This includes rules regarding:

- council’s authority to grant exclusive utilities rights;
- prohibiting other utilities providers from operating in municipal boundaries; and
- the renewal of franchise agreements.

Utility MCCs are subject to sections of the *MGA* which set out rules regarding utility services (sections 43-47), except for the requirement for Alberta Utilities Commission approval for utility service agreements (section 45(3)(b)). Is this the appropriate legislative framework to apply to these kinds of MCCs, or are there other provisions that should or should not apply?

15. Existing Municipally Controlled Corporations

With the changes proposed in Bill 21, new MCCs have several new requirements before they can begin operations, as well as several new requirements for ongoing reporting and transparency.

- Should existing MCCs be exempted from some or all of the new requirements?
- If so, should existing MCCs also be exempted from the requirements when creating a subsidiary?
- Should municipalities be prevented from potentially avoiding these new requirements by becoming investors in existing MCCs that are exempted? If so, how?

16. Other

Provide any other comments or suggestions about the MCC provisions proposed in Bill 21 or any other matters that should form part of the policy on MCCs.

IX. CONCLUSION

Thank you for providing your comments. Your feedback is very important and will be essential to improving municipal governance, transparency, and accountability. If you have questions while completing this guide, please contact Laura Klassen Bullock, Legislative Coordinator, Municipal Legislation at (780) 422-8388 or laura.klassenbullock@gov.ab.ca.



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Ron Pelensky, Director of Community Services and Operations
Title:	D.A. Thomas Park Steps Project

BACKGROUND / PROPOSAL:

In the 2016 Capital Budget, Council approved the construction of steps from D.A. Thomas shelter to the boat landing.

At the last Community Services Committee Meeting, Capital projects for Campgrounds and Parks were reviewed, and a motion was made to request Council to reallocate the funds for this project to the D.A. Thomas shelter project as it appeared to require additional funding to complete repairs. Administration has since received quotes for the repairs, and does not require additional funding to complete the shelter project.

Administration has received a request to increase the wall height at the boat dock (see attached picture) as when the river level raises it deposits silt over the landscape area.

OPTIONS & BENEFITS:

Option #1

Council approves the change of scope for this Capital project

Benefit:

No silt will be deposited on the landscape

Option #2

Accept this report for information.

Benefit

Assist in beautifying the area.

Author: R. Pelensky Reviewed by: _____ CAO: CG

COSTS & SOURCE OF FUNDING:

Funding to come from 2016 Capital Project in the amount of \$10,000.

SUSTAINABILITY PLAN:

N/A

COMMUNICATION:

N/A

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the funds for the D.A. Thomas Park Steps Project be reallocated to the D.A. Thomas Park Concrete Block Installation at the dock area.

Author: R. Pelensky Reviewed by: _____ CAO: CG





Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Peng Tian, Director of Finance
Title:	Bylaw 1045-16 Outstanding Tax Payment Bylaw

BACKGROUND / PROPOSAL:

At the August 9, 2016 council meeting the tax recovery auction date was set for November 23, 2016. During this discussion council also made a motion that administration review all policies, bylaws, etc. relating to the payment of taxes. In particular the concern was with property owners being able to delay the payment of tax arrears.

Section 418 (4) of the *Municipal Government Act* states that:

The municipality may enter into an agreement with the owner of a parcel of land shown on its tax arrears list providing for the payment of the tax arrears over a period not exceeding 3 years, and in that event the parcel need not be offered for sale under subsection (1) until

- (a) The agreement has expired, or*
- (b) The owner of the parcel breaches the agreement,*

whichever occurs first.

The Tax Arrears Agreement and the Tax Installment Agreement were reviewed at the August 24, 2016 council meeting.

First reading of the Bylaw was given with the following amendments:

- **2.5 A Ratepayer will not be eligible to enter into another Agreement if the Agreement has been terminated under Part 3 of this bylaw.**
- **3.3 Upon termination of the agreement, due to non-compliance, Mackenzie County will immediately offer the parcel for sale at a public auction, as per section 418 of the Municipal Government Act.**

Author: C. Gabriel Reviewed by: _____ CAO: CG

OPTIONS & BENEFITS:

Bylaw 1045-16 Outstanding Tax Payment bylaw will provide direction and the tool for administration to enter into agreements with ratepayers with outstanding taxes.

The agreement will be amended to include the conditions as set out in the Bylaw.

COSTS & SOURCE OF FUNDING:

N/A

SUSTAINABILITY PLAN:

COMMUNICATION:

Bylaws are available on the Mackenzie County website. Additional information will be posted on the website under the Finance section.

RECOMMENDED ACTION:

Motion 1

That second reading be given to Bylaw 1045-16 being the Outstanding Tax Payment Bylaw.

Motion 3

That third reading be given to Bylaw 1045-16 being the Outstanding Tax Payment Bylaw.

Author: C. Gabriel Reviewed by: _____ CAO: CG

BYLAW NO. 1045-16

**A BYLAW OF
MACKENZIE COUNTY,
IN THE PROVINCE OF ALBERTA,
TO PROVIDE FOR PAYMENT OF OUTSTANDING TAXES**

WHEREAS, pursuant to the provisions of the *Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26* and amendments thereto, the Council may pass a bylaw to permit outstanding taxes to be paid by monthly installments through Outstanding Tax Payment Plan.

NOW THEREFORE, the Council of Mackenzie County in the province of Alberta, duly assembled, hereby enacts as follows:

PART 1 TITLE AND DEFINITIONS

1. In this Bylaw, the following words, terms or expression shall be defined as:
 - (a) "Tax" or "Taxes" means taxes imposed in the Tax Year including taxes resulting from the enactment of a Supplementary Assessment Bylaw.
 - (b) "Current Taxes" means taxes for the current calendar year.
 - (c) "Outstanding Taxes" means cumulative unpaid balance for three years or greater on the date of signing the Outstanding Tax Payment Agreement.
 - (d) "Tax Penalties" means the penalties imposed pursuant to the Tax Penalties Bylaw.
 - (e) "Outstanding Tax Payment Agreement" means the agreement between Mackenzie County and ratepayer.
 - (f) "Outstanding Tax Payment Plan" means the payment plan authorized in this Bylaw.
 - (g) This bylaw may be cited as the "Outstanding Tax Payment Bylaw".

PART 2 GENERAL

- 2.1 The Outstanding Tax Payment Agreement (attached as Schedule A) will only be made available to a ratepayer and a property that has an outstanding cumulative balance for three years or greater.

- 2.2 The Outstanding Tax Payment Plan referred to in the Outstanding Tax Payment Agreement will be a one-time agreement between Mackenzie County and the ratepayer.
- 2.3 The term of the Agreement shall not exceed eighteen (18) months.
- 2.4 The term of the Agreement cannot be extended and the payment conditions cannot be amended.
- 2.5 A Ratepayer will not be eligible to enter into another Agreement if the Agreement has been terminated under Part 3 of this bylaw.**

PART 3 TERMINATION

- 3.1 Failure to meet the minimum payment requirements outlined in the Outstanding Tax Payment Plan (i.e. if an actual payment is past due or less than minimum payment amount) will cause immediate termination of the Agreement by Mackenzie County.
- 3.2 In case of non-payment by the ratepayer of current taxes not included in the Outstanding Tax Payment Plan, the Outstanding Tax Payment Agreement will be immediately terminated by by Mackenzie County.
- 3.3 Upon termination of the agreement, due to non-compliance, Mackenzie County will immediately offer the parcel for sale at a public auction, as per section 418 of the Municipal Government Act.**

PART 4 PENALTIES

- 4.1 Monthly payments outlined in the Outstanding Tax Payment Plan will be subject to penalties as stated in the Tax Penalties Bylaw as of the date of the Outstanding Tax Payment Agreement.

PART 5 PAYMENT OPTIONS

- 5.1 Payments can be made using the following options:
- (a) pre-authorized withdrawals, drawn directly from that person's bank account.
 - (b) providing post-dated cheques for the period outlined in the Outstanding Tax Payment Plan.
 - (c) in person via cash, certified cheque or debit.

PART 6 SALE OF LAND

- 6.1 When a Ratepayer sells property to which an Outstanding Tax Payment Agreement applies, the Outstanding Tax Payment Agreement shall be deemed to be cancelled and all overdue taxes shall become due and payable effective on the date of closing.
- 6.2 A Ratepayer on pre-authorized payments must cancel payments prior to property sale.

PART 7 EFFECTIVE DATE

7. That this Bylaw shall take effect on the date of third and final reading.

Read a first time this 24th day of August, 2016.

Read a second time this _____ day of _____, 2016

Read a third time and finally passed this _____ day of _____, 2016

Bill Neufeld
Reeve

Chief Administrative Officer

Outstanding Tax Payment Agreement

County: Mackenzie County

Owner (s):

Tax Roll Number:

Short Legal Description:

Title Number:

Outstanding Tax Payment Agreement made this _____ day of _____, 2016

Between:

The Mackenzie County
(hereinafter referred to as the "County")

of The First Part

and

(hereinafter referred to as the "Owner")

of The Second Part

Whereas the County has placed the parcel of land, legally described as Plan _____, Block _____, Lot _____, on the tax arrears list per section 412(1) of the Municipal Government Act and must offer the parcel of land for sale at a public auction.

And Whereas the Owner of the parcel of land, Plan _____, Block _____, Lot _____, wishes to enter into an Agreement with the County for the orderly payment of the tax arrears over the next eighteen (18) months, conditional on the County delaying the public auction per section 418(4) of the Municipal Government Act.

The Parties to the Agreement, in consideration of the mutual terms, covenants, and conditions to be observed and performed by each part agree as follows:

- General*
1. a) The term of the agreement, unless terminated for noncompliance with the provisions of the agreement, and shall not exceed the period of eighteen (18) months from the commencement date of the Agreement.
 - b) The term of the Agreement cannot be extended and the payment conditions cannot be amended.
 - c) A Ratepayer will not be eligible to enter into another Agreement if the Agreement has been terminated due to non-compliance.
 - d) The County shall postpone the tax forfeiture public auction

Tax Roll Number:
Short Legal:

Initial _____

on this property in accordance with section 418(4) of the Municipal Government Act unless the agreement has been terminated for noncompliance with the provisions of this agreement.

Monthly Payments 2. The Owner must make minimum monthly payments, payable in advance upon the 1st day of each month of the agreement, per Outstanding Tax Payment Plan, Schedule “A”, attached hereto.

Type of Payments 3. Payments can be made using the following options:

- (a) pre-authorized withdrawals, drawn directly from the Owner’s bank account.
- (b) providing post-dated cheques for the period outlined in the Outstanding Tax Payment Plan.
- (c) in person via cash, certified cheque or debit.

Removal of Improvements 4. The Owner must not remove from the parcel, unless the County consents in writing, any improvements for which the owner is liable to pay taxes on, in accordance with section 414 of the Municipal Government Act.

Sale of Land 5. When a Ratepayer sells property to which an Outstanding Tax Payment Agreement applies, the Outstanding Tax Payment Agreement shall be deemed to be cancelled and all overdue taxes shall become due and payable effective on the date of closing.

Termination 6. (a) Failure to meet the minimum payment requirements outlined in the Outstanding Tax Payment Plan (i.e. if an actual payment is past due or less than the minimum payment amount) will cause immediate termination of the Agreement by Mackenzie County.

(b) In case of non-payment by the Owner of current taxes not included in the Outstanding Tax Payment Plan, the Outstanding Tax Payment Agreement will be immediately terminated by Mackenzie County.

Condition upon Termination 7. The County will, immediately offer the parcel for sale at a public auction, per section 418 of the Municipal Government Act.

Expiration of Agreement

8. The County will, upon expiration of the term of the agreement or the outstanding tax, as defined in the Municipal Government Act, and calculated by the Treasurer of the County are totally paid off:

- (a) discharge the tax notification placed upon the parcel,
- (b) add the cost of discharging the tax notification to the tax roll per section 413(3) of the Municipal Government Act.

In Witness Whereof:

the parties hereunto affixed their signatures, on the date and year first above written.

In the Hamlet of Fort Vermilion, Province of Alberta

Witness

Mackenzie County

Witness

Owner

Witness

Owner

Schedule "A"

Outstanding Tax Payment Plan

Short Legal:

Tax Roll:

Date	Description	Penalties Rate	Penalties	Reduction in Balance	Total Payable	Arrears Balance	Monthly Installment	Total Outstanding

Tax Roll Number:
Short Legal:

Initial _____

Schedule "B"

AUTHORIZATION TO WITHDRAW FUNDS

I/We authorize Mackenzie County to withdraw funds from our account(s) each month to pay property taxes per Schedule "A" of the Tax Installment Agreement.

Name(s): _____

Address: _____

City _____

Province: _____ Postal Code: _____

Name of Financial Institution: _____

Address: _____

Province: _____ Postal Code _____

Account Number: _____

I/We authorize the above financial institution to withdraw funds from my/our account payable to Mackenzie County. I/We understand that this authorization may be cancelled by me/us at any time upon written notice.

Signature(s) _____

Date: _____

Schedule "A"

Outstanding Tax Payment Plan

Short Legal:

Tax Roll:

		Levies & Penalties	Principal Reduction	Total Monthly Payment	Balance Outstanding
Date	Description				
	Balance Forward				32,528.66
01-Nov-16	12%	3903.44	2,323.48	6,226.92	30,205.19
01-Dec-16	0	0.00	2,323.48	2,323.48	27,881.71
01-Jan-17	12%	3,345.81	2,323.48	5,669.28	25,558.24
01-Feb-17	0	0.00	2,323.48	2,323.48	23,234.76
01-Mar-17	0	0.00	2,323.48	2,323.48	20,911.28
01-Apr-17	0	0.00	2,323.48	2,323.48	18,587.81
01-May-17	0	0.00	2,323.48	2,323.48	16,264.33
01-Jun-17	0	0.00	2,323.48	2,323.48	13,940.86
01-Jul-17	6%	836.45	2,323.48	3,159.93	11,617.38
01-Aug-17	0	0.00	2,323.48	2,323.48	9,293.90
01-Sep-17	9%	836.45	2,323.48	3,159.93	6,970.43
01-Oct-17	0	0.00	2,323.48	2,323.48	4,646.95
01-Nov-17	12%	557.63	2,323.48	2,881.11	2,323.48
01-Dec-17	0	0.00	2,323.48	2,323.48	0.00

Total monthly payment amount represents a minimum monthly payment required to bring your outstanding property tax balance to zero by Dec. 31, 2017. If your payment exceeds monthly payable amount, your balance will be paid off faster.

Your 2017 tax levy must be paid on time IN ADDITION to the minimum monthly payments. Your 2017 property tax assessment/notice will be sent to you in May 2017 by mail. Failure to pay off



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Peng Tian, Director of Finance
Title:	Insured Asset Values – Property & Equipment

BACKGROUND / PROPOSAL:

At the April 27, 2016 Council meeting, it was requested that administration reviews values for buildings and equipment and report back to Council. The Heavy Equipment and Property policies are on a replacement value basis making the value listed on these policies a vital piece of information when claims are submitted and there is damage/write off of an asset. The amount insured also affects premiums paid by the County.

The Heavy Equipment and Property policies have been reviewed and recommendations have been made for values.

OPTIONS & BENEFITS:

Suggested changes will ensure appropriate coverage for County assets and reflect changes in values for Mackenzie County equipment and buildings. Recommendations can be found in the attached listing.

COSTS & SOURCE OF FUNDING:

Annual Operating Budget.

Estimated premium increase would be approximately 3.9% (\$728.00) for Equipment and 1% (\$1,526.00) for Property for existing items.

SUSTAINABILITY PLAN:

N/A

Author: E. Nyakahuma **Reviewed by:** Peng Tian **CAO:** CG

COMMUNICATION:

Recommended changes will be submitted to the insurance company.

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the insured asset values for Property & Equipment be approved as recommended and that the changes be submitted to Jubilee Insurance.

Author: E. Nyakahuma Reviewed by: Peng Tian CAO: CG

Item No.	Sub Item	Item Description	Address	Postal Code	Bldg Value	Content Value	Deductible	Total Annual Premium	Recommendations - Building Value	Recommendations - Contents Value	Building Value - Increase/Decrease	Content Value - Increase/Decrease	Premium Increase
P00226	-	Zama Toilets	59°09'14.53"N 118°40'34.29"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00227	-	Hutch Lake Toilets	58°45'53.38"N 117°22'07.50"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00228	-	Hutch Lake Toilets	58°45'23.80"N 117°20'08.80"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00229	-	Machesis Lake Toilets	58°19'36.79"N 116°34'53.40"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00230	-	Machesis Lake Toilets	58°19'31.71"N 116°34'42.55"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00231	-	Machesis Lake Toilets	58°19'30.14"N 116°34'30.98"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00232	-	DA Thomas Park Toilet	58°23'59.9"N 115°59'30.3"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00233	-	Mackenzie Park Toilet	58°23'34.3"N 115°59'48.2"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00234	-	FV Arena Park Toilet	58°22'58.1"N 116°1'7.8"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00235	-	Reinland Park Toilet	58°11'18.0"N 116°24'33.0"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00236	-	LC Walking trails East Toilet	East-58°11'45.2"N 116°21'23.3"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00237	-	Lagoon Toilet	58°11'44.5"N 116°23'14.4"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00238	-	Tourangeau Lake Toilet	58°12'9.0"N 116°26'30.8"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00239	-	Buffalo Head Tower Toilet	57°57'17.50"N 116°12'24.52"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00240	-	Jubilee Park Toilet	58°10'44.3"N 116°24'23.2"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00241	-	LC Arena Park Toilet	58°11'9.4"N 116°24'39.4"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00242	-	Wadlin Lake Toilet	57°45'18.38"N - 115°33'25.88"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00243	-	Wadlin Lake Toilet	57°45'19.38"N 115°33'20.24"W,		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00
P00244	-	Wadlin Lake Toilet	57 57°45'23.49"N 115°33'28.55"W		-	-	-	-	\$20,000.00	\$0.00	20,000.00	-	35.00

\$217,946.00	\$117,361,356.43	\$33,807,213.00	1,155,000.00	125,000.00	4,513.00
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2%

Notes:
NPO items not adjusted



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Peng Tian, Director of Finance
Title:	Request to Reduce Tax - Tax Roll 082172

BACKGROUND / PROPOSAL:

Cancellation, reduction, refund or deferral of taxes

Section 347(1) of the MGA reads as follows:

347(1) If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:

- (a) *Cancel or reduce tax arrears;*
- (b) *Cancel or refund all or part of a tax;*
- (c) *Defer the collection of a tax.*

The County's legal counsel advised:

"The important "pre-condition" to granting a reduction, cancellation or deferral is that council must be able to justify that it is "equitable to do so". Any reduction, cancellation, or deferral of current taxes or tax arrears must be "equitable" having regard for what is fair and just for all taxpayers of the municipality in respect of the tax burden. Equity, in this context, requires that similarly-situated persons or entities receive the same treatment.

Section 347 empowers a municipality to extend the specified tax relief to individual properties or to an entire class of taxable property. A municipality may not extend this tax relief to one or more subclasses within a taxable class, or on the basis of any criterion other than taxable class, unless the relief is extended specifically to an individual property.

Author: Jeri Phillips **Reviewed by:** Peng Tian **CAO:** CG

Only tax arrears or current taxes may be the subject of relief under section 347. Section 347 does not empower municipalities to grant the specified relief on future taxes as this would fetter the discretion of future councils. “

William Peters is requesting his minimum tax be reduced to \$35 from \$400 on his property at Bistchio Lake.

OPTIONS & BENEFITS:

Option 1: Deny request from William Peters adhering to 2016 Tax Rate Bylaw 1026-16.

Option 2: Approve the decrease in minimum tax for Tax Roll 082172 to \$35 as requested.

COSTS & SOURCE OF FUNDING:

2016 Operating Budget

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

For discussion

Author: Jeri Phillips **Reviewed by:** Peng Tian **CAO:** CG

William Peters
Box 344
La Crete, AB T0H 2H0

June 30, 2016

Mackenzie County
Box 640
Fort Vermilion, AB T0H 1N0

ATTENTION: CAO and Council

SUBJECT: Tax Roll #082172; QTR: NE, SEC: 25, TWP: 123, RGE: 04, M:6

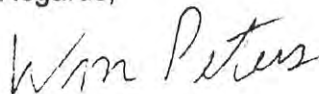
The subject property is located at Bistchio Lake with a small cabin situated on it and is based on a lease agreement with the Alberta government. Prior to August 2014, I had a commercial fishing license for the location but the Alberta government subsequently closed commercial fishing across the province.

In 2014, the tax bill for the property was approximately \$27 which increased to \$420 in 2015 and remains high for 2016 at \$406.50. The tax bill from 2014 to 2016 equates to an increase of 1403% which makes me question why there was such a dramatic increase on the property

I am asking that Council consider waiving the tax bill for the current year as a significant amount was paid in 2015 or reduce the tax bill to \$35 for the current year.

Thank you for your consideration of this matter. If you require any further information, please feel free to give me a call at 780-926-0068.

Regards,



William Peters



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Peng Tian, Director of Finance
Title:	Request to Reduce Tax – Tax Roll 074356

BACKGROUND / PROPOSAL:

Cancellation, reduction, refund or deferral of taxes

Section 347(1) of the MGA reads as follows:

347(1) If a council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:

- (a) *Cancel or reduce tax arrears;*
- (b) *Cancel or refund all or part of a tax;*
- (c) *Defer the collection of a tax.*

The County’s legal counsel advised:

“The important “pre-condition” to granting a reduction, cancellation or deferral is that council must be able to justify that it is “equitable to do so”. Any reduction, cancellation, or deferral of current taxes or tax arrears must be “equitable” having regard for what is fair and just for all taxpayers of the municipality in respect of the tax burden. Equity, in this context, requires that similarly-situated persons or entities receive the same treatment.

Section 347 empowers a municipality to extend the specified tax relief to individual properties or to an entire class of taxable property. A municipality may not extend this tax relief to one or more subclasses within a taxable class, or on the basis of any criterion other than taxable class, unless the relief is extended specifically to an individual property.

Author: Jeri Phillips **Reviewed by:** Peng Tian **CAO:** CG

Only tax arrears or current taxes may be the subject of relief under section 347. Section 347 does not empower municipalities to grant the specified relief on future taxes as this would fetter the discretion of future councils. “

Kathleen Meston is requesting her minimum tax be reduced to \$35 from \$200 due to the lack of services and the low assessment value on the property located at Little Red River.

OPTIONS & BENEFITS:

Option 1: Deny request from Kathleen Meston adhering to 2016 Tax Rate Bylaw 1026-16.

Option 2: Approve the decrease in minimum tax for Tax Roll 074356 to \$35 as requested.

COSTS & SOURCE OF FUNDING:

2016 Operating Budget

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

For discussion

Author: Jeri Phillips **Reviewed by:** Peng Tian **CAO:** CG

>> Mr. Walter Sarapuk or To whom it may concern:

>> I wish to appeal the amount of tax that has been assessed on my property at Little Red River (NE 28,108,05,5). The property has an assessed value of \$1740, and the tax amount of 204.69 is excessive in view of the value of the property and the absence of services that are provided by Mackenzie County. We would like to retain the property because it was my home for many years as a young child. The increased assessment seems to be quite punitive, since it isn't possible for us to live there today due to lack of services, etc.

>> I'm requesting a reduction in the tax amount to be more in line with the actual value of the land (1 acre, no buildings), and hope that you would honour my request. I have paid the tax for this year to avoid a penalty, but would hope that a credit could be applied to my account, should you decide to honour my request. Thank you for your consideration in this matter.

>> Sincerely

>> Kathleen Meston

>> 3754 James Crescent

>> Black Creek, Bc

>> V9J 1E9

>> Ph: 250-337-5985



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Peng Tian, Director of Finance
Title:	Policy FIN022 Budget Development and 2017 Budget Meeting Dates

BACKGROUND / PROPOSAL:

Under the Municipal Government Act (MGA), s. 242, each Council must adopt an operating budget for each calendar year; and under s. 245, each Council must adopt a capital budget for each calendar year. Administration would like to recommend budget meeting dates to fulfill these obligations.

Under the MGA, s. 153, amongst other things, Councillors have the following duty:

- (a) to consider the welfare and interests of the municipality as a whole and to bring to Council’s attention anything that would promote the welfare or interests of the municipality;
- (b) to participate generally in development and evaluating the policies and programs of the municipality.

Council has adopted Policy FIN022 Budget Development which outlines the guidelines for yearly budget preparation. The policy outlines the following timelines:

- Council review and approval of budget guidelines by September 15th
- Management review of draft budget by October 15th
- Council review of budget materials by November 1st
- Budget meetings to be completed by December 21st
- Budget ratification by January 15th

The policy also outlines the materials to be included for Council consideration in preparation of the budget, some of these include:

- Wages and benefits
- Proposed staff additions, etc. (review of organizational chart as per Policy ADM038 Organizational Structure)
- Estimated assessment and growth
- Water/Sewer rates

Author: C. Gabriel **Reviewed by:** _____ **CAO** CG

- New reserves or recommended changes to reserves
- Capital expenditures
- Grant requests from non-profit organizations

OPTIONS & BENEFITS:

Administration requests the following:

- That Council provide any additional 2017 budget guidelines to administration not outlined in the attached policy;
- That Council provide direction of what goals are to be incorporated into the 2017 budget;
- That Council direct administration with respect to development of additional policies or amendment of existing policies in order to accomplish the 2017 desired goals and;
- That Council review the Budget Development Policy FIN022 and provide input if any changes are desired to be made to this policy with respect to budget preparation and presentation.

Administration recommends setting the following dates for 2017 budget reviews:

- October 31, 2016 (First Operational Budget Meeting)
- November 22, 2016 (Capital Budget Review) *This meeting would replace the Committee of the Whole Meeting.*
- December 12, 2016 (Second Operating Budget Review)

COSTS & SOURCE OF FUNDING:

2017 Operating and Capital Budgets

SUSTAINABILITY PLAN:

N/A

COMMUNICATION:

N/A

Author: C. Gabriel Reviewed by: _____ CAO CG

RECOMMENDED ACTION:

Motion 1:

Simple Majority Requires 2/3 Requires Unanimous

That Policy FIN022 Budget Development be received for information **OR** amended as discussed.

Motion 2:

Simple Majority Requires 2/3 Requires Unanimous

That the 2017 budget review dates be scheduled as follows to begin at 10:00 a.m. in the Fort Vermilion Council Chambers:

- October 31, 2016 – Council (Budget) Meeting
- November 22, 2016 – Council (Budget) Meeting
- December 12 , 2016 – Council (Budget) Meeting

Author: C. Gabriel Reviewed by: _____ CAO CG

Mackenzie County

Title	Budget Development	Policy No:	FIN022
Legislative Reference	Municipal Government Act, Part 8		

Purpose

To provide an efficient and effective process for the development of the yearly operating and capital budgets.

Policy Statement and Guidelines

Step 1 – Budget Guidelines

A council workshop will be held by September 15 to review the historical financial and statistical data with the CAO. The CAO will lead preparation of operating and capital budget drafts for Council's consideration which will reflect the needs of the County as expressed by Council, public or department heads.

It is important to note, that the municipality has no control over the school and senior's lodge requisitions and has always "passed through" these expenditures to the ratepayers.

Approval of budget guidelines by September 15.

Step 2 - Management Review with each functional area

Based on the guidelines established by Council, each functional group will prepare a draft budget which contains the following expenditures: operating, tangible capital assets replacements/improvements and new capital project summaries.

The CAO will meet with each of the functional area to discuss their requests and needs and make appropriate changes where necessary.

Management review to be completed by October 15.

Step 3 – Budget Compilation

Budget materials for Council's review will contain the following:

1. Summary of budget guidelines adopted by Council for the proposed year.
2. Summary of assumptions made by Administration in the preparation of the proposed budget. Items such as:

- a. Wages and benefits % and \$ increase
- b. Estimated assessment % and \$ growth
- c. General % factor used for utilities or typical expenditures
- d. Major dollar increases for “special” or known issues (e.g. insurance/debentures)
- e. Proposed staff additions and the corresponding wage and benefits etc costs
- f. New reserves or recommended changes to existing reserves
- g. The amount of engineering costs budgeted for projects that are pre-designed and will be completed in subsequent year(s)
- h. Summary of major increases or decreases for each function
- i. Any other items that would provide Council with information to make their decision making more effective and efficient

3. Worksheets:

- a. Cash requirement decision summary
- b. Summary of total operating revenue and total expenditures
- c. Summary of total revenue and expenditures by function
- d. Water/sewer rates recalculation in order to achieve 75% recovery through the rate including long term debt interest and principle payments and excluding amortization to capital assets for these functions
- e. Summary of grant requests from community non-profit organizations
- f. Multi-year capital plan
- g. Proposed TCA (tangible capital assets) ~~capital~~ project budget for upcoming year
- h. Summary of increases and decreases to reserve balances
- i. Summary of existing long term debt and proposed (if applicable)
- j. Any capital projects carry forwards (if known at this time)
- k. Supporting charts or graphs for information that will prove beneficial for budget review (e.g. assessment information)

Where appropriate, information will be provided that shows previous year information, available current year information and percentage increases or decreases from one year to next.

Budget compilation to be completed by November 1.

Step 4 - Budget Meetings

The following timing and order will be set aside for the budget review:

- a. Operating revenues and expenditures – 1 day
- b. Tangible Capital Assets projects & multi-year capital plan – 2 days

- c. Grants to non-profit groups requests and cash requirement decision worksheet final review – 1 day

Additional meetings may be scheduled as required. Budget meetings to be completed by December 21.

Step 5 – Formal Budget Ratification by Council first meeting in January

Administration will incorporate all changes/modifications that came about through the budget deliberations in step 4 and request formal budget ratification.

Budget ratification by January 15.

	Date	Resolution Number
Approved	24-Sep-02	02-681
Amended	11-Apr-07	07-349
Amended	13-Sep-11	11-09-739



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Len Racher, Director of Facilities & Operations (South)
Title:	Construction and Maintenance of Tompkins Crossing Ice Bridge – Award

BACKGROUND / PROPOSAL:

Administration advertised Request for Proposals for the Construction and Maintenance of Tompkins Crossing Ice Bridge, with a closing date of August 24, 2016. Proposals were opened in Council on August 24, 2016 and given to Tompkins Crossing Committee for evaluation and recommendation. Evaluation results are as follows:

Bidder	Unit Price 30%	Equipment List 20%	Out Buildings 10%	Personnel 40%	Total 100%
DBM Contracting	30%	20%	10%	30%	90%
Checkmark Services	28%	20%	10%	35%	93%
PHK Herefords	15%	20%	10%	40%	85%
George & Abe Driedger	29%	20%	10%	40%	99%

Upon evaluation the following recommendation was made:

MOTION TC-16-08-016 **MOVED** by Reeve Neufeld

That the Recommendation to Council be to award the Construction and Maintenance of Tompkins Crossing Ice Bridge to George & Abe Driedger for the annual bid price of \$109,000.00, based on the evaluation criteria.

CARRIED

Author: S Wheeler Reviewed by: Len Racher CAO: CG

Administration sent an email to Alberta Transportation (AT) for acknowledgement of the recommendation to Council. AT responded with the attached email.

OPTIONS & BENEFITS:

Option 1:

Award the Construction and Maintenance of Tompkins Crossing Ice Bridge to the recommended bidder, as per evaluation percentages.

COSTS & SOURCE OF FUNDING:

2016 – 2019 Agreement with Alberta Transportation

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Construction and Maintenance of Tompkins Crossing Ice Bridge be awarded to George & Abe Driedger as per their submitted Proposal.

Author: S Wheeler Reviewed by: Len Racher CAO: CG

Sylvia Wheeler

Subject: FW: Ice Bridge Sub-Contract

From: Rommel Directo [<mailto:Rommel.Directo@gov.ab.ca>]
Sent: August-31-16 3:09 PM
To: Sylvia Wheeler
Subject: RE: Ice Bridge Sub-Contract

Hi Sylvia,

No problem.

Rommel Directo
Operations Manager – Peace River District
Delivery Services Branch
Alberta Transportation
Government of Alberta

Tel 780-624-6220
Cell 780-618-9573
Fax 780-624-2440
Rommel.Directo@gov.ab.ca

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Go to 511.alberta.ca and follow [@511Alberta](https://twitter.com/511Alberta)



From: Sylvia Wheeler [<mailto:swheeler@mackenziecounty.com>]
Sent: Wednesday, August 31, 2016 3:06 PM
To: Rommel Directo <Rommel.Directo@gov.ab.ca>
Cc: Len Racher <lracher@mackenziecounty.com>
Subject: RE: Ice Bridge Sub-Contract

Hi Rommel,

Thanks so much for your response! We are planning to recommend awarding the contract at the September 13, 2016 Council meeting. I will attach your email.

Enjoy your day,

Sylvia Wheeler
Public Works Administrative Officer

Mackenzie County
La Crete Office 780-928-3983 ext. 7120
Fax 780-928-3636
swheeler@mackenziecounty.com

From: Rommel Directo [<mailto:Rommel.Directo@gov.ab.ca>]
Sent: August-31-16 1:31 PM
To: Sylvia Wheeler
Cc: Mae Stewart; Paul Catt; Len Racher
Subject: RE: Ice Bridge Sub-Contract

Good Afternoon,

Thank you for notifying Alberta Transportation of Mackenzie County – Tompkins Crossing Committee’s decision and recommendation to award the contract for Construction and Maintenance of Tompkins Crossing Ice Bridge to George & Abe Driedger (attached). We have reviewed the proposal and find that it does not affect the existing Memorandum of Agreement between Alberta Transportation and Mackenzie County, and therefore concur and acknowledge the recommendation.

We’re looking forward in working with Mackenzie County and it’s Sub-Contractor.

Regards,

Rommel Directo
Operations Manager – Peace River District
Delivery Services Branch
Alberta Transportation
Government of Alberta

Tel 780-624-6220
Cell 780-618-9573
Fax 780-624-2440
Rommel.Directo@gov.ab.ca

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Go to 511.alberta.ca and follow [@511Alberta](https://twitter.com/511Alberta)



From: Sylvia Wheeler [<mailto:swheeler@mackenziecounty.com>]
Sent: Friday, August 26, 2016 8:56 AM
To: Rommel Directo <Rommel.Directo@gov.ab.ca>; Mae Stewart <mae.stewart@gov.ab.ca>; Paul Catt <Paul.Catt@gov.ab.ca>
Cc: Len Racher <lracher@mackenziecounty.com>
Subject: Ice Bridge Sub-Contract

Good morning,

At the August 24, 2016 Council meeting the Proposals for Construction and Maintenance of Tompkins Crossing Ice Bridge were opened. The proposals were then given to the Tompkins Crossing Committee for evaluation on August 25, 2016.

The Committee evaluated the four submitted proposals. A recommendation was made for Council to award the contract to George & Abe Driedger (see attached).

The next Council meeting is September 13, 2016. The Committee would appreciate a letter of acknowledgement from your office concurring with the recommendation. Items for Council package are to be submitted about a week prior to the meeting.

Thanks,

Sylvia Wheeler

Public Works Administrative Officer
Mackenzie County
La Crete Office 780-928-3983 ext. 7120
Fax 780-928-3636
swheeler@mackenziecounty.com

Up-to-date road information, including traffic delays, is a click or a call away. Call 5-1-1 toll-free, visit 511.alberta.ca or follow us on Twitter @511Alberta to get on the road to safer travel.

<http://511.alberta.ca/ab/en.html>
<https://twitter.com/511Alberta>

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Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Ron Pelensky, Director of Community Services & Operations
Title:	Construction Work – Blumenort Road

BACKGROUND / PROPOSAL:

On August 24, 2016 Council requested that administration report on what construction work occurred on Blumenort road and what the process of hiring was.

Administration was going to complete a shoulder pull for this road, however after thorough review decided that the road needed better ditches and a higher grade to sustain the integrity of this infrastructure. Administration chose to repair Blumenort Road from Hwy 697 to Range Road 133 (3.5 miles) which was done with Private Equipment and Frank Wiens to oversee the project. This project utilized a variety of equipment including Frank Wiens equipment, and 4 other Gravel trucks, along with the County grader when available.

The following are factors of why private equipment was used over contracting:

1. No previous engineering was done, so no quantities, drainage information or final grade was established.
2. The road had a 20m right of way and back slope agreements needed to be created.
3. County utilized its grader when free to keep construction costs down. We also wanted to train the county maintenance staff on construction techniques.

Frank Wiens was chosen as the project supervisor as he once lived in that area, and the local ratepayers felt more comfortable signing back slope and borrow pit agreements.

OPTIONS & BENEFITS:

N/A

Author: R. Pelensky **Reviewed by:** _____ **CAO:** CG

COSTS & SOURCE OF FUNDING:

2016 Capital Projects – Shoulder Pulls North

SUSTAINABILITY PLAN:

N/A

COMMUNICATION:

N/A

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Blumenort Road construction work update be received for information.

Author: _____ Reviewed by: _____ CAO: CG



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Ron Pelensky, Director of Community Services and Operations
Title:	Request to Tender for Gravel Crushing

BACKGROUND / PROPOSAL:

Mackenzie County typically crushes gravel once every three years, with the last contract being 2014. Currently there is no gravel at the Fidler Pit, 20,000 m³ at the North Vermilion pit, 2,000 m³ at the Tompkins pit, and 20,000 m³ at the West La Crete pit. In order to have a supply of gravel ready for the beginning of May, administration is requesting that Council allocate funding to tender gravel crushing at the Fidler, North Vermilion & Tompkins pit to meet operational needs.

Administration is proposing that if a longer time frame for work completion is allowed for, the County may receive better pricing from the proponents. The project would be tendered in 2016, with the work completion date in 2017.

OPTIONS & BENEFITS:

Option #1

Allocate funds to crush gravel

Benefit

- Ensure that Mackenzie County has adequate gravel to meet operational needs
- Projects with longer timelines tend to have reduced costs

Option #2

Receive this report for information

Benefit

- Administration to bring forward during 2017 budget discussions.

Author: R. Pelensky Reviewed by: _____ CAO: CG

COSTS & SOURCE OF FUNDING:

Funding in the amount of \$500,000 to come from Gravel Crushing Reserve, and \$1,000,000 from General Operating Reserve.

SUSTAINABILITY PLAN:

N/A

COMMUNICATION:

Administration to communicate Councils decision.

RECOMMENDED ACTION:

Motion 1:

Simple Majority Requires 2/3 Requires Unanimous

That the 2016 operating budget be amended to include an additional \$1,500,000 with \$500,000 in funding coming from the Gravel Crushing Reserve, and \$1,000,000 from the General Operating Reserve for gravel crushing in 2016.

Author: R. Pelensky Reviewed by: _____ CAO: CG



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Ron Pelensky, Director of Community Services and Operations
Title:	Supply and Construct Wooden Post Frame Sand Shed Tender

BACKGROUND / PROPOSAL:

Administration advertised an invitation to tender 'Supply and Construct Wooden Post Frame Sand Shed' on the County Website, and Alberta Purchasing Connection (APC) website. Tenders were opened in Council August 24, 2016 with the following motion;

MOTION 16-08-607 **MOVED by Councillor Braun**

That the Supply and Construct Wooden Post Frame Sand Shed tenders be opened.

CARRIED

Tenders Received

	<i>Total</i>
<i>Square D Carpentry</i>	\$231,827.00
<i>Alpine Builders</i>	\$271,200.00 (80'x120')
<i>Alpine Builders</i>	\$242,774.00 (60'x120')

MOTION 16-08-608 **MOVED by Councillor Braun**

That administration be authorized to negotiate with the lowest qualified bidder for the Supply and Construct Wooden Post Frame Sand Shed and bring it back to the next meeting.

CARRIED

Upon administration review of the 2 proponents, only Alpine Builders was qualified, and submitted all required documents as required for the tender request.

Author: R. Pelensky **Reviewed by:** _____ **CAO:** CG

Administration met with Alpine Builders to discuss options to bring the construction project within budget. The following items are proposed;

- lower roof height from 24' to 20'
- eliminate 2 overhead doors on the side of the building
- install 1 sliding door on the side of the building
- eliminate 1 man door
- extend the completion date to August 31, 2017
- Proposal cost lowered to \$200,000

OPTIONS & BENEFITS:

Option #1:

Build the Sand & Salt Shelter with the recommended changes to remain within budget.

Benefit:

Construction of the Sand & Salt shelter while remaining within budget.

Option #2

Accept this report for information, and request administration to retender.

Benefit:

Retendering may be viewed more favorable by the public, as there are several changes to the scope of the project.

COSTS & SOURCE OF FUNDING:

Funding to come from the 2016 Capital project in the amount of \$200,000.

SUSTAINABILITY PLAN:

N/A

COMMUNICATION:

Administration to communicate Councils decision.

Author: R. Pelensky Reviewed by: _____ CAO: CG

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That the Supply and Construct Wooden Post Frame Sand Shed be awarded to the lowest qualified bidder while remaining in budget.

Author: R. Pelensky Reviewed by: _____ CAO: CG



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Byron Peters, Director of Planning & Development
Title:	Bylaw 1046-16 Land Use Bylaw Amendment to Add Wastewater Treatment Setbacks Regulations to the Land Use Bylaw 791-10

BACKGROUND / PROPOSAL:

Mackenzie County's administration was asked to amend the Land Use Bylaw to clarify the definition of Automotive Equipment and Vehicle Services and to include the Lagoon Setback requirements as defined by the *Subdivision and Development Regulations*.

This bylaw is being presented for the amendment of the Sewage Lagoon Setbacks.

In section 12 of the *Subdivision and Development Regulations* it specifies certain distances that development must maintain from the vicinity of a wastewater treatment facility.

Nowhere in the current Land Use Bylaw are these regulations mentioned aside from a standard clause in section 1.6 which states:

1.6 OTHER LEGISLATION AND BYLAW REQUIRMENTS

(a) *Nothing in this BYLAW affects the duty or obligation of a person to obtain a DEVELOPMENT PERMIT as required by this BYLAW or to obtain any other permit, license or other authorization required by this or any other BYLAW.*

(b) *In addition to the requirements of this BYLAW, an applicant must comply with all federal, provincial and other municipal legislation.*

It has been asked of administration to add the wastewater treatment setback requirements to the Land Use Bylaw.

In section 7 – General Regulation Setbacks from Wastewater Treatment shall be added along with an overlay to the hamlet maps. :

Author: L. Lambert Reviewed by: _____ CAO: CG

Add: Section 7.47.1

Wastewater Treatment Setbacks

All setbacks shall comply with the *Subdivision and Development Regulations*.

Schools, hospital, food establishments and residential development shall not be located within 300 meters of the working area of an operating waste treatment plant.

“working area” means those areas of a parcel of land that are currently being used or will be used for the processing of wastewater.

Further clarification can be found in the *Subdivision and Development Regulations*, section 12.

This is directly from the Subdivision and Development Regulations.

OPTIONS & BENEFITS:

Adding this segment to the Land Use Bylaw ensures that the regulations can be enforced and the setback areas are clearly identified.

COSTS & SOURCE OF FUNDING:

N/A

SUSTAINABILITY PLAN:

The Sustainability Plan does not directly address wastewater treatment setbacks in the County. As such, the proposed land use bylaw amendment neither supports nor contradicts the Sustainability Plan.

COMMUNICATION:

The bylaw amendment will be advertised as per MGA requirements.

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That first reading be given to Bylaw 1046-16 being a Land Use Bylaw Amendment to Add Section 7.47.1 Wastewater Treatment Setbacks to the Land Use Bylaw 791-10, subject to public hearing input.

Author: L. Lambert Reviewed by: _____ CAO: CG

BYLAW NO. 1046-16
BEING A BYLAW OF
MACKENZIE COUNTY
IN THE PROVINCE OF ALBERTA

TO AMEND THE
MACKENZIE COUNTY LAND USE BYLAW

WHEREAS, Mackenzie County has a Municipal Development Plan adopted in 2009, and

WHEREAS, Mackenzie County has adopted the Mackenzie County Land Use Bylaw in 2011, and

WHEREAS, the Council of Mackenzie County, in the Province of Alberta, has deemed it desirable to amend the Mackenzie County Land Use Bylaw by adding setbacks regulations for wastewater treatment.

NOW THEREFORE, THE COUNCIL OF THE MACKENZIE COUNTY, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS AS FOLLOWS:

1. That the Mackenzie County Land Use Bylaw Section 7 be amended with the following addition:

Section 7.47.1

Wastewater Treatment Setbacks

All setbacks shall comply with the *Subdivision and Development Regulations*.

Schools, hospital, food establishments and residential development shall not be located within 300 meters of the working area of an operating waste treatment plant.

“**working area**” means those areas of a parcel of land that are currently being used or will be used for the processing of wastewater.

Further clarification can be found in the *Subdivision and Development Regulations*, section 12.

READ a first time this ____ day of _____, 2016.

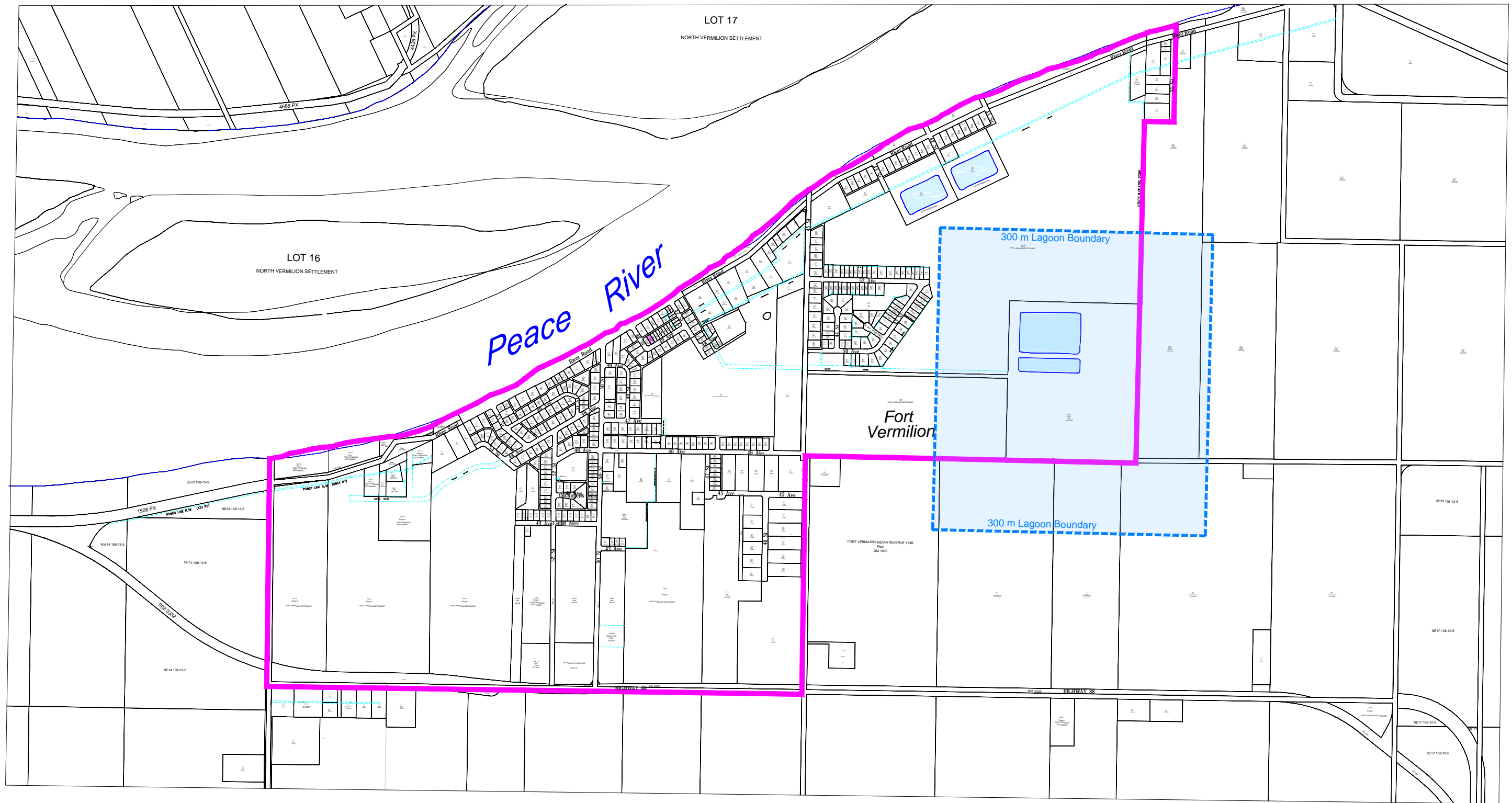
PUBLIC HEARING held this ____ day of _____, 2016.

READ a second time this ____ day of _____, 2016.

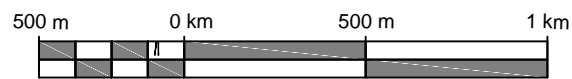
READ a third time and finally passed this _____ day of _____, 2016.

Bill Neufeld
Reeve

Chief Administrative Officer



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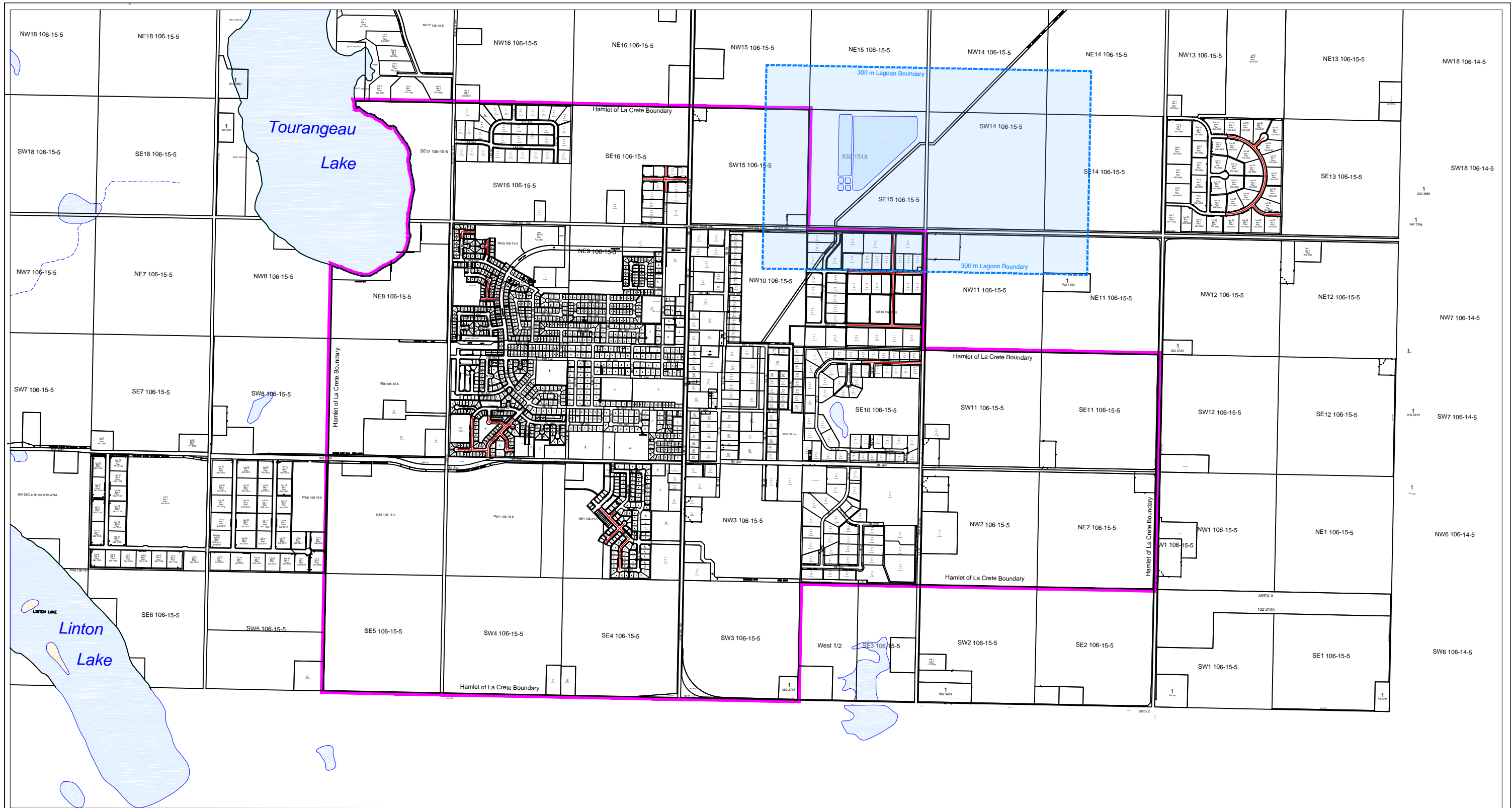
Hamlet of
 Fort Vermilion
 2016
 Cadastral Base Map



Not To Scale

10 Degree Transverse Mercator Projection, 115 Degree Central Meridian, NAD 83 Datum





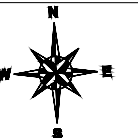
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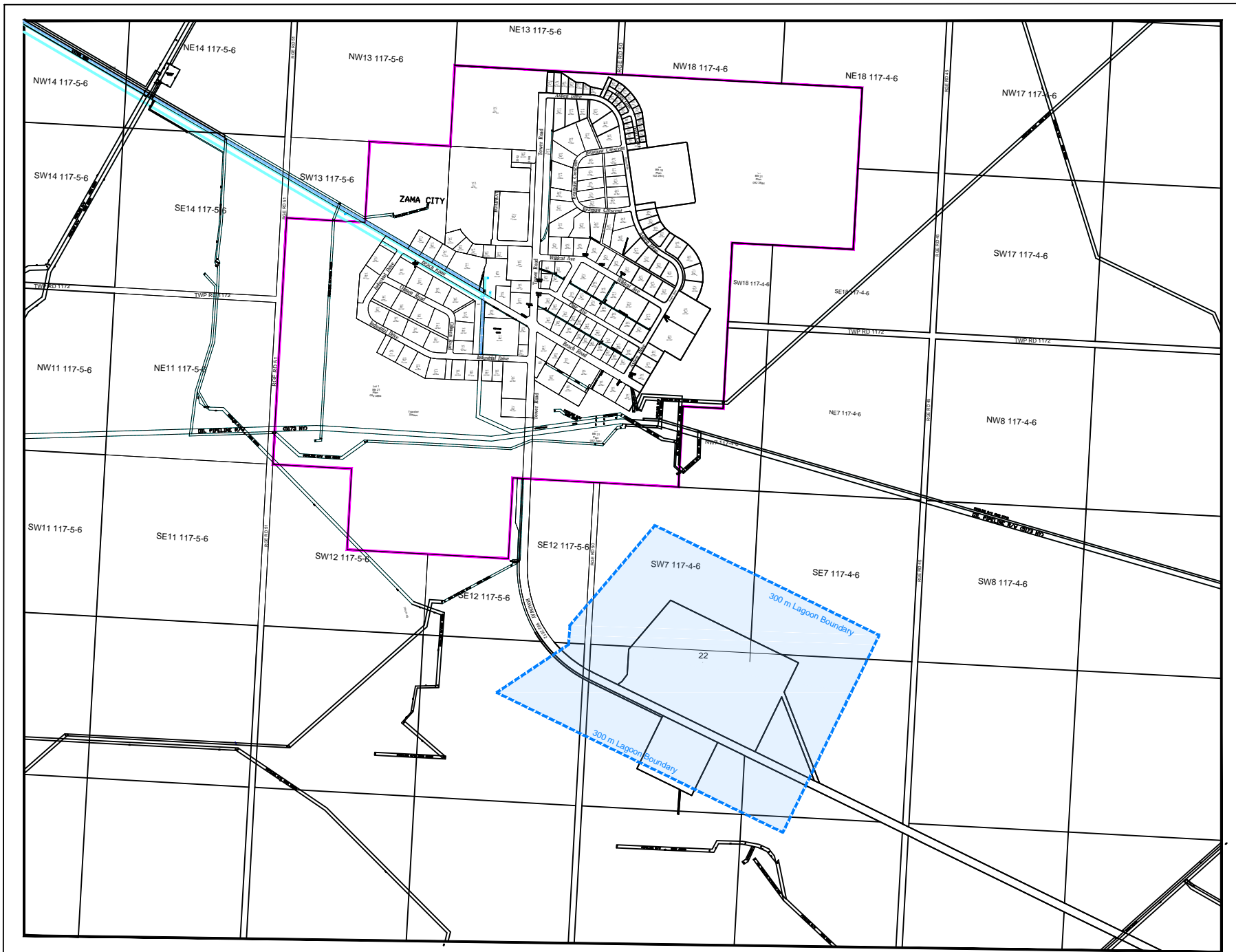


**Hamlet of La Crete
 2016
 Cadastral Base Map**



Not To Scale
 10 Degree Transverse Mercator Projection, 115 Degree Central Meridian, NAD 83 Datum





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ZAMA CITY
 2016
 Cadastral Base Map



10 Degree Transverse Mercator Projection, 115 Degree Central Meridian, NAD 83 Datum





Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Byron Peters, Director of Planning & Development
Title:	Bylaw 1047-16 Land Use Bylaw Amendment to Revise the Definition of Automotive Equipment and Vehicle Services

BACKGROUND / PROPOSAL:

Mackenzie County’s administration was asked to amend the Land Use Bylaw to clarify the definition of Automotive Equipment and Vehicle Services and to include the Lagoon Setback requirements as defined by the *Subdivision and Development Regulations*.

This bylaw is being presented for the amendment of Automotive Equipment and Vehicle Services only.

The current definition in the Land Use Bylaw for Automotive Services is very vague, and allows a large variety of commercial type development within areas that may not be desirable.

“AUTOMOTIVE EQUIPMENT AND VEHICLE SERVICES ” means DEVELOPMENT used for the rental, lease, sale, storage, service, restoration and/or mechanical repair of automobiles, trucks, trailers, motorcycles, snowmobiles, boats and recreation vehicles. Uses would also include transmission shops, muffler shops, auto body paint and repair facilities, highway service stations and fleet services involving vehicles for the delivery of people, goods and services.

Administration recommends that the definition “AUTOMOTIVE EQUIPMENT AND VEHICLE SERVICES” be replaced with the following:

AUTOMOTIVE & EQUIPMENT REPAIR, MINOR means a development used for the servicing and mechanical repair of automobiles, light trucks, utility vehicles, motorcycles, snowmobiles, and similar vehicles and the sale, installation or servicing of related accessories and parts. This includes transmission shops, muffler shops, tire shops, automotive glass shops, and upholstery shops. Minor Automotive and Equipment Repair facilities may operate a Minor Vehicle Wash as an accessory use.

Author: L. Lambert **Reviewed by:** B Peters **CAO:** CG

AUTOMOTIVE & EQUIPMENT REPAIR, MAJOR means the servicing, mechanical and body repair of automobiles, trucks, farm machinery, recreational vehicles and heavy equipment, and the sale, installation, servicing or storage of related accessories and parts. This includes truck, heavy equipment shops, body shops, and recreational vehicle repair shops.

Bylaw 104x-16 was presented to the Municipal Planning Commission on August 18, 2016 where they made the following motion:

MPC-16-08-146

MOVED by Jacquie Bateman

That the Municipal Planning Commission recommendation to Council be for the approval of Bylaw 104x-16 being a Land Use Bylaw Amendment to change the definition of Automotive Equipment and Vehicle Services, subject to public input.

CARRIED

OPTIONS & BENEFITS:

This will allow for clarification and placement of commercial or industrial type automotive services. And ensure that industrial type development is not allowed adjacent to residential development.

COSTS & SOURCE OF FUNDING:

Advertising costs will come from the Planning and Development Operating budget.

SUSTAINABILITY PLAN:

The Sustainability Plan does not directly address zoning intention in the County. As such, the proposed land use bylaw amendment neither supports nor contradicts the Sustainability Plan.

COMMUNICATION:

The bylaw amendment will be advertised as per MGA requirements.

Author: L. Lambert **Reviewed by:** B Peters **CAO:** CG

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That first reading be given to Bylaw 1047-16 being a Land Use Bylaw Amendment to change the definition of Automotive Equipment and Vehicle Services, and place the new definitions within the appropriate districts, subject to public hearing input.

Author: L. Lambert **Reviewed by:** B Peters **CAO:** CG

BYLAW NO. 1047-16
BEING A BYLAW OF
MACKENZIE COUNTY
IN THE PROVINCE OF ALBERTA

TO AMEND THE
MACKENZIE COUNTY LAND USE BYLAW

WHEREAS, Mackenzie County has a Municipal Development Plan adopted in 2009, and

WHEREAS, Mackenzie County has adopted the Mackenzie County Land Use Bylaw in 2011, and

WHEREAS, the Council of Mackenzie County, in the Province of Alberta, has deemed it desirable to amend the Mackenzie County Land Use Bylaw by amending the definition of automotive equipment and vehicle services and adding the new definitions into the appropriate zoning district in order to eliminate conflict areas.

NOW THEREFORE, THE COUNCIL OF THE MACKENZIE COUNTY, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS AS FOLLOWS:

1. That the Mackenzie County Land Use Bylaw Section 3.3 be amended with the following addition:

REPLACE

“AUTOMOTIVE EQUIPMENT AND VEHICLE SERVICES ” means DEVELOPMENT used for the rental, lease, sale, storage, service, restoration and/or mechanical repair of automobiles, trucks, trailers, motorcycles, snowmobiles, boats and recreation vehicles. Uses would also include transmission shops, muffler shops, auto body paint and repair facilities, highway service stations and fleet services involving vehicles for the delivery of people, goods and services

WITH

“AUTOMOTIVE & EQUIPMENT REPAIR, MINOR” means a development used for the servicing and mechanical repair of automobiles, light trucks, utility vehicles, motorcycles, snowmobiles, and similar vehicles and the sale, installation or servicing of related accessories and parts. This includes transmission shops, muffler shops, tire shops, automotive glass shops, and upholstery shops. Minor Automotive and Equipment Repair facilities may operate a Minor Vehicle Wash as an accessory use.

“AUTOMOTIVE & EQUIPMENT REPAIR, MAJOR” means the servicing, mechanical and body repair of automobiles, trucks, farm machinery, recreational vehicles and heavy equipment, and the sale, installation, servicing or storage of related accessories and parts. This includes truck, heavy equipment shops, body shops, and recreational vehicle repair shops.

2. That the Mackenzie County Land Use Bylaw Section 8 be revised to include:

8.1 AGRICULTURAL “A”

Add to Discretionary Uses – “Automotive Equipment and Vehicle Services, Major”

8.2 AIRPORT DISTRICT “AP”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Minor”

8.5 FORT VERMILION HAMLET COMMERCIAL CENTRE DISTRICT “HCC1”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Minor”

8.6 FORT VERMILION HIGHWAY COMMERCIAL DISTRICT “HC1”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Minor”

8.10 HAMLET INDUSTRIAL “HI1”

Add to Permitted Uses - “Automotive Equipment and Vehicle Services, Minor”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Major”

8.11 HAMLET INDUSTRIAL 2 “HI2”

Add to Permitted Uses - “Automotive Equipment and Vehicle Services, Minor”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Major”

8.17 LA CRETE GENERAL COMMERCIAL DISTRICT “GC1”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Minor”

8.18 LA CRETE GENERAL COMMERCIAL DISTRICT “GC2”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Minor”

8.30 RURAL LIGHT INDUSTRIAL DISTRICT “R11”

Add to Discretionary Uses – “Automotive Equipment and Vehicle Services, Minor” & “Automotive Equipment and Vehicle Services, Major”

8.30 RURAL GENERAL INDUSTRIAL DISTRICT “R12”

Add to Discretionary Uses – “Automotive Equipment and Vehicle Services, Minor” & “Automotive Equipment and Vehicle Services, Major”

8.33 ZAMA CITY INDUSTRIAL “ZI”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Major”

8.33 ZAMA CITY MIXED USE “ZMU”

Add to Discretionary Uses - “Automotive Equipment and Vehicle Services, Minor”

READ a first time this _____ day of _____, 2016.

PUBLIC HEARING held this _____ day of _____, 2016.

READ a second time this _____ day of _____, 2016.

READ a third time and finally passed this _____ day of _____, 2016.

Bill Neufeld
Reeve

Chief Administrative Officer



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Byron Peters, Director of Planning & Development
Title:	Bylaw 1048-16 Plan Cancelation & Consolidation of Plan 122 3197, Block 2, Lot 4 & 5

BACKGROUND / PROPOSAL:

Administration has received a request to consolidate two lots within the Hamlet of La Crete for the purpose of development.

The two proposed lots are within the La Crete Hamlet Commercial District “HC2” on the north end of the hamlet. The applicant would like to construct a new shop/office building for the local natural gas supplier. The shop will be of a substantial size (approx.10,000 sq. feet) and requires a large space for both the building and parking. The development will access off of 110th Ave and will have a nice office façade facing 100th Street. Due to the large size of the proposed development the applicant needs to amalgamate the two lots together as the building will be crossing the middle property line.

Bylaw 104x-16 was presented to the Municipal Planning Commission on August 18, 2016 where they made the following motion:

MPC-16-08-144 **MOVED** by Beth Kappelar

That the Municipal Planning Commission’s recommendation to Council be for the approval of Bylaw 10x__-16, being a Plan Cancellation Bylaw to cancel and consolidate Plan 122 3197, Block 2, Lots 4 and 5 into one lot, subject to the public hearing input.

CARRIED

Author: L. Lambert Reviewed by: _____ CAO: CG

OPTIONS & BENEFITS:

New development is always encouraged in the hamlets, and this proposed development meets the all the land use regulations aside from crossing the property line. The Planning Department has no issues or concerns with this proposal to consolidate the two lots.

Consolidation of lots can be completed by Bylaw or by registration of a consolidation plan. The applicant chose the Bylaw option as it is less costly

COSTS & SOURCE OF FUNDING:

All cost the responsibility of the applicant.

SUSTAINABILITY PLAN:

The Sustainability Plan does not address plan cancelations and consolidations in the Municipality. As such, the proposed land use bylaw amendment neither supports nor contradicts the Sustainability Plan.

COMMUNICATION:

The bylaw will be advertised as per Municipal Government Act requirements as well as all adjacent landowners

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That first reading be given to Bylaw 1048-16, being a Plan Cancellation Bylaw to cancel and consolidate Plan 122 3197, Block 2, Lots 4 and 5 into one lot, subject to public hearing input.

Author: _____ Reviewed by: _____ CAO: CG

BYLAW NO. 104x-16
BEING A BYLAW OF
MACKENZIE COUNTY
IN THE PROVINCE OF ALBERTA

FOR THE PURPOSE OF A PLAN CANCELATION AND CONSOLIDATION
IN ACCORDANCE WITH SECTION 658
OF THE MUNICIPAL GOVERNMENT ACT,
CHAPTER M-26, REVISED STATUTES OF ALBERTA 2000

WHEREAS, notice of intention of the Council to pass a bylaw will be published in a locally circulated newspaper in accordance with the Municipal Government Act, and

WHEREAS, Council of Mackenzie County has determined that a portion of a subdivision, as outlined in Schedule "A" hereto attached, be subject to cancellation, and

WHEREAS, Northern Lights Gas Co-op Ltd., being the registered owner of Plan 122 3197, Block 2, Lots 4 and 5, have requested that the lands be consolidated; and

NOW THEREFORE, THE COUNCIL OF MACKENZIE COUNTY, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, HEREBY ENACTS AS FOLLOWS:

1. That Subdivision Plan 122 3197, Block 2, Lots 4 and 5 as outlined in Schedule "A" hereto attached, are hereby cancelled in full and shall be consolidated as Lot 11.

READ a first time this _____ day of _____, 2016.

Bill Neufeld
Reeve

Chief Administrative Officer

PUBLIC HEARING held this _____ day of _____, 2016.

APPROVED this _____ day of _____, 2016.

Approval valid for _____ months.

Minister of Transportation

READ a second time this _____ day of _____, 2016.

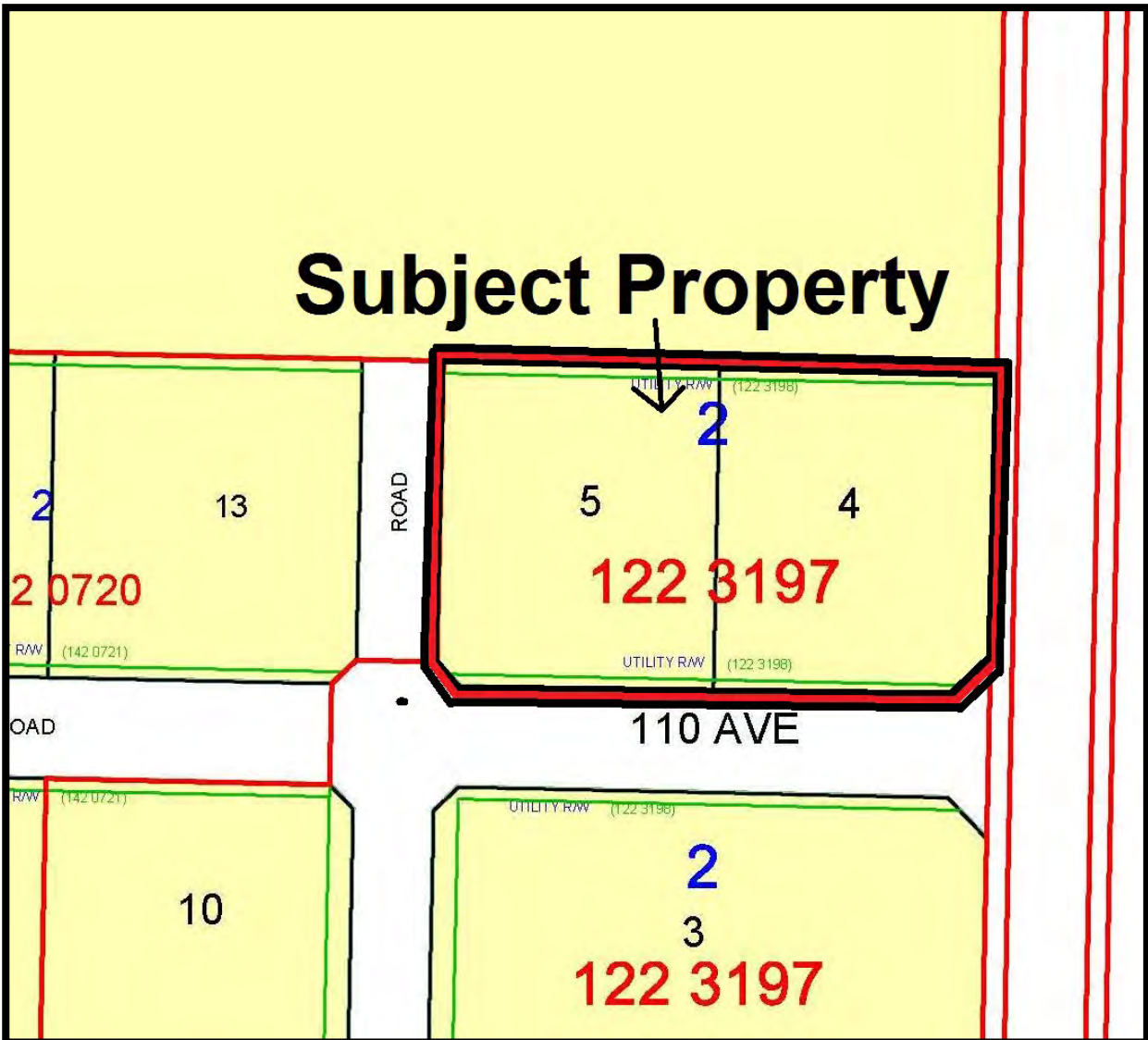
READ a third time and finally passed this _____ day of _____, 2016.

Bill Neufeld
Reeve

Chief Administrative Officer

BYLAW No. 1048-16

SCHEDULE "A"



BYLAW AMENDMENT APPLICATION



NOT TO SCALE

File No. Bylaw 1048-16

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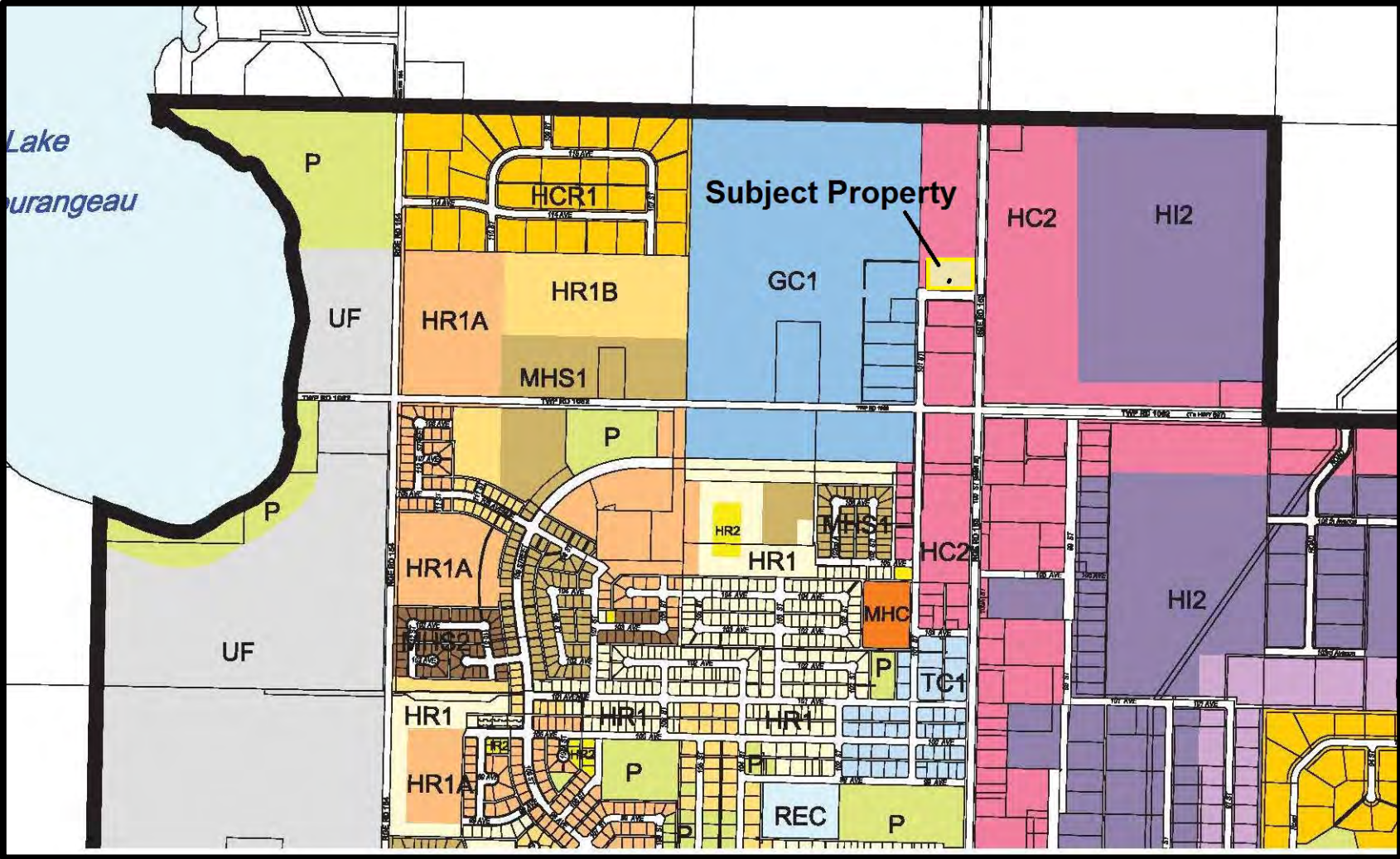
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Mackenzie County



BYLAW AMENDMENT APPLICATION



File No. Bylaw 104x-15

NOT TO SCALE

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Mackenzie County



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Byron Peters, Director of Planning and Development
Title:	Land Use Bylaw Amendment Update

BACKGROUND / PROPOSAL:

Green Space Alliance accepted the contract with Mackenzie County to amend the Land Use Bylaw. The contract has been agreed upon and signed by both parties. The project kick off meeting was successful; the consultants have a strong understanding of our issues and are eager to start work.

Administration has sent all the applicable statutory documents (MDP, ASP, IMPs, etc.) for review and implementation into the bylaw. There is also an internal review of the LUB to identify some weaker areas within the document that we would like addressed.

Dnyanesh Deshpande, Project Manager and Micheal Borland, Project Planner of Green Space Alliance booked their flights to Mackenzie County. They are to arrive on September 27, 2016 and return to Edmonton on September 29, 2016.

On September 27, 2016, they would like to present to Council their preliminary ideas and plans. In their remaining time site tours of each hamlet are scheduled including holding the first two open houses in La Crete and Zama. An open house in Fort Vermilion on the morning of September 29th is expected with invitees attending.

OPTIONS & BENEFITS:

N/A

COSTS & SOURCE OF FUNDING:

Costs will consist of advertising the open house and for postage, this has been budgeted for in the project.

Author: C Smith **Reviewed by:** B Peters **CAO:** CG

SUSTAINABILITY PLAN:

N/A

COMMUNICATION:

Open house advertisements will be in the local newspaper and stakeholders will be invited through mail.

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Land Use Bylaw Amendment project update be received for information.

Author: C Smith Reviewed by: B Peters CAO: CG



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Byron Peters, Director of Planning and Development
Title:	Economic Developers Alberta (EDA) Ministry Dinner

BACKGROUND / PROPOSAL:

The Economic Developers Alberta Ministry Dinner is on October 27, 2016 in Edmonton. The EDA is the leading network in economic development across Alberta that assists in progressing economic development as a non-profit organization. The EDA Ministry Dinner is a great opportunity to network and create partnerships with Government Representatives and other municipalities. Administration recommends councilors attend the event in order to discuss our concerns regarding the proposed caribou protection plan with multiple departments.

See list of attendees below.

Attending Government of Alberta Representatives:

- Minister of Economic Development and Trade, Honourable Deron Bilous
- Deputy Minister of Economic Development and Trade, Mr. Jason Krips
- Deputy Minister of Alberta Culture and Tourism, Ms. Darlene Bouwsema
- Assistant Deputy Minister, Science and Innovation, Mr. Justin Riemer
- Assistant Deputy Minister, Trade and Investment Attraction, Mr. Matthew Machielse
- Assistant Deputy Minister, Labour, Ms. Maryann Everett
- Deputy Minister of Municipal Affairs, Mr. Brad Pickering

Attending Government of Canada Representatives

- Assistant Deputy Minister of Western Economic Diversification, Mr. Jim Saunderson
- Director, National Research Council, Mr. George Bacioiu
- VP, Business Development Bank of Canada, Mr. Todd Tougas
- Senior VP, Business Development Bank of Canada, Mr. Michael Selci

Author: _____ Reviewed by: BP CAO: CG

OPTIONS & BENEFITS:

There will be opportunity to meet and discuss items with several Government Representatives from various departments along with members from municipalities, towns and businesses in regards to caribou and other topics related to economic development.

COSTS & SOURCE OF FUNDING:

Travel, subsistence and \$147.00 registration fee, funded through current operating budget.

SUSTAINABILITY PLAN:

Not Applicable.

COMMUNICATION:

Not Applicable.

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the following Councillors be authorized to attend the Economic Developers Alberta (EDA) Ministry Dinner on October 27, 2016 in Edmonton, Alberta.

Author: _____ Reviewed by: _____ CAO: CG



2016 EDA Ministry Dinner

When: October 27, 2016

5:00 PM - 8:00 PM

Location: Matrix Hotel, Edmonton, Prism Room and Amber Room, [10640-100 Avenue](#)

Spaces left: 20

Registration

- **Non-Member - \$147.00 (CAD)**
\$140 + GST

[Register](#)

The purpose of this 8-course dinner and speed-dating style event is to bring together EDA members and key federal and provincial Ministry representatives to network, share information and explore potential partnerships.

Our Gold Sponsor is Miller Thomson LLP, and Silver Sponsor is the Olds Institute for Community and Regional Development.

Draft Agenda:

- 5:00 Opening- Networking Reception- No Host Bar (Prism Room)
- 5:50 Table Seating (Amber Room)
- 6:00 Opening Comments
- 6:10 Rotation 1 - Serving of First Course- Bread
- 6:30 Rotation 2 - Serving of Second Course- Soup
- 6:50 Rotation 3 - Serving of Third Course- Salad
- 7:10 Rotation 4 - Serving of Fourth Course- Palate Cleanser
- 7:30 Rotation 5 - Serving of Fifth Course- Entrée
- 7:55 Rotation 6 - Serving of Sixth Course- Dessert
- 8:15 Rotation 7 - Serving of Seventh Course- Tea and Coffee
- 8:35 Rotation 8 - Last rotation, Apéritifs (no host bar)
- 8:55 Closing Comments

Seating is limited so register early! We were sold out weeks in advance last year!

If you wish to stay overnight at the Matrix Hotel, take advantage of our group rates by clicking [here](#). Must be booked before September 26 to get the special rate.



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2016
Presented By:	Carol Gabriel, Interim Chief Administrative Officer/Director of Legislative & Support Services
Title:	Information/Correspondence

BACKGROUND / PROPOSAL:

The following items are attached for your information, review, and action if required.

- Correspondence – Alberta Environment & Parks (Community Environmental Project Grant)
- Correspondence – Alberta Agriculture & Forestry (Wildfires in Caribou Protection Areas)
- Correspondence – Alberta Health (Fort Vermilion Property Disposal)
- Correspondence – Premier of Alberta (Caribou Communities of Alberta)
- AUMA Influences Federal Infrastructure Investments in Alberta
- Community and Regional Economic Support (CARES) Program
- MLA Prasad Panda Visit
- Alberta Culture Days 2016
- Mackenzie Library Board Meeting Minutes – July 4, 2016
- Alberta Association of Architects – Illegal Practice of Architecture and Development Permit Applications
- Rotary Club of Peace River – Boots ‘n’ Bling Dinner & Dance
- Old Bay House Event – September 18, 2016
-
-
-
-
-
-
-

Author: CG Reviewed by: _____ CAO: CG

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION:

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the information/correspondence items be accepted for information purposes.

Author: C. Gabriel Reviewed by: _____ CAO: _____



ALBERTA
ENVIRONMENT AND PARKS

*Office of the Minister
MLA, Lethbridge-West*

79873

AUG 12 2016

Reeve Bill Neufeld
Mackenzie County
Box 640
Fort Vermillion AB T0H 1N0

RECEIVED
AUG 16 2016

MACKENZIE COUNTY
FORT VERMILION OFFICE

Dear Reeve Neufeld and Council:

La Crete Sawmills Ltd. operated a wood waste incinerator (beehive burner) near the Hamlet of La Crete until April of 2016, when the sawmill permanently decommissioned the beehive burner. In order to operate the beehive burner until 2016, La Crete Sawmills Ltd. applied for and obtained a certificate of variance from Environment and Parks. Some of the terms and conditions of the certificate of variance required La Crete Sawmills Ltd. to pay a monthly financial incentive to Environment and Parks.

As per the terms and conditions of the certificate of variance issued to La Crete Sawmills Ltd. by Environment and Parks, 15 per cent of the total financial incentive payments received from the sawmill is to be allocated to a community environmental project for the Hamlet of La Crete. As such, I have conditionally approved a grant of \$73,500.

Mackenzie County needs to submit a proposal to the department with detailed information on the specific environmental project they plan to finance with this grant, and how it would be of benefit to the residents of the Hamlet of La Crete. The proposal should include at a minimum:

- nature, type and scope of the project;
- detailed project description including any engineering/technical specifications, parameters, output capacity/size/volume, etc.;
- list of anticipated environmental benefits or outcomes as a result of the project;
- anticipated schedule and total cost of the project; and
- who will benefit from the project.

It is incumbent on Environment and Parks to ensure that the disbursement of funds related to the operation of this burner directly benefit the community. A grant agreement will be prepared and funding disbursed after the proposal from Mackenzie County is reviewed and accepted by the department.

A post-project completion verification process will be conducted by the department to determine if the project was executed as proposed, and authorized. This will enable the county to focus on key areas during project execution.

For additional information on the grant process, application requirements and the verification process, please contact Okey Obiajulu, Approvals Manager in Grande Prairie, by phone at 780-833-4375 or by email at okey.obiajulu@gov.ab.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "Shannon Phillips". The signature is stylized with large, flowing loops.

Shannon Phillips
Minister

cc: Okey Obiajulu
Environment and Parks



ALBERTA
AGRICULTURE AND FORESTRY

*Office of the Minister
MLA, Whitecourt-St. Anne*

AUG 22 2016

Mr. Bill Neufeld
Reeve
Municipal District of Mackenzie No. 23
P.O. Box 640
Fort Vermillion, AB T0H 1N0

Dear Mr. Neufeld: *Bill*

Thank you for your July 15, 2016, letter regarding combatting wildfires in the caribou protection areas in Mackenzie County. I appreciate the opportunity to respond.

The federal *Species at Risk Act* (SARA) requires Environment Canada to prepare recovery strategies for extirpated, endangered, and threatened species. While Alberta has jurisdiction for recovery and conservation of boreal caribou within the province, SARA has safety net and emergency order provisions that allow for the expansion of federal authority if it is determined the province is not taking sufficient actions to manage caribou populations. If we do not take strong action, the federal government can halt all industrial activity in these ranges.

All wildfires in the Forest Protection Area (FPA) of Alberta receive aggressive initial attack to protect the provincial priorities of human life, communities, watersheds and sensitive soils, natural resources (including species at risk habitat), and infrastructure. I can assure you that Agriculture and Forestry will continue to fight wildfire in the FPA as designated by the Lieutenant Governor in Council under the *Forest Protection Area Regulation*.

Thank you for taking the time to share your concerns on this important matter.

Sincerely,

Oneil Carlier

Oneil Carlier
Minister

RECEIVED
AUG 26 2016

MACKENZIE COUNTY
FORT VERMILION OFFICE



ALBERTA

*Deputy Premier
Minister of Health
MLA, Edmonton - Glenora*

AR 137946

AUG 25 2016

Bill Neufeld
Reeve, Mackenzie County
PO Box 640
4511 - 46 Avenue
Fort Vermilion, Alberta
T0H 1N0

RECEIVED
SEP 7 2016

MACKENZIE COUNTY
FORT VERMILION OFFICE

Dear Reeve:

Thank you for your letter of July 5, 2016 regarding the proposed disposition of the property legally described as Plan 872 2688, Block 3, Lots 3-10 (0.7 hectares) in Fort Vermilion. I am pleased to respond on behalf of the Government of Alberta (GOA).

As you are aware the property is owned by Alberta Health Services (AHS) consisting of eight vacant residential lots west of the St. Theresa General Hospital, and has been vacant for nearly thirty years. AHS also owns 1.6 hectares of vacant land south of the St. Theresa General Hospital which can be used for future development.

AHS has confirmed they are in the process of negotiating the terms of the sale of the eight residential lots to the Fort Vermilion School Division No. 52. The sale of the AHS property to Fort Vermilion School Division No. 52 will provide staff housing for employees of the school division and allow its students to obtain experience in the construction trades. In accordance with Section 2.6 of the *Regional Health Authorities Regulation, A.R. 15/95* AHS is required to obtain Ministerial approval to sell this property.

The proposed sale will not impede possible future redevelopment of the St. Theresa General Hospital or construction of a Seniors and Elders Lodge because of the 1.6 hectares of vacant land south of the St. Theresa General Hospital.

Alberta Seniors and Housing is responsible for the seniors lodge program. In discussion with Alberta Seniors and Housing, they currently do not have any plans to construct a Seniors and Elders Lodge in Fort Vermilion. If you have concerns about the need for additional seniors housing in the Fort Vermilion, I would recommend you to contact my colleague the Honourable Lori Sigurdson, Minister of Seniors and Housing at seniors.minister@gov.ab.ca or:

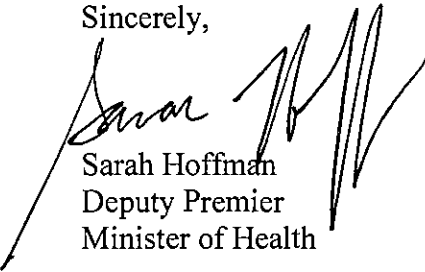
.../2

Reeve Bill Neufeld
Page 2

Honourable Lori Sigurdson
Minister of Seniors and Housing
404 Legislature Building
10600-97 Avenue
Edmonton, Alberta
T5K 0B6

Thank you for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Sarah Hoffman", with a stylized flourish extending to the right.

Sarah Hoffman
Deputy Premier
Minister of Health



Premier of Alberta

Office of the Premier, 307 Legislature Building, Edmonton, Alberta T5K 2B6 Canada

AUG 25 2016

Reeve Bill Neufeld
MacKenzie County
PO Box 640
4511 - 46 Avenue
Fort Vermilion AB T0H 1N0

Dear Reeve Neufeld:

Thank you for the recent letter from the Caribou Communities of Alberta regarding the impact of proposed caribou conservation areas. I appreciate the time you took to write.

The Honourable Shannon Phillips, in her role as Minister of Environment and Parks, is responsible for this area. She has agreed to review your group's concerns and respond in more detail on my behalf.

I have shared your group's request to meet with Ms. Miriam Rycroft, my Director of Scheduling.

Again, thank you for contacting me.

Sincerely,

Rachel Notley
Premier of Alberta

cc: Honourable Shannon Phillips
Minister of Environment and Parks

Ms. Miriam Rycroft
Director of Scheduling, Office of the Premier

RECEIVED
AUG 30 2016

MACKENZIE COUNTY
FORT VERMILION OFFICE

From: [President](#)
Subject: AUMA Influences Federal Infrastructure Investments in Alberta
Date: September-01-16 12:43:20 PM
Attachments: [Ltr to Min Sohi from AAMDC and AUMA re 2016 infrastructure funding - July16.pdf](#)
[Federal Infrastructure Program.docx](#)
[Initial List of Approved Transit and Water Projects Sept 1.docx](#)
[News Release -- Federal-Provincial Water and Wastewater Agreement September 1.docx](#)

Following months of advocacy by AUMA, I am pleased to confirm that the federal and provincial governments have signed the agreement pertaining to Phase 1 of the Liberal government's new infrastructure funding.

This federal funding amounts to over \$500 million for Alberta, of which \$347 million is for public transit and \$197 million is for water and waste water projects. As outlined at our June Mayor's Caucuses, transit funding is based on ridership and a cost sharing formula of 50% federal; 25% provincial; and 25% municipal. As requested by AUMA, the water and waste water funding formula is 50% federal; 40% provincial and 10% municipal. As the provincial share of the water and waste water funding is coming from the existing Water for Life grant program, the net new funding is essentially just the federal component.

The agreement indicates that the federal funding is retroactive to April 1, 2016 so projects can proceed without delay. An initial list of approved projects is enclosed. It includes \$212 million for transit projects for Edmonton and Calgary and 17 water related projects totalling \$132 million that span communities across the province. Additional transit projects outside of Edmonton and Calgary will be announced in the coming weeks. Additional water-related projects will be prioritized by the province for funding in the coming months.

AUMA issued a news release (see attached) that indicates we are pleased that the delay in the federal/provincial agreement has been resolved so that funding can flow to our communities and address critical infrastructure deficits and create much needed jobs.

In addition to our advocacy on this agreement, we want to assure our members that we have been relentless in our pursuit of funding under the Harper government's Building Canada Fund. Based on direction from federal Minister Sohi earlier this year, the province advised that \$300 million of the remaining \$700 million of provincial/regional Building Canada Funding would be allocated for municipal projects. As the province indicates that the funding is delayed due to fiscal challenges with the provincial budget, AUMA secured AAMDC's support in jointly advocating to the federal government to have the federal contribution flow in 2016, with the provincial matching funds deferred to 2017. AUMA met with Minister Mason yesterday to press for details on the process and timing for municipal projects to be addressed through this funding. We will keep you updated as we receive definitive information from the province.

Lisa Holmes
President, AUMA
E. president@auma.ca

Mayor, Town of Morinville

T 780.939.7850 | **C** 780.237.2920 | **H** 780.572.4445

10125 - 100 Avenue, Morinville, AB T8R 1L6

mayor@morinville.ca | www.morinville.ca | twitter: [@lisaholmes](https://twitter.com/lisaholmes)



July 29, 2016

The Honourable Amarjeet Sohi
Minister of Infrastructure and Communities
Confederation Building, Suite 707
House of Commons
Ottawa, ON K1A 0A6

Dear Minister Sohi:

Alberta's municipalities welcomed your 2016 announcement on infrastructure investments as a very critical economic stimulus for our province.

Our municipalities are concerned that the delay in the federal/provincial agreement is jeopardizing the 2016 construction season and the associated opportunity to address our infrastructure deficit and create much needed jobs in our communities. We appreciate the recent update on the 50/40/10 intended cost-sharing agreement for federal, provincial and municipal contributions to water and wastewater projects as this aligns municipal contributions to our share of tax dollars. We hope that the agreement on public transit will be reached soon so that these important infrastructure investments can be made.

We appreciate your direction that our provincial government allocate \$300 million of the remaining \$700 million provincial/regional Building Canada Fund for municipal projects. We are awaiting a response from federal and provincial governments about the process for identifying municipal projects and the corresponding selection process that will be used. We understand that the funding is on hold as the Government of Alberta does not have the ability to provide their one-third matching funds in 2016. As a solution, our associations are proposing that projects be identified and approved as soon as possible, with federal funding flowing in 2016 and the provincial matching share provided in 2017. This approach enables much-needed economic stimulus for our communities and provides time for the provincial government to build their contributions into their 2017 budget. Municipalities would have the certainty to proceed with their projects in 2016, knowing that the provincial portion will be provided, albeit later than originally expected.

.../2

The Honourable Amarjeet Sohi
Page 2

We look forward to your response to these infrastructure investment opportunities.

Sincerely,



Lisa Holmes
AUMA President



Al Kemmere
AAMDC President

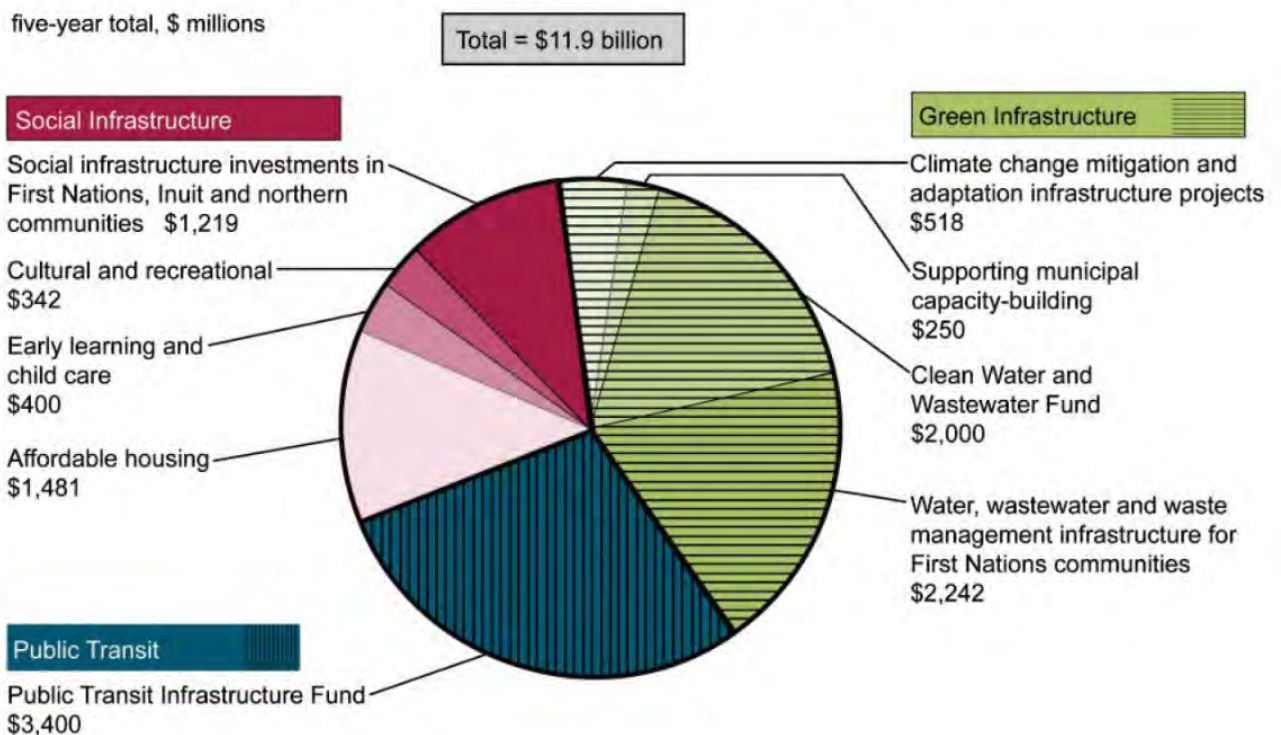
cc: Honourable Adam Vaughan, Parliamentary Secretary to Prime Minister
Honourable Brian Mason, Minister of Alberta Infrastructure and Transportation
Honourable Danielle Larivee, Minister of Alberta Municipal Affairs

Federal Infrastructure Program

The 2016 federal budget committed \$120 billion to infrastructure over 10 years, focusing on public transit, water, waste management and housing infrastructure. The budget described a two-phase infrastructure program.

- **Phase 1** consists of \$11.9 billion for infrastructure investments over five years (with most of the funding in the next two years) that focuses on:
 - upgrading and improving public transit systems across Canada (\$3.4 billion of which Alberta's share is approximately \$347 million based on ridership);
 - investments in water, wastewater and green infrastructure projects across Canada (\$5 billion of which Alberta's share is approximately \$197 for the water and wastewater component);
 - social infrastructure, including affordable housing, early learning and child care, cultural and recreational infrastructure, and community health care facilities on reserve (\$3.4 billion).

BUDGET 2016 ANNOUNCES PHASE 1 OF INFRASTRUCTURE PLAN

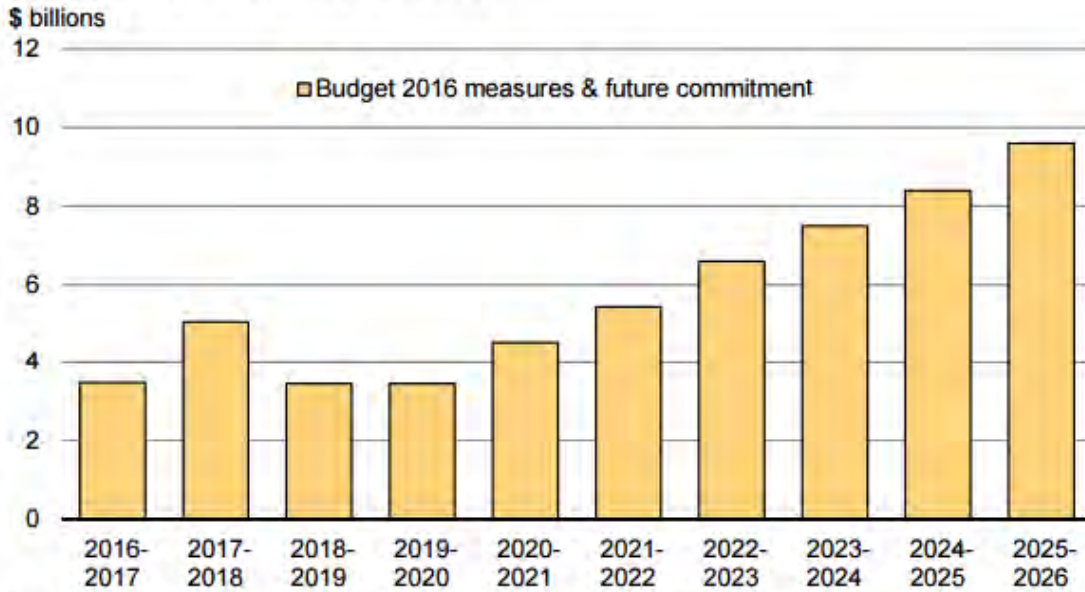


Government of Canada, Federal 2016 Budget "Growing the Middle Class", March 2016, pg. 90

- **Phase 2** will consist of the remaining \$108.1 billion and will be "broader and more ambitious" and will focus on the construction of projects starting in 2021. The intent is to shift Canada to a low-carbon economy and position Canadian cities to be more competitive internationally. More details

on Phase 2 will be available next year. See chart below for the future projected funding on public transit, green infrastructure and social infrastructure components of the plan.

NEW INFRASTRUCTURE SPENDING¹



¹ Public transit, green infrastructure and social infrastructure.

Government of Canada, Federal 2016 Budget “Growing the Middle Class”, March 2016, pg. 87

The budget also reflected a homeless strategy comprised of over \$110 million over the next two years, as well as providing funding for new spaces and support for people fleeing domestic violence.

Details on Phase 2 will be released over the coming months. For more information on the budget, visit the [Government of Canada’s Budget 2016 website](#).

First Set of Approved Transit and Water Projects for Federal Infrastructure Funding September 1, 2016

Public Transit Infrastructure Fund (50% federal; 25% provincial; 25% municipal)

The following projects have been approved for federal funding amounting to more than \$212 million and provincial funding amounting to approximately \$106.2 million. Additional projects will be announced in the coming weeks.

Location	Project Name	Federal Funding	Anticipated Start Date
Calgary	17 Ave SE BRT - Phase 2	\$42,500,000	2016-04-01
Calgary	Light Rail Transit (LRT) station refurbishment	\$13,485,000	2016-04-01
Calgary	Light Rail Vehicles (LRVs)	\$12,500,000	2016-04-01
Edmonton	LRT Design: Valley Line, Downtown to Lewis Farms	\$9,501,000	2016-09-01
Edmonton	LRT Design: Metro Line, NAIT to Blatchford	\$13,001,000	2016-09-01
Edmonton	LRT Preliminary Design: Capital Line, Century Park to Ellerslie	\$4,101,000	2016-09-01
Edmonton	LRT Concept Planning: Downtown Circulator, University to Bonnie Doon	\$1,250,000	2017-01-01
Edmonton	LRT Preliminary Design: Metro Line Blatchford to Campbell Road	\$19,501,000	2016-09-01
Edmonton	D.L. MacDonald LRT Transit Yard Traction Power Substation Upgrade	\$2,500,000	2016-07-15
Edmonton	LRT NE Crossings - Safety Improvements	\$3,700,000	2016-09-01
Edmonton	LRT NE Traction Power Distribution System Upgrade (Feeders)	\$1,250,000	2016-09-01
Edmonton	Design: Refurbishment of Stadium LRT Station	\$500,000	2016-09-01
Edmonton	Design: Refurbishment of Coliseum LRT Station	\$500,000	2016-09-01
Edmonton	LRT Surface Stations Warning Tile Replacement	\$1,455,451	2016-09-01

Location	Project Name	Federal Funding	Anticipated Start Date
Edmonton	LRT D.L.MacDonald Garage Diesel Generator Tank and Waste Oil Tank Replacement	\$485,150	2016-09-01
Edmonton	Bay and Corona LRT Station Floor Tiles - Lifecycle Replacement	\$485,150	2016-09-01
Edmonton	Central LRT Station Platform Ceiling - Lifecycle Replacement	\$485,150	2016-09-01
Edmonton	Corona LRT Station Concourse Ceiling - Lifecycle Replacement	\$363,863	2016-09-01
Edmonton	Clareview LRT Station East Parking Lot Paving	\$485,150	2017-05-01
Edmonton	Upgrade LRT Station lighting to LED	\$970,300	2016-09-01
Edmonton	Upgrade Tunnel lighting to LED	\$194,060	2016-09-01
Edmonton	Churchill LRT Station 99 Street Entrance Structure Replacement	\$727,726	2016-09-01
Edmonton	Churchill LRT Station Interior Renewal	\$2,350,000	2016-09-01
Edmonton	Heritage Valley Transit Centre and Park & Ride	\$13,494,000	2016-04-01
Edmonton	Bus Renewal - Sixty Foot Articulated buses	\$1,487,429	2016-07-18
Edmonton	Bus Renewal - Forty Foot Low Floor Buses	\$8,007,325	2016-07-18
Edmonton	Bus Renewal - Community Service Buses	\$6,135,644	2016-07-01
Edmonton	Bus Renewal - Disabled Adult Transit Service (DATS) Buses	\$495,810	2016-07-01
Edmonton	Bus Seating - Reupholster seats on 50 buses with superior fabric without padding	\$99,162	2016-07-01
Edmonton	Replacement Buses	\$7,734,630	2016-07-01
Edmonton	Bus Camera Systems	\$2,800,000	2016-09-01
Edmonton	Transit Priority Measures	\$970,000	2017-01-01

Location	Project Name	Federal Funding	Anticipated Start Date
Edmonton	LRV Vehicle Seating - Replace with Plastic/Fibreglass	\$1,000,000	2016-07-31
Edmonton	Bus Fleet Growth	\$15,283,000	2017-07-01
Edmonton	Belvedere Transit Centre Terminal Renewal	\$2,426,000	2016-09-01
Edmonton	Castledowns Transit Centre Terminal Renewal	\$2,426,000	2016-09-01
Edmonton	Jasper Place Transit Centre Terminal Renewal	\$2,426,000	2016-09-01
Edmonton	Northgate Transit Centre Busway Renewal	\$2,426,000	2016-09-01
Edmonton	Castledowns Transit Centre Busway Renewal	\$2,426,000	2016-09-01
Edmonton	West Edmonton Mall Transit Centre Busway Renewal	\$1,697,652	2016-09-01
Edmonton	Jasper Place Transit Centre Busway Renewal	\$1,212,609	2016-09-01
Edmonton	Meadowlark Transit Centre Busway Renewal	\$727,565	2016-09-01
Edmonton	Capilano Transit Centre Busway Renewal	\$970,087	2016-09-01
Edmonton	Westmount Transit Centre Busway Renewal	\$1,455,130	2016-09-01
Edmonton	Stadium Transit Centre Busway Renewal	\$1,455,130	2016-09-01
Edmonton	Coliseum Transit Centre Busway Renewal	\$1,455,130	2016-09-01
Edmonton	Upgrade Transit Centre Buildings lighting to LED	\$363,783	2016-09-01
Edmonton	Upgrade Transit Centre Platform lighting to LED	\$363,784	2016-09-01
Edmonton	Design: Replace Ferrier Garage Bus Storage Tents with a Permanent Structure	\$729,000	2016-09-01

Clean Water and Wastewater Fund (50% federal; 40% provincial; 10% municipal)

The following 17 projects have been approved to date for federal funding amounting to more than \$132.2 million. The provincial portion of \$106.6 million is coming from the existing Water for Life program. Additional projects will be prioritized by the province for funding in the coming months.

Location	Project Name	Federal Funding	Anticipated Start Date
Alcomdale	Sturgeon County Water Line Alcomdale	\$1,566,900	2017-05-01
Bashaw	Regional Water Pipeline - Mirror to Bashaw	\$3,500,000	2016-11-01
Beaver Mines	MD of Pincher Creek - Beaver Mines Regional Water Supply	\$2,288,403	2017-03-01
Bonnyville	Cold Lake Regional Utility Services Commission Regional Water Supply System Extension	\$32,443,200	2016-11-01
Fawcett	Westlock Regional Water Services Commission - Phase 3 - Westlock to Fawcett Water Transmission Line	\$3,195,000	2017-04-01
Foremost	County of Forty Mile/Foremost Manyberries Regional Pipeline	\$3,111,570	2017-04-01
Kitscoty	County of Vermilion River - Stage 4 Regional Waterline Lloydminster to Kitscoty	\$9,540,051	2016-11-01
Lacombe	North Red Deer Regional Wastewater Commission -Wastewater Transmission Line - Lacombe/Blackfalds to Red Deer WWTP	\$29,881,672	2016-11-01
Ma-Me-O Beach	County of Wetaskiwin - Pigeon Lake Regional Wastewater System- Phase 2	\$3,470,548	2016-11-01
Marwayne	County of Vermilion River - Stage 5 Regional Waterline Kitscoty to Marwayne	\$4,869,671	2016-11-01
Nampa	Regional Water Phase 3 - Stage 2 - St. Isidore to Nampa	\$3,545,000	2016-11-01
Onoway	West Inter-Lake District Regional Water Commission Regional Waterline Phase 2 to Onoway and Gunn	\$6,850,000	2017-03-01
St Michael	Lamont County Regional Water Supply - St Michael	\$3,388,500	2017-04-01
Wembley	West Corridor Water Transmission Line Phase 1 - Wembley	\$9,045,000	2016-11-01
Mallaig	Mallaig Regional Water Supply	\$4,750,000	2016-11-01
Taber	Industrial Wastewater Lagoon Upgrade	\$1,865,000	2017-04-01
Rockyford	Village of Rockyford - Wheatland Regional - Phase 2 - WTP Upgrade/Waterline to Rockyford	\$8,970,000	2016-11-01

From: [Lisa Houle](#)
To: [Carol Gabriel](#)
Subject: News Release - Community and Regional Economic Support (CARES) Program
Date: September-07-16 10:34:02 AM

Attn. Ron Pelensky,
Acting CAO, Mackenzie County

We encourage you to distribute to your partners and stakeholders
Good morning!

The Minister of Economic Development and Trade just announced the Community and Regional Economic Support (CARES) program. Please link here to [News Release](#). This anticipated economic development funding program is part of the Jobs Plan Budget that was announced this spring. This grant program can be applied for through two streams: the community economic development stream and the regional economic development stream.

- The community economic development stream projects are those that build local economic development capacity and strengthen local approaches to improve economic conditions. They begin at \$10,000 and fund up to 50 per cent of the project's value.
- The regional economic development stream projects are those that reflect a collaborative approach between communities and supportive partners to achieve a positive regional impact based on a shared economic vision for the future. They begin at \$25,000 and fund up to 50 per cent of the project's value.

The program guidelines can be found here:

<http://economic.alberta.ca/documents/CARES-program-guidelines.pdf>

The CARES Program will have three grant application intake periods with the first one beginning on **Oct. 1, 2016, and ending Nov. 30, 2016.**

For more information on program eligibility criteria and how to apply, visit the [CARES program webpage](#)

As always, please feel free to contact me with any questions or concerns.

Lisa T. Houle, Ec.D.

Manager, Calgary Region

Regional Economic Development Services

Alberta Economic Development & Trade

Office: 403.592.8168 | Mobile: 587.297.5729 | Email: lisa.houle@gov.ab.ca

Visit us online: [Community Economic Development Tools & Resources](#)

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From: [Byron Peters](#)
To: [Carol Gabriel](#)
Subject: Fwd: MLA Prasad Panda visit
Date: September-06-16 5:51:04 PM
Attachments: [image003.png](#)

FYI. In case the Reeve hasn't passed it along.

Sent from a mobile device by
Byron Peters
Director of Planning & Development
Mackenzie County

Begin forwarded message:

From: David Jackson <David.Jackson@assembly.ab.ca>
Date: September 6, 2016 at 5:13:29 PM MDT
To: "bill@mackenziecounty.com" <bill@mackenziecounty.com>
Cc: "bpeters@mackenziecounty.com" <bpeters@mackenziecounty.com>
Subject: **MLA Prasad Panda visit**

Dear Reeve Neufeld,

Prasad Panda, MLA for Calgary–Foothills and Wildrose Shadow Minister of Economic Development and Trade, is planning a tour of North Western Alberta later this fall and would welcome the opportunity to meet with yourself, councillors, and senior officials of MacKenzie County.

At the moment, Mr. Panda is tentatively scheduled to be in Fort Vermilion between 12 noon and 2:30PM on Monday, October 17, 2016. This time would be a good opportunity for a round table discussion for Mr. Panda to hear about the state of the economy, the prospects for diversification in MacKenzie County, and government policies that need to change to bring this about.

I look forward to hearing from you over the next week.

Sincerely,

David Jackson

Legislative Outreach Assistant

Shadow Ministers of Transportation, Economic Development and Trade

Cell: 1-587-984-3557

Desk: 1-780-643-9113

david.jackson@assembly.ab.ca



From: [Lois Nickerson](#)
Subject: Alberta Culture Days 2016
Date: September-09-16 10:04:26 AM

Dear Mayor/Reeve:

The countdown to Alberta Culture Days is on! This year, Alberta Culture Days will be held from September 30 to October 2 and is an opportunity for you to help showcase your unique community to Albertans. Culture and Tourism is partnering with Celebration Sites across the province to celebrate our cultural diversity.

As a key driver of the activities in your local community, I invite you to join other Mayors and Reeves across the province in celebrating all the richness that makes Alberta's cultural sector great. I also invite you to encourage Albertans to attend events taking place in your municipality and across the province. For more information about Alberta Culture Days, please visit the Culture Days website at www.ab.culturedays.ca/en. To find out what activities are taking place in communities across Alberta, please go to the Culture Days calendar at <https://ab.culturedays.ca/en/activities>.

Our culture is important to Albertans' quality of life and helps form the vibrant identity of our province. Please join the celebration of Alberta's amazing culture September 30 to October 2, 2016 during Alberta Culture Days.

Best Regards,

Ricardo Miranda
Minister of Culture and Tourism

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Mackenzie County Library Board
July 4, 2016 meeting minutes
Mackenzie County Office, Fort Vermilion, AB

Present: Beth Kappelar, Lisa Wardley, Lorraine Peters, Nadia Jensen, Lorna Joch, LaDawn Dachuk, Lucille Labrecque, Irene van der Kloet, John Driedger (by phone)

1.0 Meeting called to order at 7:03pm.

2.0 **Approval of agenda:**
MOTION #2016-06-01 John moved to approve the agenda with additions. CARRIED

3.0 **Approval of the minutes:**
MOTION #2016-06-02 LaDawn moved to approve the minutes of the May 24, 2016 meeting. CARRIED

4.0 **Review of Action Items:**
- The action items of the previous MCLB meeting were reviewed.

5.0 **Financial:**
MCLB Financial Report as of June 30, 2016:

- Balance brought forward:	\$ 64,033.46
- Total Revenues:	\$ 114,020.49
- Total Expenses:	\$ 126,153.57
- Ending Bank Balance:	\$ 51,900.38

6.0 **Library/Committee reports**

6.1 **La Crete**
Library will open July 5, 2016. Opening hours Tuesday-Wednesday-Thursday 2:00pm-8:00pm. Grand opening will be in September. There is a discussion about wages as the minimum wage in AB will rise to \$12.20/hr by October 1, 2016.

6.2 **Fort Vermilion**
They still do not have an assistant. Lucille is trying to get assistance in bookkeeping. There is a discussion about the functioning of the Fort Vermilion library. The FVCLS will be invited to a meeting with the MCLB on September 12 at 7:00pm in the Mackenzie County office.

6.3 **Zama**
Switching to summer hours this week (July 4-8). Their new hire is working out very well.

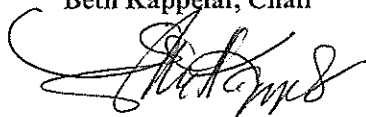
6.4 **High Level**
Lisa attended their meeting. It seems their number of rural members is quite low. Further information will be requested of them, including stats. The Trade Show went very well, recommendation is that all library societies present themselves at the Trade Show.

6.5 **MCLC**
If Canada Post goes on strike, Greyhound can do the transportation of goods. A note is to be sent to all libraries that MCLC will cover the transportation costs.

- 6.6 Building Committee LC Building**
Item completed, to remove from agenda.
- 7.0 Old business**
- 7.1 Plan of Service**
Waiting for FVCLS and LCLS.
- 7.2 Blue Hills Satellite Location**
The location looks good, they are currently working with the card catalogue system. Lisa suggested they make a wish list. Lisa will figure out a computer system.
- 7.3 Local author**
Lucille presents a poster/job posting for a coordinator to connect with local authors. The idea is that the author(s) tour(s) among libraries. To advertise in Big Deal Bulletin, Echo/Pioneer and County Image.
- 8.0 New Business**
- 8.1 Zinio**
Zinio offers free magazines online (free for patrons), as well as e-audio and e-books. It looks like it's complementary to Freading (no duplicate). One subscription to cover all libraries. Lisa to further investigate.
- 8.2 Rural Library Conference**
The Rural Library Conference is September 22-23 in Grande Prairie. Those who wish to attend, please connect with the MCLB.
- 9.0 Next meeting date and location:** Mackenzie County Office, Fort Vermilion, August 22, 2016 at 7:00pm.
- 10.0 Adjournment**
MOTION #2016-06-03 LaDawn moved the meeting adjourned at 9:25pm. **CARRIED**

These minutes were adopted this 22nd day of August 2016.

Beth Kappelar, Chair



ILLEGAL PRACTICE OF ARCHITECTURE AND DEVELOPMENT PERMIT APPLICATIONS

The Alberta Association of Architects (AAA) regulates the practice of architecture in the Province of Alberta. This includes providing oversight and direction when our members bring to our attention any unauthorized practice under the Architects Act and Regulations. Only licensed architects in Alberta own the right to perform professional services for buildings that exceed the limitations under Part 9 of the Alberta Building Code and other specific areas.

Increase in applications by non-professionals

In recent months, there has been a disturbing increase of development permit applications to municipalities by individuals or organizations who are not *authorized entities* under the Architects Act. These individuals and companies are illegally involved in projects that under the Alberta Building Code require the professional involvement of an architect.

Unfortunately, this situation arises more than necessary, since some municipalities do not confirm professional involvement at the early stages of a project, when it is nevertheless required.

The veracity of many applications is often not even tested by the authority having jurisdiction until later in the jurisdictional approval process. This is because proof of professional involvement (i.e. the execution of the Alberta Building Code Schedules A, B, and later, C) is often not required by a municipality until the building permit stage. As such, illegal practice may remain undetected during the initial development stage, including the award of a development permit.

While we understand the Municipal Government Act (MGA) does not require municipalities to specifically police such matters, the MGA also does not endorse other acts of law being violated by unauthorized entities who provide planning or design services for buildings outside the limits set out under the Architects Act and the Alberta Building Code at any stage of a project.

Your assistance appreciated

While it is not the position of the AAA to request that municipalities change their policies per se, the purpose of this notice and its attached Practice Bulletin, *PB-26 When is an Architect or Licensed Interior Designer Needed on a Project*, is to appeal to municipalities across Alberta to assist the AAA in its quest to proactively address the issue of unauthorized practice by being aware of and reporting to the AAA any future application that you believe in your normal review procedures may need clarification as to whether professional involvement is either required or being provided on a given project.

If we are able to establish a clear line of communication in this regard, the AAA can and will better fulfill its duty to protect the public interest by assisting you and if necessary proactively address these “suspect” files.

In acting out its duty to protect the public interest by enforcing the Architects Act, we are asking all jurisdictions in Alberta to also enforce professional involvement when it is required on a project as soon as it is discovered.

When professional involvement is required

Professional involvement is required when the limits of a building size or type is exceeded, both in accordance with the Architects Act and under the Alberta Building Code. When this occurs, only registered and licensed

PB-26

WHEN IS AN ARCHITECT OR LICENSED INTERIOR DESIGNER NEEDED ON A PROJECT?

SUMMARY

For quite some time, the Alberta Association of Architects has received inquiries which ask a definition of when an architect or LID is required on a project and when they are not required. The information has been consolidated in this Practice Bulletin as a reference to practitioners and the public.

BACKGROUND

The Alberta Association of Architects has had numerous inquiries related to when an architect or licensed interior designer is or is not required for a particular project. This has repeatedly cropped up for a variety of projects from large or multi-family residential works to industrial projects – all as represented in the charts provided below. The frequency of these inquiries has been sufficiently intense to make this Practice Bulletin necessary in clarifying the confusion that seems to exist for both professionals and the general public. There is also considerable confusion around the wording of **Article 2.4.2.1(2)** and its meaning that is resolved here.

Alberta legislation requires construction projects to meet the requirements of the Alberta Building Code, and the Alberta Safety Codes Act. Both of these pieces of legislation identify oversight by people who have the knowledge and skill to confirm that projects conform to the requirements of the legislation. In the case of buildings, the principal professional is the Architect and a Licensed Interior Designer (in the case of interiors). Architects and licensed interior designers are highly trained professionals who provide their clients with advice on all aspects of their building project from initially assisting in defining the needs that must be addressed, to solving the problem, to providing contractually based oversight of the construction process and final completion of their building projects.

THRESHOLD REQUIREMENTS

Legislation requires professional involvement of an architect when the building project exceeds certain thresholds based on the predominant use of the building as defined in the Architects Act and the Alberta Building Code. These thresholds are as follows:

Table 1 – Scope Requiring an Architect

<i>Type of Building</i>	<i>Examples</i>	<i>Alberta Building Code Designation</i>	<i>You Require an Architect When a Building...</i>
Public Assembly	<ul style="list-style-type: none"> • Schools • Colleges and University Buildings • Theatres • Grandstands 	Group A (Part 3)	<ul style="list-style-type: none"> • Is greater than 3 stories if for assembly or institutional (no exceptions) • Is a single storey greater than 300 SM Gross Area • Is 2 stories with each floor greater than 150 SM Gross Area • Is 3 stories with each floor greater than 100 SM Gross Area
Detention, Treatment and Care	<ul style="list-style-type: none"> • Prisons • Hospitals • Homes for the Aged • Medical Facilities 	Group B	<ul style="list-style-type: none"> • Is greater than 3 stories if for assembly or institutional (no exceptions) • Is a single storey greater than 300 SM Gross Area • Is 2 stories with each floor greater than 150 SM Gross Area • Is 3 stories with each floor greater than 100 SM Gross Area
Residential	<ul style="list-style-type: none"> • Multi-Family Housing • Hotels • Motels 	Group C (Part 3)	<ul style="list-style-type: none"> • Has more than 4 dwelling units • Is a single storey greater than 400 SM Gross Area • Is 2 stories with each floor greater than 200 SM Gross Area • Is 3 stories with each floor greater than 130 SM Gross Area.
Commercial	<ul style="list-style-type: none"> • Offices • Retail 	Group D and E	<ul style="list-style-type: none"> • Is a single storey greater than 500 SM Gross Area • Is 2 stories with each floor greater than 250 SM Gross Floor Area • Is 3 stories with each floor greater than 165 SM Gross Area
Industrial	<ul style="list-style-type: none"> • Factory Buildings • Industrial Plants • Buildings within these uses 	Group F	<ul style="list-style-type: none"> • Is a single storey greater than 500 SM Gross Area • Is 2 stories with each floor greater than 250 SM Gross Floor Area • Is 3 stories with each floor greater than 165 SM Gross Area

(Farm buildings and relocatable camp buildings are not included in these requirements.)

Table 2 – Interiors Work Requiring a Licensed Interior Designer or Architect

Type of Building	Examples	Alberta Building Code Designation	You Require a Licensed Interior Designer for
Public Assembly	<ul style="list-style-type: none"> • Schools • Colleges and University Buildings • Theatres • Grandstands 	Group A (Part 3)	<ul style="list-style-type: none"> • Interiors of any size within a building that is greater than 3 stories if for assembly or institutional (no exceptions) • Interiors of any size within a building that is a single storey greater than 300 SM Gross Area • Interiors of any size within a building that is 2 stories with each floor greater than 150 SM Gross Area • Interiors of any size within a building that is 3 stories with each floor greater than 100 SM Gross Area
Detention, Treatment and Care	<ul style="list-style-type: none"> • Prisons • Hospitals • Homes for the Aged • Medical Facilities 	Group B	<ul style="list-style-type: none"> • Interiors of any size within buildings that are greater than 3 stories (<u>no exceptions</u>) • Interiors of any size in a building that is a single storey greater than 300 SM Gross Area • Interiors of any size in a building of 2 stories with each floor greater than 150 SM Gross Area • Interiors of any size in buildings that are 3 stories with each floor greater than 100 SM Gross Area
Residential	<ul style="list-style-type: none"> • Multi-Family Housing • Hotels • Motels 	Group C (Part 3)	<ul style="list-style-type: none"> • Interiors within a building consisting of more than 4 dwelling units • Interiors within a building that is a single storey greater than 400 SM Gross Area • Interiors within a building that is 2 stories with each floor greater than 200 SM Gross Area • Interiors within a building that is 3 stories with each floor greater than 130 SM Gross Area.
Commercial	<ul style="list-style-type: none"> • Offices • Retail 	Group D and E	<ul style="list-style-type: none"> • Interiors of any size within a building that is a single storey greater than 500 SM Gross Area • Interiors of any size within a building that is 2 stories with each floor greater than 250 SM Gross Floor Area • Interiors of any size within a building that is 3 stories with each floor greater than 165 SM Gross Area
Industrial	<ul style="list-style-type: none"> • Factory Buildings • Industrial Plants • Buildings within these uses 	Group F	<ul style="list-style-type: none"> • Interiors of any size within a building that is a single storey greater than 500 SM Gross Area • Interiors of any size within a building that is 2 stories with each floor greater than 250 SM Gross Floor Area • Interiors of any size within a building that is 3 stories with each floor greater than 165 SM Gross Area

(Farm buildings and relocatable camp buildings are not included in these requirements.)

An Architect must be engaged to augment the LID in situations where:

1. Alterations or additions to the building envelope or any of its components including roofs, walls and windows are required.
2. Changes to the base building exiting schema affected by the requirements of any particular tenancy or arrangement of tenancies
3. Changes to the fire compartmentalization as exhibited in fire resistance ratings that form part of the base building's conformance to the Alberta Building Code.
4. Any changes to the base building structural systems.

LEGISLATIVE REFERENCES

The Alberta Building Code 2014 states in the following Articles:

- 2.4.3.1 1) *Before beginning construction, the owner shall:*
- a. *Retain a coordinating registered professional to coordinate all design work and field reviews of the registered professionals required for the project in order to ascertain that*
 - i. *The design will comply with the ABC and other regulations pursuant to the Safety Codes Act, and*
 - ii. *The construction of the project will substantially comply with the ABC and other regulations made pursuant to the Safety Codes Act,*
 - b. *Retain registered professionals of record to complete design work and field review required for the project, and*
 - c. *Provide the authority having jurisdiction with letters in the forms set out in Schedules A-1, A-2, B-1 and B-2*
- 2.4.3.2 1) *Before issuing an occupancy permit or giving permission to occupy, the authority having jurisdiction shall receive assurance in the form set out in Schedule C-1 from the coordinating registered professional that the building or portion of the building to be occupied substantially complies with the requirements of the ABC.*

The “registered professional to coordinate” and “registered professionals” and “registered professionals of record” will be architects, professional engineers and licenced interior designers in building projects. The “registered professionals of record” are responsible for their particular discipline (these most frequently being architecture, structural, mechanical and electrical engineering).

Licensed Interior Designers

A Licenced Interior Designer is a “*registered professional to coordinate*” and “*registered professional*” and “*registered professionals of record*” who practices a portion of the scope of architecture that is related to the design of the interior of buildings, their finishes and furnishings. It often involves the coordination of mechanical and electrical engineering disciplines as they pertain to the proper design and placement of these systems required to properly service the layout and design of the interior. It may also involve coordinating the work

The scope applicable to the Licenced Interior Designer is a portion of the architect's scope as defined for the categories under the Alberta Building Code and are thus **IDENTICAL** to the provisions of Articles 2.4.3.1 (2) (a), (b), and (c) and 2.4.3.2 (2) as they apply to project areas within the floor plate. We can thus restate these articles with our additions shown with “*” for interpretive clarity:

The work of the LID is for planning, designing or giving advice on the design of; preparing plans, drawings, detail drawings, specifications or graphic representations for the design of; inspecting work or assessing the performance of work under a contract for:

The construction or alteration of interior space within the floor plate of a building as follows:

The requirement of an LID as a design professional with respect to work on the interior of a building is exactly the same as that outlined above, namely:

- 2.4.3.1 2) *Before beginning construction, the owner shall:*
- a. *Retain a coordinating registered professional to coordinate all design work and field reviews of the registered professionals required for the project in order to ascertain that*
 - i. *The design will (within the floor plate*) comply with the ABC and other regulations pursuant to the Safety Codes Act, and*
 - ii. *The construction of the project (within the floor plate*) will substantially comply with the ABC and other regulations made pursuant to the Safety Codes Act,*
 - b. *Retain registered professionals of record to complete design work and field review required for the project (within the floor plate)*, and*
 - c. *Provide the authority having jurisdiction with letters in the forms set out in Schedules A-1, A-2, B-1 and B-2 (as they apply to the work within the floor plate*).*
- 2.4.3.2 2) *Before issuing an occupancy permit or giving permission to occupy, the authority having jurisdiction shall receive assurance in the form set out in Schedule C-1 from the coordinating registered professional that the building or portion of the building to be occupied (the area within the floor plate*) substantially complies with the requirements of the ABC.*

ALBERTA BUILDING CODE SCHEDULES (LETTERS OF ASSURANCE)

For all of the projects requiring the involvement of an architect and/or an LID, *the registered professional of record* will be required to submit letters of assurance to the Authority Having Jurisdiction (the City, County or University) in a form that conforms to those set out in the Alberta Building Code.

Letters of Assurance: Only an Architect or Licensed Interior Designer

Architects are professionals the majority of whom are graduates of Master's level University programs. These professionals have qualified under a rigorous system of accreditation and are the only people in the Province of Alberta specifically entitled to call themselves "Architect" and to practice in all areas outlined above. Similarly, Licensed Interior Designers have a similarly rigorous program of study and qualification and are the only people in Alberta that can use the title "Licensed Interior Designer" and practice in the areas outlined in Table 2. All are – **WITHOUT EXCEPTION** – members of the **Alberta Association of Architects**. This association is responsible for the licencing of architects and LIDs in the Province of Alberta. These are the **ONLY PROFESSIONALS** that can provide the expertise required to meet the provisions of the Alberta Building Code consistent with the requirements for *Registered Professionals to Coordinate* or *Registered Professionals of Record*. Furthermore, architects are the professionals that coordinate the work of the other disciplines (structural, mechanical and electrical engineering) necessary to deliver a complete building.

Requirement for and Level of Involvement

The provisions of the legislation assume that the professional of record and/or registered professional to coordinate is engaged throughout the development of a project. The architect (or LID for interior projects) must be engaged throughout all phases of work from first design sketches through to the end of construction. This is a requirement of the Safety Codes Act and is expressed in the requirements for conformity in the Alberta Building Code. You cannot engage an architect to undertake a “piece” of the process or to simply review construction and provide a letter of assurance in order to occupy the building. They must be involved throughout the entire process in order to sign the Schedules required by the Authority Having Jurisdiction for occupancy.

Article 2.4.2.1(2)

There have been many inquiries specifically related to Article 2.4.2.1 in the Alberta Building Code. These have come about particularly related to industrial projects. The article in question is under Division C Section 2.4 of the Alberta Building Code and the article reads as follows:

- 2. If drawings or specifications are required to be imprinted with the seals or stamps of a registered architectural professional or a registered engineering professional, the seals or stamps must be signed and dated by the respective professionals in accordance with the enactments that govern their profession.*

It is sentence 7 following this article that creates the confusion with respect to how sentence (2) is read. Sentence 7 reads:

- 7. Notwithstanding the requirements of Sentence (2), a registered architectural professional or registered engineering professional who is authorized by the Council as defined in the Architects Act and its Regulations or the Engineering and Geoscience Professions Act and its Regulations to submit a design without the seal or stamp of the other profession may submit an application with plans and specifications that do not have the seal or stamp of the other profession if authorization is presented with the application.*

The authorization referred to is the authorization of the Council of the governing body of the professional association regulating the applicable legislation. In the case of buildings requiring architects (outlined in the tables above), this is the Council of the Alberta

Association of Architects. We definitively state here that the Council of the Alberta Association of Architects at no time in the past has provided such authorization and has no intention of doing so. The individual professionals are to remain responsible for their scopes under their respective Acts and their seals or stamps are to be affixed SEPARATELY.

With respect to the most frequent queries we have received being those from engineers involved in industrial projects: if the building falls within the category and size requiring architects (specifically indicated in the tables above), then an architect **MUST** be engaged for this scope and their seals affixed to the documentation requiring those seals. An engineer’s seal cannot be substituted.

Approved by Council April 7, 2016

Practice Bulletins are issued by The Alberta Association of Architects as a practice resource or as general interpretations of the requirements in the Architects Act and General Regulation, and the By-laws and should be read in conjunction with them. Practice Bulletins in no way supersede these documents. They are not intended to be and are not legal advice to the Members of the Association nor to the Public/Client. Members and the Public should consult their own legal, income tax or financial advisors as to the application of the Architects Act and General Regulation in specific circumstances

architects in the province of Alberta are entitled to undertake this work. This is clearly explained in the attached practice bulletin that has also been distributed to our members. It is the professional duty of our members to report to the AAA any projects that are being prepared where professional involvement is required but is not being provided. As of this early date, we are already reaping positive results in this regard.

The following detail clarification may be of interest:

A key distinction to be made is that professional involvement when required, extends to the *outset* of a project. Professional involvement is NOT triggered at the building permit stage where a professional stamp or seal is usually affixed to the Building Permit construction documents for approval by the *authorities having jurisdiction*. The lack of any requirement for a seal to be applied to development permit drawings (or for that matter, any other stage of a project) by a municipality, is not to be construed as a similar lack of any requirement for professional involvement when and if it is necessary.

In other words, while some municipalities may not require a stamp or seal until the building permit stage, and despite this process resting at the sole discretion of the authority having jurisdiction, *it does not obviate the requirement for professional involvement at the beginning of a project where and when it is required.*

Further, the preparation of drawings by a non-authorized entity practicing illegally and the use of these drawings for building permit applications may result in the “purchase” of a professional stamp by the illegal entity and this does not legitimize the process. This also constitutes illegal and unauthorized practice and is actionable by the AAA.

We recommend this kind of activity be carefully monitored since it can expose a municipality to unwanted liability. Thus, we appeal to your better judgement upon receiving development applications whenever possible to:

1. Verify if professional involvement is required, and
2. If so, ensure that applications provide sufficient evidence of professional involvement in this regard and
3. If this is not possible, reject the application and report such application to the AAA. This will go a long way to protect municipalities from inadvertently aiding and abetting illegal practice.

Municipalities across the entire province of Alberta are also valued and important clients. We trust that by working more closely together, we will improve the quality of the built environment in your jurisdiction by first ensuring that professional involvement, where mandatory under the Alberta Building Code, is fully deployed.

Sincerely,



Barry Johns
Architect AAA FRAIC HON(FAIA) RIBA RCA LEED AP
Director of Practice

Enclosure



Rotary Club of Peace River

Invitation & Save the Date

Shell Rotary House

Boots 'n' Bling

Dinner & Dance

Live Music by the Band "Kikbak"

Silent Auction

Saturday, November 5, 2016

Cocktails 6:00 p.m. - Dinner 7:00 p.m. - Dancing 9:00 p.m.

Belle Petroleum Centre, Peace River

Howdy Buckaroo! Grab a partner and some friends and head on over to the Boots 'n' Bling thing for a heel-kickin' good time! Put on your favorite jeans, boots, stetson or evening attire, anything goes!

Tickets to the event are currently available. Individual tickets are \$100 per person. You can also reserve a table which seats 10.

Please complete the following and we will ensure we reserve your tickets.

I wish to purchase:

_____ Number of Tickets
_____ Number of Table(s) of 10
_____ I would like to donate an auction item.

Company Name: _____
Phone No.: _____ Fax No.: _____
Email Address: _____

Monetary donations are also gratefully accepted. A charitable donation receipt will be provided for monetary donations made payable to the Peace River & District Health Foundation "Rotary House" or donate on-line www.prdhf.ca Rotary House.

You can return this form by fax (780) 624-1218, by email (address below), or by calling the Rotary House Fundraising Co-Chairs Bev Bastell at (780) 219-5478 or Brent Rostad (780) 625-8627.

"Helping to Build a Sustainable and Stable Health System in the Peace River Region"

Box 5175 Peace River, Alberta T8S 1R7
email: rotaryhouse@prrotary.ca



Sneak a Peek!

You are cordially invited to the 'The Old Bay House', Fort Vermilion

Sunday, September 18, 2016

This is a come and go event, 2:00 - 4:00 PM

Before or later, take a walking or driving tour of the Fort. Hike the Nature Trail and record special memories using nature's beauty or heritage buildings, signs and cairns as backdrops.

Don a costume of your own or one provided. Then pose for a picture inside or outside The Old Bay House.

Sometime soon, visit businesses with heritage ambience. Some eateries serve bannock, wild game, ice cream and cuisine à la carte.

Vistas to enjoy the mighty Peace River are 'Peace Lookout' across from the Experimental Farm, 'Uptown Landing', opposite the Trading Post and the 'S. S. D.A. Thomas' Picnic Site. Launch watercraft at the 'S.S. Peace River' Dock/Landing and experience the Peace as in bygone days.

In 1905, when Alberta became a Province, the Hudson's Bay Company launched their paddle wheeler at Fort Vermilion. Some of those hired to build the steamship, also constructed the Old Bay House (1906-1908).

It is a Provincial Historical Resource and on the Register of Historic Places in Canada. It is the only HBC factors house on its original site in Alberta!

The Friends of the Old Bay House Society and Fort Vermilion Agricultural Society