

Flagged	Flagged Item Motion	Moved	Vote	Dept	Due	Sent
1	THAT Transportation and Agricultural Services provide more information on how maintenance of gravel roads (class 3 and 4) will be addressed in the coming year to ensure an adequate level of service and ensure that the issues with service experienced in 2018 are addressed.	PS	carried	TAZ	Nov-08	Nov-15
2	THAT Transportation and Agricultural Services provide information on the feasibility and impact of a 0% increase in 2019 and a 2% reduction over 4 years, without impacting Rural Road Rehabilitation program, on their overall budget and service delivery.	BT	defeated	NA	NA	NA
3	THAT Family and Community Services provide more detail on what programs or services the Information and Volunteer Centre (IVC) funding provided by the County supports; and what checks and balances are in place to ensure	BT	carried updated	FCS	Nov-08	Nov-15
4	THAT Corporate Planning provide more detail on what comprises the "Interprogram Expense" amount and provide rationale for treating interprogram expenses in aggregate.	DA	carried	CP	Nov-08	Nov-15
5	THAT Corporate Planning provide information on the financial impact of increasing the Legislative and Legal Services' operation budget in order to move the full-time permanent position for Legal Counsel - Bylaw Enforcement & General Legal Matters from 2021 to 2019.	BB	carried	CP	Nov-08	Nov-19
6	THAT Legislative and Legal Services prepare an amendment to the proposed Fees, Rates and Charges Bylaw 37-2018 in order to delete the charge for secondary approaches.	GL	carried	LLS	Nov-08	Nov-15
7	THAT Recreation Parks and Culture and Corporate Planning provide information on and implications for including the Lafarge Ball Diamonds project in the 5 Year Capital Plan.	DA	carried	RPC	Nov-14	Nov 23
8	That Transportation and Planning Engineering provide information on the impact, including the impact to motorists, of prioritizing the Wye Road Widening from Estate Drive to Clover Bar Road for 2019 rather than 2020.	BT	carried	TPE	Nov-14	Nov 22
9	THAT Administration provide information on the rationale for not including the North of Yellow Head infrastructure work in the 5 Year Capital Plan.	BT	withdrawn	NA	Nov-14	NA
10	THAT Administration explain the impact of reprioritizing the "Wye Rd Estate Drive" project so that it occurs in 2019 and moving the "Twp Rd 522 800 m east of hyway 21" project from 2019 to 2020.	LD	withdrawn	NA	Nov-14	NA
11	THAT Transportation and Agricultural Services provide an update on how the backlog of work associated with projects under the Annual Rural Roads Rehab Program will be addressed.	PS	carried	TAS	Nov-14	Nov-19
12	THAT Corporate Planning provide information on the financial impact of including funds for the planning phase of the Air Support Structure – Field Dome facility and the Lafarge Lands Regional Tournament Ball Site projects in the 2019-2022 Budget.	BB	carried	CP	Nov-14	Nov 23
13	THAT Corporate Planning provide the financial impact on moving the Air Quality Monitoring Station to the 5 Year Capital Plan.	RP	carried	CP	Nov-14	Nov 22

Flagged item
Enclosure #1

2019-2022 Budget

Flagged item # and description	Maintenance of Gravel Roads (Class 3 and 4) THAT Administration provide more information on how maintenance of gravel roads (class 3 and 4) will be addressed in the coming year to ensure an adequate level of service and ensure that the issues with service experienced in 2018 are addressed.
Date of request	October 31, 2018
Councillor	Paul Smith
Department / Division	Transportation and Agricultural Services
Staff lead	David Churchill

Response:

See enclosure.

Gravel Road Maintenance Program Review

November 13, 2018

Transportation and Agriculture Services

2018 Season review

- Annual gravel maintenance and blading covers over 335 km of Class III and IV roads
- Re-gravel of 64 km
- Reshape of 19 km

Road Function Classification	Traffic Count (Vehicles/Day)	Standard Width (meters)	Surface Type
III	100-250	7.5	Gravel Dust Control
IV	0-100	7.5	Gravel

Program gaps

- Routine gravel blading frequency was inconsistent
- Timing and scheduling of work activities and sequencing was inconsistent
- Roadways waited for over two months to be oiled
- Competing maintenance priorities between road types, causing crews to move from program to program
- Communication with residents on program activities and expectations
- Unclear expectations and service levels

Resident feedback

- **Timing:** What is taking so long?
- **Why:** Why are you working on this road again?
- **Road type confusion:** Why are you changing my asphalt road to gravel?
- **Quality:** Quality of roadway surface is not good enough.

Goal: Quality surface that enables safe travel

Class III



Class IV



2019 Action plan

- Focus on consistent bi-weekly blading of all aggregate roads
- Allocated internal resources to regular maintenance of gravel roads
- Monitor the overall conditions by continuous inspections
- Class III roads will be bound road edge to road edge
- Dust control completed within seven days of blading or regravelling activity
- From spring to early summer all Class III and IV roads (thaw to July 1)
 - Pull shoulders to reclaim winter gravel loss
 - Reshape and establish crown
 - Pack and dust suppress to fully bound surface

2019 Summer re-gravel program

- 40 miles re-gravel (dust control within seven days)
 - Shift from five year cycle to worst roads now
 - 20 miles base stabilize, reshape and aggregate overlay
 - 20 miles aggregate overlay
- Prioritize re-gravel program based on:
 - Vehicles per day
 - Gravel depth and surface condition (clay at surface)
 - Overall road width
 - Side slopes and crown

2019 Season

APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
GRAVEL BLADING						
	SPRING RESHAPE-DUST CONTROL					
		REGRAVEL PROGRAM				
			SHAPE & STABILIZE			

Communications

- Improve gravel program awareness and communication
- Improve communications to impacted residents
- Review with neighbouring municipalities tools being used (may include notices and newsletters)
- Review other program engagements results to help inform communications plan 2019 which will be shared with Council in Q1

Long term action plan

- Complete review of Sustainable Rural Road Master Plan (2019-2020)
 - Engage residents in services levels for all rural roads

Gaps and actions

Gaps

1. Inconsistent gravel blading
2. Oiling took up to two months
3. Competing priorities and use of resources
4. Communications
5. Unclear service levels
6. Duration of work
7. Quality assurance

Actions

1. Two week gravel blading cycle
2. Oiling complete within seven days
3. Focus internal staffing on maintaining not constructing
4. Clear communication plan
5. Fully bound surface
6. Dedicated resources to program deliverables
7. Dedicated inspectors

Questions?

Flagged item # and description	Funding for Information and Volunteer Centre THAT Family and Community Services provide more detail on what programs or services the Information and Volunteer Centre (IVC) funding provided by the County supports; and what checks and balances are in place to ensure that funding provided to IVC is furthering appropriate objectives.
Date of request	November 2, 2018
Councillor	Bill Tonita
Department / Division	Family and Community Services
Staff lead	Bree Claude

Response:

Funding provided by the County through a grant agreement supports the outcomes of the Information Volunteer Center (IVC) and increases the opportunity to align with the Strathcona County's Social Framework, minimizes duplication and increase efficiencies, builds community capacity and civic engagement; enhances expertise in volunteerism and supporting volunteerism and governance across Strathcona County; increases synergies between IVC and non-profit partners and increases accountability for results.

IVC is a leader in people engagement for the not-for profit and volunteer sector and participates in community volunteer fairs, class presentations, actively engages youth volunteers through their youth rock event series and teens in action volunteer series and promotes National Volunteer Week and events in recognition of the critical work that volunteers do in supporting our community.

IVC enables and develops organizational competency and resilience within the not for profit and volunteer sectors through workshops, funder forums as well as a forum to share challenges as well as opportunities facing the volunteers and volunteer centres. In 2018, 4 workshops and a forum were held, with 108 registrants and 6 funders that took part, with another workshop scheduled for mid-November.

IVC brings people together to inspire active citizenship, create dynamite networks, develop new friendships and generate new ideas for sustainable communities. Activities include programs such as: the community holiday dinner, We Care We Share lending program and

the distribution of low cost, nutritious frozen meals to citizens. IVC works collectively with community partners to secure, assist, develop and implement volunteer recruitment programs throughout not for profit agencies in the County to increase efficiencies and reduce duplicate efforts and acts as a centralized repository/databank for volunteer information and a listing of volunteer members in the community.

The County has provided funds to support IVC for the past 25 years and in 2016, the Community Service Division formalized the relationship through an agreement that outlined a set of services and anticipated outcomes. 2018 has been a pivotal year for IVC and following the refocusing of FCS services, IVC has taken a critical look at its operations and role within the social service ecosystem of Strathcona County. IVC and FCS worked together to identify areas of duplication and service gaps. This resulted in a number of programs, such as Snowbusters, Lawnbusters and Tax Clinics being transferred from FCS to IVC. In addition to this, over the past 18 months, IVC extensively engaged other community organizations, funders, County staff and elected officials, and residents in focus groups as part of its planning process to assist in the development of a new Strategic Plan for IVC.

IVC continues to strive to increase its relevance and presence in the Community by actively participating on the Social Framework Steering Committee, Community Hub Steering Committee, and the Community Hall Initiative. In addition to the annual reporting of outcomes and financials to FCS, this year, IVC presented to Priorities Committee on two occasions in 2018 to share the results of its New Strategic Plan and refocused lines of business. FCS and IVC continue to enhance a comprehensive reporting matrix under the current grant agreement and should Council approve, will provide support to transition IVC to the Social Framework grant application process in late 2019.

UPDATE:

Funding is provided for outcomes noted in the service agreement and FCS does not assign costs per program. IVC independently hires staff and determines how to allocate resources to achieve outcomes.

Enclosures:

1. IVC outcomes and deliverables document
2. IVC Audited Financial Statements
3. Service Agreement

Information and Volunteer Centre 2018 Outcomes & Deliverables

The Information & Volunteer Centre, through its long standing partnership with Family & Community Services, recognizes that in order to support the community and affect change, we must work with our networks and community leaders to strengthen social ties, spark ongoing dialogue, inspire learning and work collectively in the community. Further, to ensure we remain a vital community partner and service, and in recognition of the fact that in past we provided a broad range of services, we took this opportunity to refocus and increase the depth of support to increase our potential to impact on the broader social service ecosystem in Strathcona County. We agreed that we could no longer be all things to all people.

As the result of a fairly rigorous review process that included community engagement, strategic planning and ultimately a re-branding exercise, we remain committed to engage openly and transparently with community organizations in support of Strathcona County's Social Framework. Further, we will continue to evaluate and assess opportunities for new services and community partnerships – ensuring they are in alignment with our mission and vision.

Based on the 2018 Service Agreement Anticipated Outcomes, the following general outcomes for 2018 and beyond will create the opportunity to:

- Enhance and align with the Social Framework;
- Minimize duplication and increase efficiencies;
- Build community capacity and civic engagement;
- Focus IVC investments where they can have the biggest impact;
- Enhance expertise in volunteerism and supporting volunteerism and governance across Strathcona County;
- Increase synergies between IVC and non-profit partners; and
- Increase accountability for results.

OBJECTIVE: IVC is a leader in people engagement for the not-for-profit and volunteer sectors.	
IVC promotes the value of volunteerism throughout the community and provides services for connecting citizens to volunteer opportunities and promotes citizen engagements.	
Projects or Activities	2018 Update
Community Volunteer Fair	<p><i>Historically, IVC has presented a volunteer fair in each category (general /youth) every 18 months. 2017 saw two volunteer fairs, one general held in conjunction with last year's NVW, and a fall youth fair held at Ardrossan High School. For that reason, a volunteer fair will not be held in 2018, but IVC was or will be present at upcoming events:</i></p> <ul style="list-style-type: none"> - Clover Bar School In-house Volunteer Fair - Matter of Choice Fair (post-secondary info fair hosted by EIPS) – IVC Youth Program has a booth at this event, which will be attended by approximately 2000 people - Staff attended several rural gatherings over the summer and will continue to explore opportunities and when appropriate will be in the community. Staff at Rural Contact office report that several community members have referenced 'that girl from IVC' with respect to event attendance. Less important that they remember individual names but that they remember that IVC was there.
National Volunteer Week & Flag Raising event	<p><i>Successful Flag Raising Ceremony was held on April 16 at the Community Centre. IVC Volunteer Flag was the first community flag to be flown at the new Community Flag Pole at Volunteer Plaza. The event was attended by all but one Council member, senior County staff, IVC Board of Directors and staff, FCS staff and representatives from Community Policing of the RCMP, as well as several volunteer supporters of the IVC. The Mayor did proclaim National Volunteer Week at Council. Both community newspapers published articles prepared and submitted by IVC. IVC issued a news release advising of the value of volunteering in Strathcona.</i></p> <p><i>IVC staff dropped off volunteer thank you items to 10 community organizations during National Volunteer Week. Twenty community organizations were provided with more than 1300 NVW week promotional items for their own recognition events. These items included thank you cards, bookmarks, and chocolates.</i></p> <p><i>IVC partnered with the Chamber of Commerce for its April luncheon. Imperial Oil (NVW sponsor) provided a speaker for the luncheon who spoke about the value of corporate support in the community through volunteering. There were 115 paid attendees at luncheon for the Chamber. This was considered to be very well attended.</i></p>
Volunteer Listings	<p><i>Plans are proceeding with Propellus (Volunteer Calgary) to obtain Volunteer Connector (interactive volunteer matching data base) . This interactive database was developing by Propellus with Federal Funds. They are making it available free of charge to volunteer centres across the province. Agencies registered with volunteer centres, will be able to post opportunities free of charge on site. Non-registered agencies will be charged a fee to post. Target for implementation (as per IVC Strategic Plan) is no later than the beginning of Q2 in 2019.</i></p> <p><i>Current information in the database on IVC's website indicates 166 registered organizations requesting volunteer postings on the website for 2018, currently 91 active listings for adult and 30+ for youth specific.</i></p> <p><i>Hard copy listings (both adult and youth): 250 copies distributed locally each month to coffee shops and other gathering places in Strathcona County. Weekly Volunteer Opportunity Listings run in The Bugle (as space permits). This is offered to IVC free-of-charge. IVC no longer lists Volunteer</i></p>

	<i>Opportunities in Sherwood Park News due to prohibitive costs associated with printing. Sherwood Park News will not provide complimentary space for community volunteer listings.</i>
Youth Rocks event series	<p><i>The May Music Fest (three hour event), in partnership with Studio Lab (local business)</i></p> <ul style="list-style-type: none"> - 250 attendees - 21 youth entertainers who were the musicians throughout the event - 4 members of Planning Committee each volunteered 44 hours - 3 onsite youth volunteers – total of 12 volunteer hours - 188 total volunteer hours <p><i>Amazing Race (November)</i></p> <ul style="list-style-type: none"> - 16 participants - Partnered with RPC, Boys & Girls Club with additional financial support from Young Edmonton Grants - 3 members of Planning committee each volunteered 54 hours - 7 onsite volunteers each volunteered 5 hours - 197 total volunteer hours <p><i>Youth Rock Wrap Up Gathering – 24 students</i></p>
Teens in Action volunteer series	<p><i>In 2018 Youth membership increased from 41 to 83 youth with 8 to 10 engaged on average for each project. One project is generally scheduled for each month throughout the year.</i></p> <p><i>March – Mustard Seed – 5 youth for total of 15 volunteer hours</i></p> <p><i>April – Elks Mystery Dinner – 6 youth for total of 21 volunteer hours</i></p> <p><i>May – SAFFRON Consent Event – 8 youth for a total of 28 volunteer hours</i></p> <p><i>June - Ukrainian Village Vintage Days – 9 youth for a total of 40.5 volunteer hours</i></p> <p><i>August – Edmonton Rock Music Festival – 6 youth for a total of 33 volunteer hours</i></p> <p><i>November – Youth Rock Amazing Race Event – 7 youth for a total of 35 volunteer hours</i></p> <p><i>Upcoming – November/December – Strathcona Christmas Bureau – 8 youth will volunteer for a total of 48 volunteer hours</i></p> <p><i>December – IVC Holiday Dinner – 14 youth will volunteer a total of 60 to 65 hours</i></p> <p><i>Total Youth Volunteer Hours for Teens in Action – 305.5 hours</i></p>
Class Presentations (Schools, kindergarten to grade 12)	<i>This activity has been brought back due to a high level of interest from educators. 3 presentations scheduled for grade 9 leadership class + 3 at Bev Facey for combined leadership classes in November/December. IVC Plans to visit as many schools as possible in 2019.</i>
Newsletters	<i>12 newsletters issued to registered organizations and youth members of Teens in Action January to October</i>

OBJECTIVE: Knowledge Management and Mobilization. IVC enables and develops excellence in leadership, organizational competency and resilience within the not for profit and volunteer sectors. IVC will provide or promote training and information to non-profit and community organizations in order to enhance their effectiveness and efficiency. The IVC will undertake initiatives that build capacity in participating organizations.	
Projects or Activities	2018 Update
Network Events	
Workshops	<i>Volunteer Screening Workshop (February) – 25 registered</i> <i>Grantwriting Workshop (May) – 19 registered</i> <i>Fundraising Workshop (September) – 19 registered</i> <i>Leadership with Brent Collingwood – scheduled for November 17</i>
Funders Forum	<i>Held October 30th 2018</i> <i>45 registered</i> <i>6 funders</i>
Knowledge Transfer	<i>Ongoing information and resources provided on an as-needed basis. Staff are continuing work on a ‘handbook’ which presents tips, links, and contact information for new or struggling community organizations in the County. Experience demonstrates that there is a considerable amount of information but there is no one place to look to alleviate some of the frustration that organizations experience. Enhancing our ability to build capacity in community organizations is a priority for IVC.</i> <i>IVC staff attends bi-monthly meetings with volunteer centres in the region, sharing information, ideas and solutions to similar challenges. IVC is a member of Volunteer Alberta, Volunteer Canada and ECVO.</i> <i>IVC’s ED is a member of a coalition of provincially funded volunteer centres that meets quarterly to discuss voluntary sector issues.</i>
Grant Connect	<i>IVC welcomes community organizations (free of charge) to access grant software in the IVC office which provides information on thousands of grant or sponsorship opportunities. A pilot project with the Rural Contact offices continues until January 2019. IVC has placed a laptop with access to Grant Connect (equipment paid for by a grant from County Clothesline) at the Contact Office. Contact Office staff schedule appointments and track users. The project was promoted heavily through Rural Communication Tool and posters throughout the community, as well as on Facebook and Twitter. Initial uptake was slow, as program was launched over the summer months but has improved.</i>

OBJECTIVE: IVC brings people together to inspire active citizenship, create dynamic networks, develop new friendships and generate new ideas for sustainable communities. IVC will create opportunities to foster partnerships, develop networks and generate discussions. IVC will remain committed to participate in all appropriate activities associated with the delivery of the Social Framework. IVC will strive to bridge barriers between for-profit and non-profit organizations.	
Projects or Activities	2018 Update
Community Holiday Dinner	<i>Low profile holiday dinner hosted in partnership with Heartland Housing and this year sponsored by Suncor (to cover gifts, entertainment, etc.). Guests (anywhere from 80 to 100) include newcomers, isolated seniors, and families in need. 50 volunteers come together to cook and serve dinner to guests.</i>
We Care, We Share lending program	<i>Over 30 different community organizations borrowed 63 items. Most of the borrowers over the summer were groups that received funding through the small community grants program.</i>
Continue to distribute low cost, nutritious frozen meals to citizens.	<i>January to October, 6450 meals sold and distributed to local residents. This program ensures proper nutrition and food security to Strathcona County seniors & residents not able to cook for themselves. Goal for the current year was 7000 meals.</i>
Community partners	<i>IVC is proud to work with all community organizations. The following community groups/organizations are formally partnering with IVC: Linking Generations (Grandparent Program), Drive Happiness, FCS, RPC, Boys & Girls Club, Edmonton Meals on Wheels, Heartland Housing, Fund it Forward, County ClothesLine.</i> <i>Commitments vary from development and implementation of volunteer recruitment programs, assistance with securing volunteers, program delivery, fiscal agent.</i>
Fiscal Agent	<i>Acted as fiscal agent for County Clothesline's United Way funded Emergency Fund program.</i>
Fund It Forward	<i>Acted as host agency for Fund it Forward, a crowd-funding initiative for local non-profits.</i> <i>External Steering Committee struggling, IVC re-evaluated its relationship with the group, and will limit support to providing in-kind banking and website hosting service. It may be time for this group to become their own society.</i>
Engagement, Planning and Re-branding	<i>IVC engaged with other community organizations, funders, County staff and elected officials, and residents in focus group meetings as part of its planning process. The purpose of the focus groups was to gather intel for the Board of Directors to use in the development of a new Strategic Plan for IVC. The Plan was developed and approved by the IVC Board in May (and presented to Council at priorities in June).</i> <i>Next step was a re-branding exercise for board and staff under the facilitation and re-branding expertise of Volunteer Alberta. This exercise resulted in further clarification of the best and most relevant future activities and programs for IVC to deliver to the community. Throughout the process, close attention was paid to the alignment and re-alignment of FCS activities to ensure elimination of duplicative services. This work continues.</i>
Support the work of FCS	<i>IVC Executive Director is committed to supporting the work of FCS, including taking an active role on the following County Initiatives, including: Social Framework Steering Committee, Community Hub Steering Committee, Community Hall Initiative, FCS Advisory Committee (participation ended due to re-structuring to Social Services Advisory Committee), plus generally any other work to which an invitation might be issued. Most recently an IVC staff member was allocated to participate on Steering Committee for Council's directive to County admin to conduct a study on status of youth in the community.</i>
New – SnowBusters, Tax Clinics	<i>As a result of the re-alignment of FCS and IVC programs, three programs – Snowbusters, Tax Clinics and LawnBusters were transferred to IVC. Extensive</i>

	<p><i>effort is being put forth on SnowBusters Program. As a result of social media, newspaper and newsletter promotional efforts, good progress is being made on SnowBusters. As of November 11, 52 residents have completed paperwork, 20 individual snow removal volunteers, 1 youth hockey team and 1 team of firefighters have confirmed. 26 matches confirmed November 5/6th. Meet and Greet and Open House for volunteers scheduled for November 14.</i></p> <p><i>Work has begun on preparations for Tax Clinics scheduled for March and April 2019. The Strathcona County Library's ED has committed to continuing their partnership in delivery of the Clinics.</i></p>
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OBJECTIVE: IVC is a recognized source of accurate community information	
Projects or Activities	2018 Update
Dedicated community information telephone line	<i>January to October 3,116 calls from residents.</i>
Dedicated seniors information line	<i>913 of above noted calls received were seniors-related.</i>
Monthly community calendar	<i>Printed and distributed 2,100 community calendars and continued to vet community submissions to the calendar for the County's Communications Office until summer 2018, at which time responsibility of the community calendar was moved to FCS in accordance with re-alignment of FCS/IVC responsibilities.</i>
Website	<i>Website is continually updated to ensure relevance of materials. As a result of new partnerships with Drive Happiness and Linking Generations, added two new pages to the website to inform residents of opportunities to become involved with both programs. We also added a page for our new SnowBusters Program.</i>
New residents packages	<i>Official supplier of New Residents packages to Welcome Wagon. 600 packages compiled and provided January to October 2018.</i>
Resource Centre	<i>Continue to prepare and make available a comprehensive seniors housing guide, seniors clubs and organization guide, provincial and municipal guide for seniors' resources in the community.</i>
Seniors Communication Access Network (SCAN)	<i>Hold a seat on Seniors Communication Access Network (SCAN). SCAN is a working group with representatives from 30 seniors' focused agencies. Their goal is to ensure seniors have easier access to information in the capital region.</i>
Inform Alberta	<i>The responsibility for updating Inform Alberta data base moved to FCS over summer months as a result of re-alignment of responsibilities.</i>



GALLO & COMPANY*
CHARTERED PROFESSIONAL ACCOUNTANTS

- Accounting
- Tax
- Business Advisors

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Financial Statements

Year Ended December 31, 2017

221, 65 Chippewa Road
Sherwood Park, Alberta T8A 6J7
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*Denotes Professional Corporation

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

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Year Ended December 31, 2017

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INDEPENDENT AUDITOR'S REPORT

To the Members of Information & Volunteer Centre for Strathcona County

We have audited the accompanying financial statements of Information & Volunteer Centre for Strathcona County, which comprise the statement of financial position as at December 31, 2017 and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

(continues)

Independent Auditor's Report to the Members of Information & Volunteer Centre for Strathcona County
(continued)

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Information & Volunteer Centre for Strathcona County as at December 31, 2017 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

A handwritten signature in black ink that reads "Gallo & Company". The signature is written in a cursive, flowing style.

Sherwood Park, Alberta
March 9, 2018

PROFESSIONAL CORPORATION
CHARTERED PROFESSIONAL ACCOUNTANTS

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Statement of Revenues and Expenditures

Year Ended December 31, 2017

	2017	2016
REVENUE		
Strathcona County grant	\$ 364,600	\$ 364,600
Grants	52,921	9,528
Meals on Wheels	26,368	34,825
Sponsorship	24,525	35,000
Event revenue	3,633	3,212
Registration fees	840	2,740
Cost recoveries	614	1,034
Interest income	422	669
	473,923	451,608
EXPENSES		
Wages and benefits	289,772	226,080
Event expenses	58,656	43,105
Professional / Contract fees	29,104	105,657
Meals on wheels purchases	26,560	37,389
Rent	25,850	25,331
Office	22,773	30,009
Advertising and promotion	20,786	42,709
Volunteer expense	8,065	9,025
Telephone	5,621	5,425
Amortization	4,634	1,324
Unrecoverable GST	4,048	6,070
Bad debts	3,000	-
Repairs and maintenance	2,895	3,538
Staff transportation	2,007	2,475
Administration fees	1,118	1,369
Interest and bank charges	1,031	912
Insurance	886	950
Meetings and conventions	790	1,038
Memberships	736	1,647
Staff development	291	1,901
Equipment rental	-	1,217
Catering	-	401
Speakers and facilitators	-	800
	508,623	548,372
DEFICIENCY OF REVENUE OVER EXPENSES	\$ (34,700)	\$ (96,764)

See notes to financial statements

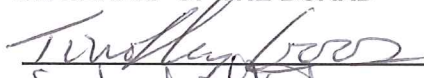
INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

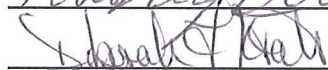
Statement of Financial Position

December 31, 2017

	2017	2016
ASSETS		
CURRENT		
Cash (Notes 2, 4)	\$ 165,795	\$ 184,731
Accounts receivable	3,309	4,481
Inventory (Note 2)	997	1,002
Goods and services tax recoverable (Note 7)	1,483	1,860
Prepaid expenses	1,057	10,127
	<u>172,641</u>	<u>202,201</u>
EQUIPMENT (Notes 2, 3)	<u>12,936</u>	<u>4,780</u>
	<u>\$ 185,577</u>	<u>\$ 206,981</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 27,977	\$ 29,931
Deferred income (Note 5)	27,750	12,500
	<u>55,727</u>	<u>42,431</u>
NET ASSETS		
Operating fund	129,850	144,883
Externally restricted casino fund	-	19,667
	<u>129,850</u>	<u>164,550</u>
	<u>\$ 185,577</u>	<u>\$ 206,981</u>
LEASE COMMITMENTS (Note 6)		

ON BEHALF OF THE BOARD

 Director

 Director

See notes to financial statements

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Statement of Changes in Net Assets

Year Ended December 31, 2017

	Operating Fund (Schedule 1)	Externally Restricted Casino Fund (Schedule 2)	2017	2016
NET ASSETS - BEGINNING OF YEAR	\$ 144,883	\$ 19,667	\$ 164,550	\$ 262,650
Deficiency of revenue over expenses	(26,398)	(8,302)	(34,700)	(96,764)
Transfers	11,365	(11,365)	-	-
Prior period adjustment (<i>Note 7</i>)	-	-	-	(1,336)
NET ASSETS - END OF YEAR	\$ 129,850	\$ -	\$ 129,850	\$ 164,550

See notes to financial statements

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Statement of Cash Flow

Year Ended December 31, 2017

	2017	2016
OPERATING ACTIVITIES		
Deficiency of revenue over expenses	\$ (34,700)	\$ (96,764)
Items not affecting cash:		
Amortization of equipment	4,634	1,324
Prior period adjustment (<i>Note 7</i>)	-	(1,336)
	<u>(30,066)</u>	<u>(96,776)</u>
Changes in non-cash working capital:		
Accounts receivable	1,172	(2,522)
Inventory	5	314
Accounts payable	(1,953)	5,337
Deferred income	15,250	5,600
Prepaid expenses	9,070	(5,345)
Goods and services tax payable	377	360
	<u>23,921</u>	<u>3,744</u>
Cash flow used by operating activities	<u>(6,145)</u>	<u>(93,032)</u>
INVESTING ACTIVITY		
Purchase of equipment	<u>(12,791)</u>	<u>(3,019)</u>
DECREASE IN CASH FLOW	(18,936)	(96,051)
Cash - beginning of year	<u>184,731</u>	<u>280,782</u>
CASH - END OF YEAR	<u>\$ 165,795</u>	<u>\$ 184,731</u>

See notes to financial statements

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Notes to Financial Statements

Year Ended December 31, 2017

1. DESCRIPTION OF OPERATIONS

The purpose of the Information and Volunteer Centre for Strathcona County (IVC) is to provide and coordinate information and volunteer programs for the community. IVC is incorporated under the Societies Act of the province of Alberta as a registered charity and therefore is exempt from income tax under section 149(1)(e) of the Income Tax Act, provided it maintains its registration.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations as issued by the Accounting Standards Board of Canada and include the following policies:

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Charity determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Charity expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

Cash and cash equivalents

Cash and cash equivalents include bank balances that are available for immediate use.

(continues)

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Notes to Financial Statements

Year Ended December 31, 2017

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Revenue recognition

Information & Volunteer Centre for Strathcona County follows the restricted fund method of accounting for contributions.

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Purpose of Funds

Revenues and expenditures related to general operational and support activities are reported in the Operating fund.

Revenues and expenditures related to general operational and support activities that are approved by the Alberta Gaming and Liquor Commission are reported in the Casino fund and are externally restricted.

Equipment

Equipment is stated at cost or deemed cost less accumulated amortization. Equipment is amortized over their estimated useful lives on a declining balance basis at the following rates and methods:

Furniture and fixtures	20%	declining balance method
Computer equipment	55%	declining balance method

IVC regularly reviews its equipment to eliminate obsolete items. Government grants are treated as a reduction of equipment cost.

Equipment acquired during the year but not placed into use are not amortized until they are placed into use.

Contributed Services

Volunteers contributed approximately 800 hours (2016 - 1,075 hours) to assist IVC in carrying out its activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Allocation of Expenses

IVC engages in programs that benefit the local community. The costs allocated to each program are costs that can be directly associated with the program in question. General operating and support expenses are not allocated.

(continues)

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Notes to Financial Statements

Year Ended December 31, 2017

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. EQUIPMENT

	Cost	Accumulated amortization	2017 Net book value	2016 Net book value
Furniture and fixtures	\$ 5,957	\$ 1,783	\$ 4,174	\$ 3,704
Computer equipment	17,507	8,745	8,762	1,076
	<u>\$ 23,464</u>	<u>\$ 10,528</u>	<u>\$ 12,936</u>	<u>\$ 4,780</u>

4. EXTERNALLY RESTRICTED FUNDS

\$0 (2016 - \$19,667) of the cash account has limitations in use as provided by the Alberta Gaming and Liquor Commission.

5. DEFERRED INCOME

	2017	2016
ECAP Funding	\$ 20,000	\$ -
County Clothes-Line Grant	4,500	-
Suncor Grant	3,250	4,000
Strathcona County Micro Grant	-	7,500
Servus Credit Union Grant	-	1,000
	<u>\$ 27,750</u>	<u>\$ 12,500</u>

Deferred income consists of funds received towards events that will take place in the 2018 fiscal year.

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Notes to Financial Statements

Year Ended December 31, 2017

6. LEASE COMMITMENTS

IVC has a long term lease with respect to its premises which ends in 2022. Future minimum lease payments are as follows:

2018	\$	26,225
2019		26,725
2020		27,225
2021		27,725
2022		13,988
	\$	<u>121,888</u>

7. PRIOR PERIOD ADJUSTMENT

In the current year, the practitioner became aware of an error in prior period accounting. The Goods and Services Tax recoverable was overstated due to the fact the financial statements had not been updated to match the actual GST rebate reported. The adjustment has been applied retrospectively.

The actual goods and services tax recoverable in 2016 is as follows:

	Unadjusted balance	Adjustment	Adjusted balance
<i>Goods and Services Tax recoverable (2016)</i>	\$ 3,196	\$ 1,336	\$ 1,860

8. FINANCIAL INSTRUMENTS

IVC is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about IVC's risk exposure and concentration as of December 31, 2017.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. IVC is minimally exposed to credit risk as most of its revenue is derived from funding agreements and contributions.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. IVC is exposed to this risk mainly in respect to its accounts payable.

Market risk

Market Risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. IVC is mainly exposed to interest rate risk.

(continues)

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Notes to Financial Statements

Year Ended December 31, 2017

8. FINANCIAL INSTRUMENTS *(continued)*

Currency risk

Currency risk is the risk to IVC's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. IVC is minimally exposed to foreign currency exchange risk on cash, accounts receivable, and accounts payable as all funds are held in Canadian dollars.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, IVC manages exposure through its normal operating and financing activities.

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or it's issuer, or factors affecting all similar financial instruments traded in the market. IVC is minimally exposed to other price risk as all investments are held in fixed rate term deposits.

9. ONGOING OPERATIONS

As is common with many not for profit organizations, the level of services provided is contingent on the ability of the entity to raise funds and the level of grants and contributions received.

10. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Operating Fund

(Schedule 1)

Year Ended December 31, 2017

	2017	2016
REVENUE		
Strathcona County grant	\$ 364,600	\$ 364,600
Grants	52,921	9,528
Meals on Wheels	26,368	34,825
Sponsorship	24,525	35,000
Event revenue	3,633	3,212
Registration fees	840	2,740
Cost recoveries	614	1,034
Interest income	415	658
	473,916	451,597
EXPENSES		
Wages and benefits	289,772	226,080
Event expenses	58,656	43,105
Professional / Contract fees	26,820	104,327
Meals on wheels purchases	26,560	37,389
Rent	25,850	25,331
Advertising and promotion	20,786	42,709
Office	17,561	28,508
Volunteer expense	8,065	9,025
Telephone	5,621	5,425
Amortization	4,634	1,324
Unrecoverable GST	3,235	5,929
Bad debts	3,000	-
Repairs and maintenance	2,895	3,538
Staff transportation	2,007	2,475
Administration fees	1,118	1,369
Interest and bank charges	1,031	912
Insurance	886	950
Meetings and conventions	790	1,038
Memberships	736	1,647
Staff development	291	1,901
Speakers and facilitators	-	800
Catering	-	401
Equipment rental	-	1,217
	500,314	545,400
LOSS FROM OPERATIONS	\$ (26,398)	\$ (93,803)

See notes to financial statements

INFORMATION & VOLUNTEER CENTRE FOR STRATHCONA COUNTY

Externally Restricted Casino Fund

(Schedule 2)

Year Ended December 31, 2017

	2017	2016
REVENUE		
Investment interest	\$ 7	\$ 11
EXPENSES		
Office	5,212	1,501
Professional / Contract fees	2,284	1,330
Unrecoverable GST	813	141
	8,309	2,972
LOSS FROM OPERATIONS	\$ (8,302)	\$ (2,961)

See notes to financial statements

Service Agreement payment schedule and budget (2018)*

Revenue	Budget	June 30	October 31	December 2018 (est.)
Strathcona County Grant	394,660	197,330	394,660	394,660
Expenses				
Salaries and Wages	260,000	135,017	229,685	260,000
Employee Benefits	36,000	23,313	29,400	33,000
Advertising and Printing	12,000	2,372	5,435	8,545
Professional and Contract Services	18,000	17,700	21,700	22,400
Rentals and leases	30,000	13,175	24,226	30,000
Supplies, Materials & Equip	33,600	15,093	22,930	33,600
Telecommunications	5,000	2,580	5,015	7,115
Total Expenses to June 30, 2018		209,250	326,191	394,660
Difference		(11,920)	68,469	0

*Does not include funding from other sources which are applied to balance of operating costs, beyond that covered by County funding.

Flagged item # and description	Flagged Item – 4 Interprogram Expenses THAT Corporate Planning provide more detail on what comprises the “Interprogram Expense” amount and provide a rationale for expressing interprogram expenses in aggregate in the budget document.
Date of request	November 5, 2018
Councillor	Dave Anderson
Department / Division	Corporate Planning
Staff lead	Jay Bohachyk

Response:

Interprogram chargebacks have evolved over time for two purposes:

- To ensure the correct revenue sources are funding appropriate services while aligning accountabilities
 - o Examples include Utilities, Recycling, or Library vs municipal taxes
- To align operational accountabilities while considering cost of services
 - o Example includes Fleet Services and Transit or Insurance and Transit

The current interprogram chargebacks emerged due to specific needs. For example, Transit required full costing to calculate cost recovery and utilize valuable information from CUTA.

There is an inherent challenge in representing the true cost of service for a program versus budgeting from an operational perspective, and depending on the user’s needs, neither way is optimal.

The challenge remains that the chargebacks have evolved in an ad hoc manner resulting in inconsistency. As part of the transition to PBB an outstanding factor is to determine a corporate philosophy and approach to chargebacks. It is anticipated that over the next couple years through the Business Transformation project and the Multi-year Planning and Execution project this will be addressed.

Interprogram Chargebacks will always balance to zero within the budget. These internal transactions are required to be separately identified for accounting purposes. It is a limitation of our current ERP system to allow for a detailed

Flagged item
Enclosure #4

2019-2022 Budget

accounting to be included in the reports, however, a full reconciliation is completed outside the system.

The attached provides a listing of the specific interprogram chargebacks including some reasoning as to why they exist.

The more detail of what comprises the "Interprogram Expense" amount is attached.

See enclosure.

2019 Interprogram Charges

Internal Chargeback Revenue		Internal Chargebacks Expense			
Department	Total	Municipal	Utility	Library CC 6830	Total
MUNICIPAL					
Corporate Planning					
Financial Planning & Advisory Services	-109,541		97,667	11,874	
Subtotal CP	-109,541				109,541
Transportation Planning & Engineering					
Engineering Services and Programming	-60,000		60,000		
Subtotal TPE	-60,000				60,000
Planning & Development Services					
Customer Compliance & Technology (to EDT)	-3,500	3,500			
LDS, Engineering	-32,162		32,162		
Subtotal PDS	-35,662				35,662
Transportation & Agriculture Services					
Ag Services cutting rough areas (to RPC)	-2,250	2,250			
Urban Chargebacks	-100,000		100,000		
Subtotal TAS	-102,250				102,250
Recreation Parks & Culture					
RPC Click it (to SCES)	-1,000	1,000			
RPC Dept. Internal	-483,759	483,759			
Subtotal RPC	-484,759				484,759
RCMP & Enforcement Services					
Traffic Control (To EDT)	-2,800	2,800			
Subtotal RCMP	-2,800				2,800
Assessment & Taxation					
Cashier Services	-41,997		41,997		
Subtotal ASMTX	-41,997				41,997
Corporate Finance					
Finance -Admin, Treasury/Risk Management, Accounting	-208,230		182,424	25,806	
Subtotal CFIN	-208,230				208,230
Facility Services					
Community Energy, Bldg. Maint, Utilities, Telecom, Mail & Distribution	-918,737		439,511	479,226	
Subtotal FAC	-918,737				918,737

2019 Interprogram Charges

Internal Chargeback Revenue		Internal Chargebacks Expense			
Department	Total	Municipal	Utility	Library CC 6830	Total
Fleet Services					
Fleet Services - Fleet Maint.					
Fuel	-235,832		235,832		
R&M	-497,702		487,165	10,537	
Fleet Services - Transit Maint Operations					
Fuel	-2,178,284	2,178,284			
R&M	-3,254,434	3,254,434			
Fleet Services - Transit Maint Mobility Bus					
Fuel	-108,522	108,522			
R&M	-101,503	101,503			
Subtotal FLT	-6,376,277				6,376,277
Human Resources					
Human Resources	-149,244			149,244	
Subtotal HR	-149,244				149,244
Information & Technology Services					
ITS-Admin, Hardware Maint, GIS, Business Applications, County Network, Customer Service Centre, Device Management	-467,318		436,001	31,317	
GIS Services (to Census)	-40,000	40,000			
Hardware Maintenance (new computers & mobile devices) (to various depts.)	-352,564	352,564			
Subtotal ITS	-859,882				859,882
Senior Administration					
Associate Commissioner - IPS	-31,068		31,068		
Subtotal SA	-31,068				31,068
Fiscal Services					
Fiscal Services - Business support	-2,300,000		2,300,000		
Insurance (Municipal - Transit & Golf Course)	-665,914	490,512	153,686	21,716	
Subtotal FIS	-2,965,914				2,965,914
SC Transit					
Transit events (to EDT)	-3,000	3,000			
Subtotal SCT	-3,000				3,000
TOTAL MUNICIPAL	-12,349,361	7,022,128	4,597,513	729,720	12,349,361
UTILITY Services					
Recycle Station & Landfill monitoring (to Fiscal)	-1,860,391	1,860,391			
Utility Billing & Engineering (internal to UT)	-2,737,218		2,737,218		
TOTAL UT	-4,597,609				4,597,609
TOTAL COUNTY	-16,946,970	8,882,519	7,334,731	729,720	16,946,970
NET COUNTY - CONSOLIDATED BUDGET					\$ -

Flagged item
Enclosure #5

2019-2022 Budget

Flagged item # and description	Addition of FTE – Legal Counsel-Bylaw Enforcement & General Legal Matters THAT Corporate Planning provide information on the financial impact of increasing the Legislative and Legal Services' operation budget in order to move the full-time permanent position for Legal Counsel - Bylaw Enforcement & General Legal Matters from 2021 to 2019.
Date of request	November 5, 2018
Councillor	Brian Botterill
Department / Division	Corporate Planning/ Legislative and Legal Services
Staff lead	Jay Bohachyk/ Mavis Nathoo

Response:

We are providing information on the financial and business impact of moving the full-time permanent position for Legal Counsel – Bylaw and General Legal Matters forward from the proposed 2021.

Legislative and Legal Services is currently undergoing an organizational review as part of the Employee Engagement Action Plan. The review will provide clarity on the needs and proposed organization of legal services for the County. Due to recent disruptions, it is anticipated that completion of the review will be delayed until mid-February, and implementation would take place over the following six months. Legal positions are difficult to fill, and if approved, it is unlikely that the position would be filled until the third quarter of 2019. The financial impact would be \$52,918 (0.02% tax rate increase) for 2019 and an additional \$153,751 (0.07% tax rate increase) for 2020. There would also be a subsequent decrease to the planned 2021 budget of \$164,451 (0.07% tax rate decrease) and \$42,218 reduction (0.02% tax rate decrease) to the planned 2022 budget.

However, if the position were approved for 2020, assuming a March 1st hiring, the resulting financial impact would be \$181,610 (0.08% tax rate increase) for 2020, a net decrease of \$139,392 (0.06% tax rate decrease) to the planned 2021 budget, and a \$42,218 reduction (0.02% tax rate decrease) to the planned 2022 budget.

We anticipate that the position will show reductions in legal fees for bylaw prosecutions after the first year. These prosecutions range from \$75,000- \$90,000 per year. If the position was filled in late 2019 or 2020, then cost reductions would begin to be realized in 2021 and reductions would continue in 2022, which would result in an additional tax rate decrease of 0.04%. In addition, the general legal matters portion of the position will help to control rising legal costs (averaging \$555,000 over the past 6 years), reduce stress on current resources, and provide for better risk management for the County.

Flagged item # and description	Flagged Item – 6 Amendment to Fees, Rates and Charges Bylaw THAT Legislative and Legal Services prepare an amendment to the proposed Fees, Rates and Charges Bylaw 37-2018 in order to delete the charge for secondary approaches.
Date of request	November 5, 2018
Councillor	Glen Lawrence
Department / Division	Legislative and Legal Services
Staff lead	Mavis Nathoo

Response:

Information on Secondary Approaches:

Per the Land Use Bylaw, all properties, urban and rural, are permitted a single access. Per ongoing review and updates to the Access to Roads Under County Jurisdiction Policy SER-009-016, last presented before Council on July 4, 2017, agricultural properties over 80acres or properties with a natural division are now permitted an additional access at no cost (other than application fee of \$75 which covers internal costs for pre- and post-construction field inspection).

Accesses to a roadway potentially creates vehicular conflict points and increased risk to traffic safety. Limiting the number of accesses has historically been of prime importance for safety for all County road users. Following Council direction in both the 2014 and 2017 reviews of the Policy, rural residential and agricultural parcels have been permitted recourse for the application of secondary access (at the same \$75 application fee). These are reviewed and if permitted they come at a cost of \$3,000. As with all accesses, these are exclusive-use to the benefit solely of the land-owner, and these accesses are typically desired for ease of use and aesthetic reasons, such as not wanting to drive larger trucks, trailers or equipment in front of their homes which often cause additional concerns with neighbours.

Additional accesses bring additional operational maintenance costs relative to replacement of culverts at end of life, steaming and ditch maintenance for drainage, and increased approach blending when road works occur adjacent. As these secondary approaches tend to be for personal preference reasons, the

Flagged item
Enclosure #6

2019-2022 Budget

determination by Council has been that the increased maintenance costs should be covered by the applicants and not the community as a whole.

Possible Amendment to Proposed Bylaw 37-2018 – Fees, Rates and Charges:

As requested, Legislative and Legal Services has prepared a potential amendment to the Fees, Rates and Charges Bylaw. The amendment would delete the secondary access fee. Council would need to pass this amendment before adopting the Fees, Rates and Charges Bylaw.

Possible Amendment to Proposed Bylaw 37-2018

THAT proposed Bylaw 37-2018, Fees, Rates and Charges Bylaw, be amended by deleting the following words on Schedule A, page 46:

Secondary Access Maintenance Fee

3.0m - 6.0m wide access	\$3,000.00	\$3,000.00	Jan.15
6.0m - 10.0m wide access (variance approval needed)	\$3000.00 plus	\$3,000.00 plus	Jan. 15
	\$250.00/m (up to a max of 10m)	\$250.00/m (up to a max of 10m)	

Flagged item # and description	Flagged Item #7 – Lafarge Ball Diamonds THAT Recreation Parks and Culture and Corporate Planning provide information on and implications for including the Lafarge Ball Diamonds project in the 5 Year Capital Plan. Flagged Item #12 – Air Support Structure and Ball Site Projects THAT Corporate Planning provide information on the financial impact of including funds for the planning phase of the Air Support Structure – Field Dome facility and the Lafarge Lands Regional Tournament Ball Site projects in the 2019-2022 Budget.
Date of request	November 14, 2018
Councillor	Dave Anderson (#7) Brian Botterill (#12)
Department / Division	Recreation, Parks and Culture & Corporate Planning
Staff lead	Russ Pawlyk

A strategic land purchase of 280 acres on two parcels of land located north of Township Road 540 at Range Road 232 was approved by Council in June of 2017 and the land purchase finalized June of 2018. Pre-planning of the Northern Strathcona County Regional Park (purchased from Lafarge) has included an environmental assessment, working with Lafarge on the reclamation certificate and continuing the land survey. Lafarge will be submitting the final reclamation certificate to the province in Q1 of 2019.

This land could be used for amenities such as a sport tournament site, trails, campgrounds and a new Multi-sport dome facility. A park masterplan could be completed in 2019 allowing for alignment to the Recreation and Culture Strategy results. A Park Masterplan is a public planning document which is built with the community. It defines the vision of the park, reviews the site conditions and limitations, develops a high level concept plan that illustrates the amenities and programming of the site, and confirms an implementation framework with order of high level costing. This Masterplan could include a tournament site with 13 diamonds (eight Slo-pitch and five baseball diamonds). Following the Park

Masterplan, a detailed design will be coordinated to determine construction costs that could be scheduled for 2020 with construction commencement in 2021.

A Multi-sport dome would require a planning budget in 2019 and include a site assessment and recommendation with construction commencing in 2020. This need has been previously identified through the existing Open Space and Recreation Facility Strategy (OSRFS) as well as preliminary Recreation and Culture Strategy survey results. Additionally, Recreation Parks and Culture is experiencing demand for indoor use from Sherwood Park District Soccer Association, basketball, floor hockey, Sherwood Park Minor Baseball, Sherwood Park Minor Softball, Sherwood Park Titans Minor and Major Lacrosse, adult soccer teams and non-resident groups (three).

Centennial Park tournament site is another project that could be considered in the five year Capital Plan. There is an opportunity to finish the Centennial Park Area Structure Plan that was approved by Council in May 2017.

Centennial Park does not require a Masterplan as the programming of the site has been pre-determined and three diamonds would be added. A concept plan was completed in 2013 and includes the addition of three diamonds for a total of 12 (eight slo-pitch and four baseball diamonds). This tournament site would complete the Millennium sport hub concept that links Millennium Place four soccer fields and Centennial Park.

With approval of design funds in 2019 and a construction commencement in 2020, the Area Structure Plan and sport hub would be complete. Sherwood Park Minor Baseball would be able to host Regional Baseball Tournaments and return one diamond back to the Sherwood Park Centennial Park Association.

Project Options with Financial Impacts:

Centennial Park

2019	2020	2021
Design \$500,000	Construction \$8,600,000	

Flagged item
Enclosure #7

2019-2022 Budget

Northern Strathcona County Regional Park

2019	2020	2021	2022	2023	2024
Masterplan \$400,000	Design \$4,000,000 (Costing includes Ball Tournament site only)	Construction \$34,625,000 (Costing includes Ball Tournament site only)			

Note: Total cost of the Masterplan is \$500,000 (2018 budget includes \$100,000)

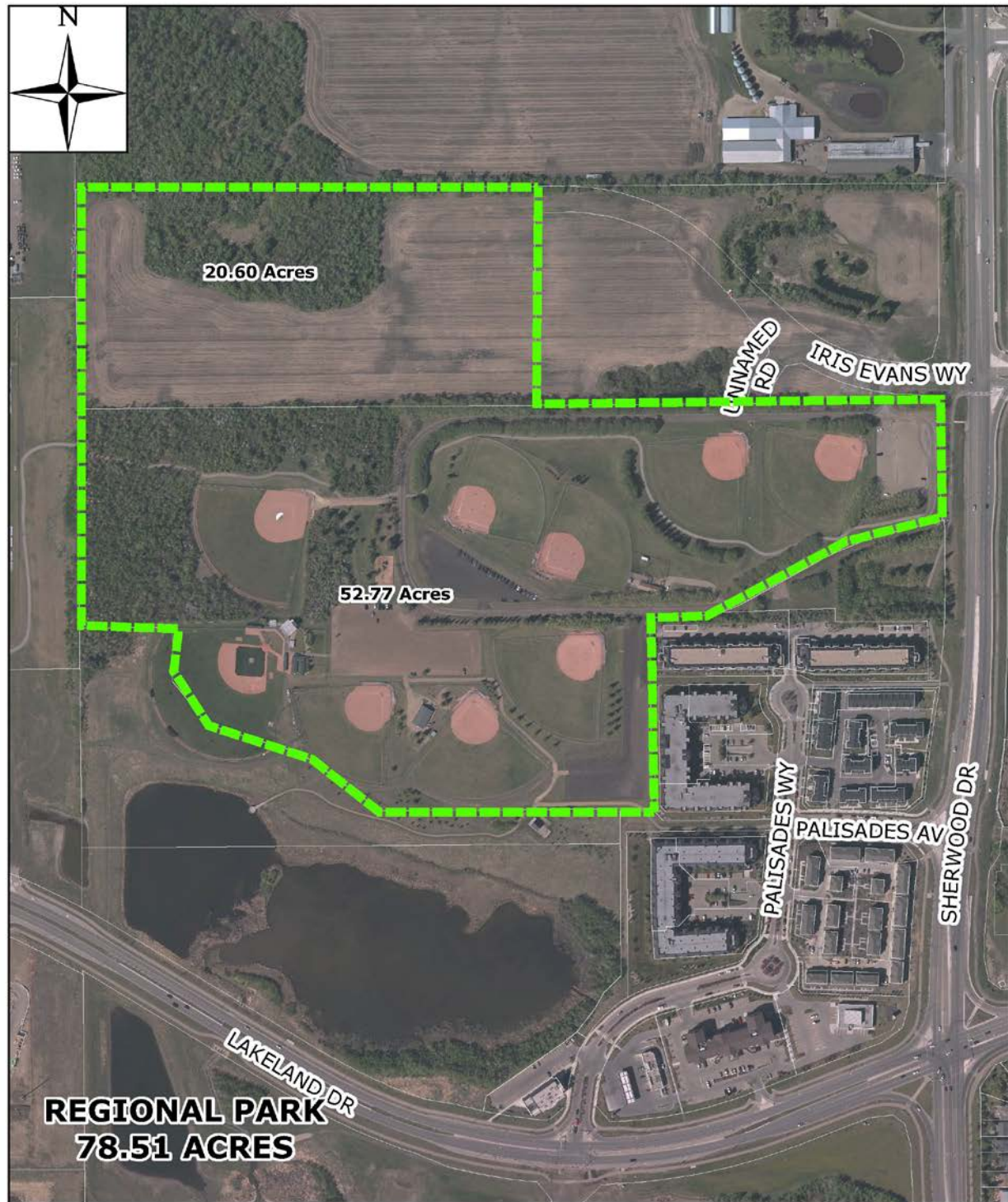
Multi-Sport Dome

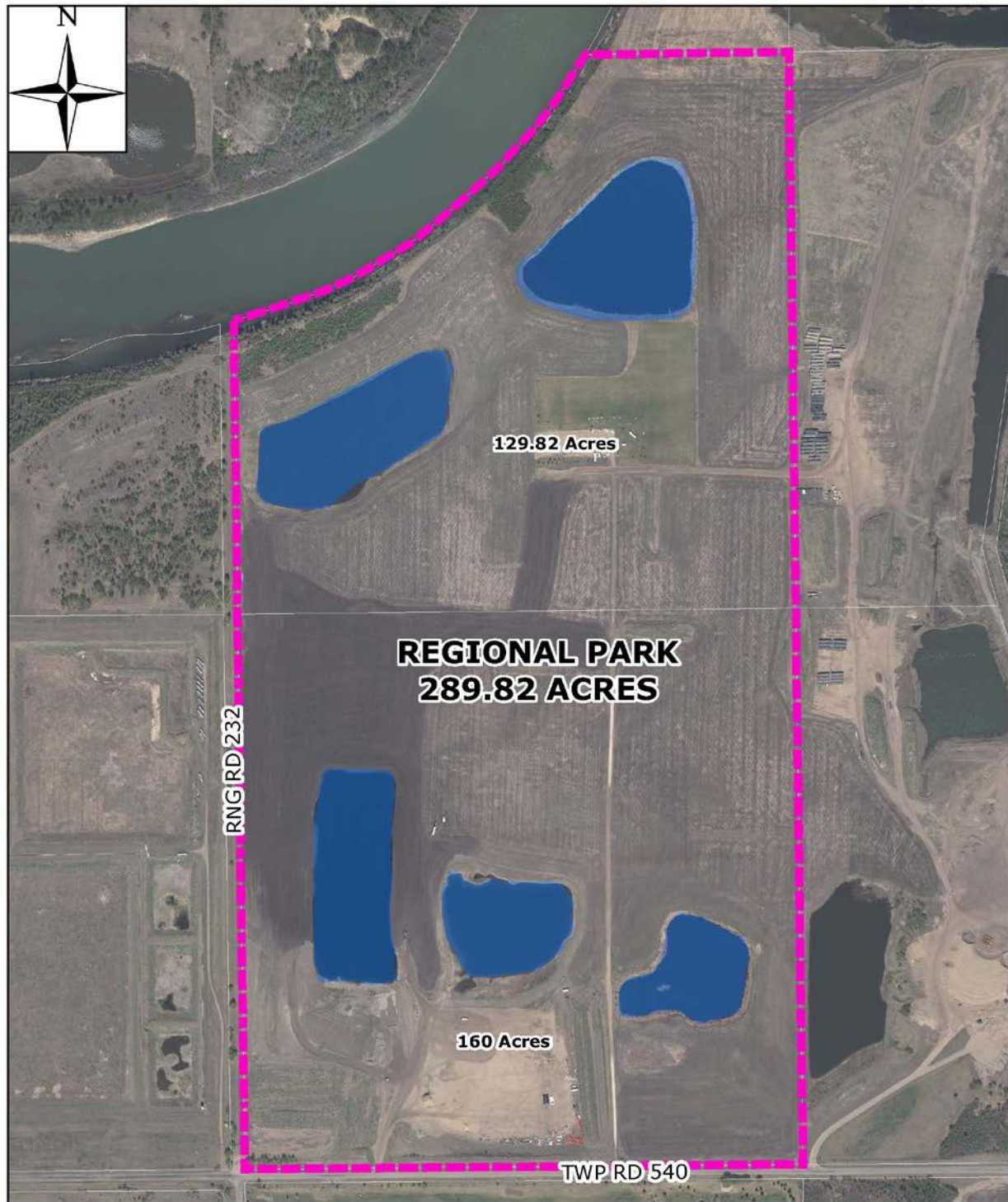
2019	2020	2021
Design \$260,000	Construction \$17,000,000 (budget to be finalized through design)	

Any or all of the above projects approved in the 2019 budget can be funded through the capital projects reserve.

Future capital requests would be presented and funding scenarios determined as part of the 2020 budget cycle.

Detailed cost estimates will be available during the Council meeting.





Flagged item # and description	Flagged Item #8 – Wye Road Widening That Transportation Planning and Engineering provide information on the impact, including the impact to motorists, of prioritizing the Wye Road Widening from Estate Drive to Clover Bar Road for 2019 rather than 2020.
Date of request	November 14, 2018
Councillor	Bill Tonita
Department / Division	Transportation Planning and Engineering
Staff lead	Garry Johnston

Response:

Known impacts due to the Wye Road Project moving up to 2019 from 2020 include:

- Elimination of any potential need for an interim access, which the developer may require depending on their access needs to Wye Road at the future Hillshire Drive (across from Nottingham Way) in 2019. If the widening was built in 2020 or later, depending on the development schedule the developer may be required to provide the interim access at a throwaway cost.
 - o Interim access includes the interim roadway tie-in to the existing Wye Road, interim Wye Road auxiliary lanes (westbound left turn lane, and eastbound right turn auxiliary lanes) at the Nottingham Way/Hillshire Drive and Wye Road intersection, and temporary interim signals (on wood poles).
 - o Costs of the interim requirements are estimated \$250k-\$300k of throwaway costs, which would be funded by the developer.
 - o Lane closures related to interim works will not be needed. Interim works would require temporary lane closures, resulting in one open eastbound travel lane, to complete tie in work by Hillshire forces.
- Reduction of construction costs due to cheaper and closer clay fill that can be provided from the developer's land, as well as more working space for the County's contractor to construct Wye Road (i.e. adjacent development lands are still undeveloped). These items will enable the construction to be quicker and cheaper. If we build in 2020, the developer is now anticipated to have already constructed items adjacent to Wye Road and thus the ability to obtain fill and working space would be eliminated. Overall this is estimated to result in a \$200k savings to County.
- Constructing the ultimate intersection in 2019 could result in avoiding the interim phase, which eliminates the need to remove the interim intersection in the future during construction of the ultimate design. Estimated \$50k savings to the County.
- If the interim access is constructed as the first stage, construction of the ultimate access afterwards would result in the need to close that access during construction, due to the ultimate widening and access design raising the eastbound roadway significantly. This would result in the development traffic either having to be

rerouted to an alternate access point, or be impacted during construction of the ultimate access.

- Wye Road widening construction would result in about 1.5-2 construction seasons (typically May to October) of lane closures on Wye between Estate Drive and Clover Bar Road, likely down to 1 lane per direction with added intersection turn lane accommodation where possible, between Estate Drive and Clover Bar Road.
- Due to Wye Road widening lane closures, Transportation Planning and Engineering department recommends deferring to 2020 the Sherwood Drive (Range Road 233) project from Ash Street to Village Drive, including the Sherwood/Wye intersection. This is to avoid having two constraint points of lane closures along Wye Road. The Sherwood Drive project involves work being done in phases, with shifting work zones and lane closures impacting all directions around the Wye Road intersection, until the work is complete.
- Moving the construction of Wye Road widening to 2019 would include allow the construction of the multi-use trail on the south side of Wye Road to connect Estate Drive to Clover Bar Road.
- The timing of Wye Road is currently proposed in 2020, with the Sherwood/Wye project proposed in 2019, based upon the original development information within the Hillshire development Traffic Impact Assessment (TIA). The Wye Road widening from Estate Drive to Clover Bar Road is shown in the TIA to be required closer to full build-out for Hillshire, however due to other influences and to ensure proper coordination the County proposed the widening to begin 2020. This was anticipated to be in sufficient time to meet development needs.
 - o The Sherwood Drive (Range Road 233) from Ash Street to Village Drive project was originally proposed as occurring in 2019, prior to the Wye Road widening. The improvements to this area were recommended due to identified traffic safety and capacity issues that could be addressed with the recommended plans. Various complex operational demands at the intersection would be addressed. This project was presented during the November 13th Priorities Committee Meeting. Transportation Planning and Engineering recommended in the Capital Budget that the Sherwood Drive (Range Road 233) project be timed for construction in 2019. Postponing the project to a later year will maintain status quo until the project can be constructed.

Flagged item**2019-2022 Budget****Enclosure #11 (updates flagged item 1)**

Flagged item # and description	Flagged Item #11 – Annual Rural Roads Rehab Program THAT Transportation and Agricultural Services provide an update on how the backlog of work associated with projects under the Annual Rural Roads Rehab Program will be addressed.
Date of request	November 14, 2018
Councillor	Paul Smith
Department / Division	Transportation Agricultural Services
Staff lead	David Churchill

Response:

NB: This response also addresses Flag Item 1 re: rural roads class 3 and 4

THAT Administration provide more information on how maintenance of gravel roads (class 3 and 4) will be addressed in the coming year to ensure an adequate level of service and ensure that the issues with service experienced in 2018 are addressed.

Flag item 1 and 11 will be presented together. Please see presentation attached.

Gravel Road Maintenance Program 2019 Budget Flagged Item

November 26, 2018

Transportation and Agriculture Services

Rural road classifications

- 1313 km of Rural Roadway of which 950 km is grid road

Road Function Classification	Traffic Count (Vehicles/Day)	Standard Width (meters)	Surface Type	Km of Roadway
I	1000+	10	Asphalt	94.5 km
II	250-1000	7.5	Coldmix/ Asphalt	469 km
III	100-250	7.5	Gravel Dust Control	261.2 km
IV	0-100	7.5	Gravel	126.1 km
Country Residential		8.5	Paved	330.3 km
Hamlet		9	Paved	32.1 km

Class III and IV gravel roads

- No engineered base
 - Susceptible to heavy rains and heavy traffic
 - Require constant maintenance
- Bound surface vs Loose float (3 wheel path or loose edges)
 - Bound surface holds moisture in road bed causing rutting, unraveling and potholes leading to increased maintenance
 - Loose float allows the road bed to dry and allows for easier maintenance



Oil product

- Spec Crude and DL10 created a harder surface, more durable but harder to maintain (same product no longer available).
- SC 250 is more pliable/workable, therefore easier to maintain but not as hard and breaks down quicker.



2018 Program highlights

- Annual gravel maintenance and blading covers 335 km (209 Miles) of Class III and IV roads
- Re-gravel of 64 km
- Reshape of 19 km
- Road oiling was caught up the last week of August and first few weeks of September

2018 Season

- In 2018, Class III roads were left with loose float on the edges, feedback received was this was not desired and later season roads were rebound.



2018 Regrading/Reshaping



- 40% of deficiency on a road led to full road regrading, this will be increased in the future to 70% - 80%
- In 2017/2018 piloted road reshaping (discing) at \$60,000/mile
 - Impactful to residents due to long process
 - Only gets 3 years out of base structure



Program gaps

- Routine gravel blading frequency was inconsistent
- Timing and scheduling of work activities and sequencing was inconsistent
- Roadways waited for over two months to be oiled
- Competing maintenance priorities between road types, causing crews to move from program to program
- Communication with residents on program activities and expectations
- Unclear expectations and service levels

Resident feedback

- **Timing:** What is taking so long?
- **Why:** Why are you working on this road again?
- **Road type confusion:** Why are you changing my asphalt road to gravel?
- **Quality:** Quality of roadway surface is not good enough.

Goal: Quality surface that enables safe travel

Class IV

Class III



2019 Action plan

- Focus on consistent bi-weekly blading of all aggregate roads
- Allocated internal resources to regular maintenance of gravel roads
- Monitor the overall conditions by continuous inspections
- Class III roads will be bound road edge to road edge
- Oil application applied within seven days of blading or regravelling activity
- From spring to early summer all Class III and IV roads (thaw to July 1)
 - Pull shoulders to reclaim winter gravel loss
 - Reshape and establish crown
 - Pack and oil to fully bound surface

2019 Summer re-gravel program

- 40 miles re-gravel (oil within seven days)
 - Shift from five year cycle to worst roads now
 - 20 miles base stabilize, reshape and aggregate overlay
 - 20 miles aggregate overlay
- Prioritize re-gravel program based on:
 - Vehicles per day
 - Gravel depth and surface condition (clay at surface)
 - Overall road width
 - Side slopes and crown

Moving to a Stabilized Base

- 20 Miles per year, will take 10 years to stabilize all gravel roads
 - Stabilized base will provide proper drainage, proper structure to a surface
 - Stabilized base will last 10-12 years, follow up spot repair will be required
 - Reprioritization of expenditures to needed areas



- Currently stabilized areas
 - Range Road 222 – Twp Rd 542 to 544
 - Range Road 225 – Twp Rd 514 to 512**
 - Range Road 213 – Hwy14 to Twp Rd 510

**prior to overlay in 2018

2019 Season

APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
GRAVEL BLADING						
	SPRING RESHAPE-DUST CONTROL					
		REGRAVEL PROGRAM				
			SHAPE & STABILIZE			

Communications

- Improve gravel program awareness and communication
- Improve communications to impacted residents
- Review with neighbouring municipalities tools being used (may include notices and newsletters)
- Review other program engagements results to help inform communications plan 2019 which will be shared with Council in Q1

Long term action plan

- Complete review of Sustainable Rural Road Master Plan (2019-2020)
 - Engage residents in services levels for all rural roads
 - Clear and communicated surface condition expectations
 - Clear allocation of dollars to priorities

Gaps and actions

Gaps

1. Inconsistent gravel blading
2. Oiling took up to two months
3. Competing priorities and use of resources
4. Communications
5. Ripping up good roads
6. Unclear service levels
7. Duration of work
8. Quality assurance

Actions

1. Two week gravel blading cycle
2. Oiling complete within seven days
3. Focus internal staffing on maintaining not constructing
4. Clear communication plan
5. 70% deficiency prior to ripping up whole road
6. Fully bound surface
7. Dedicated resources to program deliverables
8. Dedicated inspectors

Questions?

Flagged item
Enclosure #13

2019-2022 Budget

Flagged item # and description	Flagged Item #13 – Air Quality Monitoring THAT Corporate Planning provide the financial impact on moving the Air Quality Monitoring Station to the 5 Year Capital Plan.
Date of request	November 14, 2018
Councillor	Robert Parks
Department / Division	Corporate Planning
Staff lead	Jay Bohachyk

Response:

BACKGROUND

The original request for a continuous air quality monitoring station was a number of years ago, well prior to the Multi-Year Project and Execution (MYPE) process. The cost provided at that time was based on a one time total capital cost of \$150,000 and a 3-way partnership. Operating costs were not included. Based on the recent installation of the Ardrossan station and St. Albert provincial station in the Alberta Capital Airshed, and the portable installation of the Fort Air Partnership station, the costs for analyzers has increased. Therefore, the capital cost for the installation of a permanent station compliant with the Air Quality Health Index (AQHI) reporting is dependent upon siting and the availability of infrastructure, but typically ranges from \$300,000 to \$400,000. Annual operating costs are approximately \$60,000. These costs could be significantly lowered if a partnership is arranged, for example with the Alberta Capital Airshed, Alberta Environment and Parks, or the Strathcona Industrial Association.

OPTION #1 – PERMANENT CONTINUOUS AIR QUALITY MONITORING STATION

Continuous air quality monitoring stations measure different combinations of pollutants, depending on the individual station's monitoring objectives. They provide near instantaneous measurements of substances such as carbon dioxide, carbon monoxide, hydrocarbons, hydrogen sulfide, nitrogen oxides, ozone, particulates and sulphur dioxide. These substances are produced through industry/agriculture (point sources), vehicle emissions (non-point sources), and residential/commercial operations (area sources). Existing permanent stations within Strathcona County are located in Alberta's Industrial Heartland, Strathcona Industrial Area, Sherwood Park and Ardrossan. The need for a continuous air quality monitoring station in the southeast portion of the County will address a monitoring gap and allow us to inform our residents of air quality and its impacts to our health (by reporting on the Air Quality Health Index - AQHI). The relatively high capital cost of a station (\$300,000 to \$400,000) may be offset by a partnership. The operating cost of a station (\$60,000 annually) may also be offset by a partnership.

Assuming a partnership arrangement with one organization and siting on serviced County land, a capital cost of \$150,000, and an annual operating cost of \$30,000 is estimated.

UPDATE November 22, 2018 – Alberta Environment and Parks have been testing a new technology for continuous air quality monitoring. The analyzers are contained in a suitcase sized apparatus called an Airpointer © that require significantly less infrastructure to support. The capital cost is estimated to be \$125,000 with an annual operating cost of \$30,000.

OPTION #2 – PORTABLE AIR QUALITY MONITORING LABORATORY

A Portable Air Monitoring Laboratory (PAML) measures air quality in locations where permanent continuous air quality monitoring stations do not exist. The PAML can be deployed with the same technology found in permanent stations. The PAML can be deployed in response to community requests in order to provide real time air monitoring data during emergencies so that health advisories can be issued when necessary. The PAML is essentially a trailer, that can be pulled by a light weight vehicle, that requires a power source and a secure open area in which to operate. By partnering with other municipalities in the Alberta Capital Airshed, Strathcona County would have the ability to deploy the PAML through a prioritized request process. The relatively high capital cost (\$250,000) of a PAML would be offset by a multi-municipal partnership facilitated by the Alberta Capital Airshed. The operating cost of the PAML (\$25,000) will be offset by a partnership.

Assuming a partnership arrangement with the airshed and three other municipalities, a capital cost of \$50,000, and an annual operating cost of \$5,000 is estimated.

OPTION #3 – PASSIVE AIR QUALITY MONITORING NETWORK

Passive air quality monitors require no power and consist of a series of filters through which air passes, and thus detects low sample amounts and provides monthly average measurements of pollutants. The sampling unit can be placed on existing infrastructure on County land. Substances typically measured are sulphur dioxide, nitrogen dioxide and ground level ozone – all primary pollutants but also precursors to fine particulate matter. The cost of deployment and analysis of one sampling unit is \$2,500 per year. The request is for a network of 10 passive monitors to be located in the area currently outside of the continuous monitoring station network. This would be a new service specifically for our rural residents, enhancing the existing air quality monitoring service.

An annual operating cost for the deployment of 10 passive monitors with two filters in each is estimated to be \$25,000.

SUMMARY

Each option presented addresses the gap in air quality monitoring east and south of the Urban Services Area. The data captured by a AQHI compliant stations (Options 1 and 2) would complement the regional AQHI data currently collected at the stations within Sherwood Park and Ardrossan, but be regionally representative of the landscapes east and south of the urban and industrial lands. The data captured by

the relatively low cost passive network (Option 3) would complement the data currently collected at the continuous monitoring stations within Sherwood Park and Ardrossan. The Alberta Capital Airshed has operated a passive network since 2017 in municipalities west and south of Edmonton.

The following Goals are supported by the Options for air quality monitoring:

Goal 2 – manage, invest and plan for sustainable municipal infrastructure: specifically partnering with other regional organizations to enhance infrastructure investment.

Goal 4 – ensure effective stewardship of water, land, air and energy resources: specifically monitoring the air we breathe and reporting to our residents through the provincial and federal Air Quality Health Index.

Goal 5 – foster collaboration through regional, community and government partnerships: specifically leveraging regional partnerships and assets for mutual benefit, and expanding the County's ability to respond to the changing needs of the community.

Goal 6 – provide facilities and services that are available and accessible to residents: either Option for air quality monitoring is conducted at the community level, with education and awareness a primary opportunity when siting monitoring infrastructure.

Goal 7 – provide opportunities for public engagement and communication: verifiable data is available to the public in real time (Options 1 and 2) or reported monthly (Option 3) and the partnership through Alberta Capital Airshed provide direct education and awareness programs.

Goal 8 – foster an environment for safe communities: specifically related to the integration of air quality data to be provided to the public through the Air Quality Health Index.

Organizationally, increasing the air quality monitoring network via any Option is based on a foundation of regional collaboration, infrastructure management to ensure continuous improvement, supports evidence-based decision making by providing data in compliance with provincial and federal legislation, and increases our communication and engagement opportunities with our residents.

There would be no requirements to increase FTE resources, in house resources in Environmental Planning currently exist to manage either Option.

The siting and construction for the permanent or portable station (Options 1 and 2) would take six to twelve months to be fully operational. The siting and installation of the passive network (Option 3) would take one month to be fully operational.