



**Council - Corporate Priorities Committee Meeting
Agenda**

Tuesday, November 19, 2019

6:00 p.m.

Council Chambers

Pages

1. CALL TO ORDER
2. ADOPTION OF AGENDA
3. DISCLOSURE OF INTEREST
4. PUBLIC QUESTION PERIOD
5. OLD BUSINESS
 - 5.1 Bylaw No. 653-BD-19 - Procedure Bylaw 2 - 47
6. NEW BUSINESS
 - 6.1 Policy No. 208-RC-19 - Trails and Sidewalks Winter Maintenance 48 - 62
 - 6.2 Alberta Children's Services Ministry's New Family Resource Network 63 - 149
 - 6.3 Alberta Capital Finance Authority (ACFA) Letter 150 - 153
 - 6.4 Federation of Canadian Municipalities (FCM) - Western Economic Solutions Taskforce 154 - 158
 - 6.5 Rural Municipalities of Alberta (RMA) Resolution Libraries Act Review and Rural Library Services 159 - 163
7. QUESTIONS
8. IN CAMERA
 - 8.1 Agreement - Improvement District (ID) No. 349
 - 8.2 Contract Agreement - Cold Lake John Howard Society
 - 8.3 Legal - 4 Wing Cold Lake Golf and Winter Club
 - 8.4 Legal - Regional Waterline Update
9. ADJOURNMENT



STAFF REPORT

Title: Bylaw No. 653-BD-19 - Procedure Bylaw

Meeting Date: November 19, 2019

Executive Summary:

Administration has brought forward several versions of the updated Procedure Bylaw for Council discussion and consideration.

At the October 22, 2019 Regular meeting, Council approved first reading of Bylaw No. 653-BD-19, Procedure Bylaw and requested Administration provide further information and suggested revisions prior to second and third reading.

At the November 12, 2019 Council Meeting 2 resolutions were passed to amend Bylaw 653-BD-19 and 2nd reading was carried. The discussion and amendments were around electronic meeting procedures 7.22 which states a maximum of 3 members may participate vs 2 members and section 7.24 which states that Council encourages electronic participation not to exceed 5 times over a one year period.

Council has the opportunity to further discuss the amendments to the bylaw prior to it being presented for 3rd reading at the Nov 26, 2019 Regular Council Meeting.

Background:

Bylaw No. 308-BD-07, Procedure Bylaw was passed by Council on October 23, 2007, with minor amendments being subsequently passed by Council on November 12, 2008 (Amending Bylaw No. 344-BD-08), and December 14, 2010 (Amending Bylaw No. 383-BD-10).

At the **September 17, 2019 Corporate Priorities meeting**, Council discussed the areas they would like to see revised of the City's procedure bylaw after considering multiple similar sized municipalities' procedure bylaws.

At the **October 15, 2019 Corporate Priorities meeting**, administration presented a new draft Bylaw No. 653-BD-19, Procedure Bylaw and research as to what other municipalities were doing in relation to electronic participation. Council requested Administration revise draft Bylaw No. 653-BD-19, Procedure Bylaw and present the revised bylaw at the next Regular Meeting of Council for first reading.



At the **October 22, 2019 Regular meeting**, administration presented a revised draft Bylaw No. 653-BD-19, Procedure Bylaw, which passed first reading. Following discussion and feedback from Council, Administration is recommending the following revisions to the proposed Bylaw No. 653-BD-19, Procedure Bylaw:

- Section 7.24 has been amended to state that: “**Members may participate through electronic communication in any Meeting, Committee of the Whole Meeting, or Committee Meeting. Council encourages electronic participation not exceed 5 times over a one year period.**”

Following debate by Council regarding the fairness, rationale and enforceability of a yearly five time cap on Councillor electronic participation, Administration recommends the encouragement to not electronically participate in a meeting more than 5 times in a one year period or remain silent on the number of meetings.

The enforcement of any set days of electronic participation currently would fall under the umbrella of section 5 of Bylaw #618-AD-18- Council Code of Conduct which states that “any resident, business owner, or taxpayer of the City of Cold Lake may make a complaint if s/he has reason to believe a Councillor may have violated section 3” of the Bylaw. Section 3.9 of the Bylaw holds that “Councillors shall uphold legislation, City bylaws, and policies” which in administration’s view would include all provisions of the Procedure Bylaw.

Upon receipt of a complaint under s.4.1 of the Council Conduct Bylaw the Council Complaints Committee may determine that the said complaint is valid by a two-thirds majority vote.

As mandated by s.146(1) of the *Municipal Government Act*, RSA 2000, c M-26 (the “MGA”), section 4.6 of the Council Conduct Bylaw **does not allow** the disqualification or removal from office of a Councillor for any breach of a municipality’s Code of Conduct.

Beyond this, the list of sanctions available to Council is limited. Pursuant to requirements under the MGA, Section 4.5 of the Council Conduct Bylaw mandates an exhaustive list upon determination that a Code of Conduct violation has occurred, including:

- “4.5.1 a letter of reprimand addressed to the Councillor;
- 4.5.2 requesting the Councillor to issue a letter of apology;
- 4.5.3 publication of a letter of reprimand or request for apology and the Councillor’s response;
- 4.5.4 a requirement to attend training;



- 4.5.5 suspension or removal of the appointment of a Councillor as the deputy Mayor or acting Mayor under section 152 of the Act;
- 4.5.6 suspension or removal of the Mayor's presiding duties under section 154 of the Act;
- 4.5.7 suspension or removal from some or all council committees and bodies to which council has the right to appoint members;
- 4.5.8 reduction or suspension of remuneration as defined in section 275.1 of the Act corresponding to a reduction in duties, excluding allowances for attendance at council meetings;"

The introduction of a yearly five time cap for electronic participation in Council meetings risks breaching section 6 of the *Code of Conduct for Elected Officials Regulation*, AR 200/2017 which states that "A code of conduct or any sanctions imposed under a code of conduct must not prevent a councilor from fulfilling the legislated duties of a councilor". However, precluding a Councillor from attending more than 5 Council meetings electronically per year would not be interpreted as preventing a councilor from fulfilling their legislated duties as they remain free to attend Council meetings in person.

Under the Municipal Government Act there is currently no requirement for Municipal Councils to allow electronic participation. Based on the wording of the Municipal Government Act administration is of the view that electronic participation in Council meetings is a privilege that may be restricted based on Council's discretion. To date several Alberta municipalities have either not yet considered amendments to their procedure bylaws allowing for electronic participation in Council meetings or have specifically opted not to introduce such changes.

Options for enforcing the proposed yearly 5 time cap pursuant to the revised s. 7.24 may include the following:

- Introducing wording into the Procedure Bylaw mandating that Councilors who wish to attend more than 5 meetings per year by way of electronic participation shall, absent a majority vote, be prevented from doing so;
- Allowing all non-compliance issues to be dealt with by way of the complaints procedure outlined in the Council Code of Conduct;

Alternatives:

For Council discussion prior to 3rd reading.

Recommended Action:

Administration recommends that Council pass a motion to bring Bylaw 653-BD-19 being the Procedural Bylaw as presented to the Regular Council meeting on November 26, 2019 for third and final reading.



Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

CITY OF COLD LAKE
BYLAW 653-BD-19
PROCEDURE BYLAW

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO PROVIDE RULES GOVERNING THE PROCEEDINGS AND THE REGULAR BUSINESS OF COUNCIL AND COUNCIL COMMITTEES.

PURSUANT to section 145(a) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the establishment and functions of council committees and other bodies; and pursuant to section 145(b) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the procedures to be followed by council, council committees and other bodies established by the council;

WHEREAS Council deems it necessary to regulate the procedure and conduct at meetings of Council and committees established by Council;

NOW THEREFORE pursuant to the authority of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the City of Cold Lake duly assembled, enacts:

SECTION 1- TITLE

- 1.1 This bylaw shall be cited as the "Procedure Bylaw"

SECTION 2- DEFINITIONS

In this bylaw:

- 2.1 "Act" means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended;
- 2.2 "Administration" means staff of the City of Cold Lake;
- 2.3 "Chair" means the Mayor, Deputy Mayor or presiding officer who presides over Council and/ or committee meetings;
- 2.4 "CAO" means the Chief Administrative Officer for the City of Cold Lake; or someone designated by the CAO;
- 2.5 "Committee" means a committee, board, commission, authority, task force or any other public body established by Council pursuant to section 145 of the *Act* (and excepting the Library Board);
- 2.6 "Committee of the Whole" means a committee of the whole Council where no bylaw or resolution, apart from the resolution necessary to revert back to an open meeting, may be passed;
- 2.7 "Council" and "Councillor" means all elected officials on the City of Cold Lake Council including the Mayor;
- 2.8 "*In Camera*" or a "Closed Meeting" means a meeting closed to the general public and/or municipal employees, as deemed appropriate, to discuss any matter that is within one of the exceptions outlined in the *Freedom of Information and Protection of Privacy Act*, Part 1, Division 2;
- 2.9 "Meeting" means duly constituted regular or special open meeting of Council where bylaws and resolutions are formally ratified;
- 2.10 "Member" means a member of Council, or a member of a Committee.

SECTION 3- APPLICATION

- 3.1 This bylaw applies to the procedure and conduct of business at:
- 3.1.1 All Council meetings, Committee of the Whole meetings, and Special Council Meetings; and
- 3.1.2 All Committee meetings, except:
- 3.1.2.1 when Council has granted permission to a Committee to establish its own procedures.

- 3.2 If a question relating to the procedure of Council is not answered by the *Act* or this Bylaw, the answer to the question is determined by referring to the most recent revision of Robert's Rules of Order Newly Revised.

SECTION 4- CONDUCT

Conduct of Members:

- 4.1 the presiding Chair shall:
- 4.1.1 maintain order and decorum at all meetings;
 - 4.1.2 rule on points of order, citing the applicable government rule or authority, without debate or comment;
 - 4.1.3 recognize who has the right to speak, rule on motions, and call Members to order, as required;
 - 4.1.4 encourage questions, treating them impartially, with sound judgement;
 - 4.1.5 start the meeting on time;
 - 4.1.6 step down from the Chair to make a motion
- 4.2 Members shall:
- 4.2.1 carry out required duties to the best of their ability, be accountable for their decisions and actions, and strive to create a courteous, respectful atmosphere;
 - 4.2.2 show respect for all participants and guests at all times, so there shall be no side comments or private conversations;
 - 4.2.3 actively participate in meetings with the intent of arriving at the best solutions for the City.
- 4.3 If any Member acts contrary to section 4.2, he or she may be called to order by the Chair.
- 4.4 If any Member acts contrary to section 4.2 twice in one meeting, the Chair may ask that person to leave that meeting (only), and the matter may be discussed in camera, if necessary. When the open meeting reconvenes, the excluded member may, upon an adequate apology and majority vote of the members, be permitted to rejoin the meeting. No exclusion shall be for more than the meeting in progress.
- 4.5 The decision of the Chair in relation to section 4.3 and 4.4 is final, unless the person called to order appeals to the meeting members; this shall be decided without debate.
- 4.6 A Member called to order by the Chair shall immediately cease speaking, but may afterward explain his or her position in making the remark for which he or she was called to order.

Members of the Public

- 4.7 Any individual addressing a meeting shall not:
- 4.7.1 shout, use profane, vulgar or offensive language;
 - 4.7.2 speak on a matter not before the meeting;
 - 4.7.3 make personal comments about any staff or Council member or any other person, or indulge in personalities, use language personally offensive, arraign motives of member, charge deliberate misrepresentation, or use language tending to hold another member up to contempt.
- 4.8 Speakers shall obey the approved rules of order, and may be called to order by the Chair if they do not, at which they must immediately stop speaking unless permitted to explain; this shall be recorded in the minutes.
- 4.9 Members of the public who constitute an audience at a meeting shall maintain order and quiet and shall not applaud or otherwise interrupt any speech or action of the Members.
- 4.10 The Chair may direct that any person in the audience who creates a disturbance during a meeting leave immediately, and if that person does not leave, may have him or her removed.

SECTION 5- NOTICE OF MEETINGS

- 5.1 In accordance with section 193 of the *Act*, for regular Council meetings, notice to Councillors and the public is not required unless there is a change, in which case the CAO or designate shall deliver notice to all members of the Council and to the public at least 24 hours prior to the day of the Council meeting;

- 5.2 In accordance with section 194 of the *Act*, for special Council meetings, the Mayor must provide at least 24 hours notice in writing to each Councillor and the public stating the purpose of the meeting and the date, time and place at which it is to be held. However, a special Council meeting may be held with less than 24 hours notice to all Councillors and without notice to the public if at least $\frac{2}{3}$ of the whole Council agrees to this in writing before the beginning of the meeting;
- 5.3 In accordance with section 195 of the *Act*, for Committee meetings, notice shall be given to participants and the public at least 24 hours in advance;
- 5.4 Council deems that providing notice in the following manner is sufficient pursuant to section 196(2) of the *Act*:
 - 5.4.1 posting a notice on the City of Cold Lake website; and
 - 5.4.2 posting a notice in City Hall.

SECTION 6- MEETINGS

- 6.1 All Council and Committee Meetings shall:
 - 6.1.1 be open to the Public, except for any in camera portions;
 - 6.1.2 held in accordance with the provisions of the *Act*;
 - 6.1.3 have recorded minutes;
 - 6.1.4 be adjourned by 9:30 p.m. unless a resolution to continue is passed by a simple majority of the Members present.

Organizational Meeting

- 6.2 Council must hold an Organization Meeting annually in accordance with the *Act*.
- 6.3 At the Organizational Meeting, Council:
 - 6.3.1 must establish a process for determining which Councillors will serve as Deputy Mayor throughout the year;
 - 6.3.2 may appoint Members of Council to Committees, any vacant appointments remaining after the Organizational Meeting will be referred to a subsequent regular or special council meeting;
 - 6.3.3 must conduct any other business as identified within the Organizational Meeting agenda.

Regular Meetings of Council

- 6.4 Regular meetings of Council shall be held on the second and fourth Tuesday of each month at 6:00 pm in City Hall Council Chambers, with the exception that:
 - 6.4.1 when the meeting falls on a legal holiday, the meeting shall be held on the first following non-holiday business day;
 - 6.4.2 the second meeting in July and December will be cancelled; and
 - 6.4.3 any meeting may be cancelled or postponed by resolution of Council.

Committee of the Whole Meetings

- 6.5 A committee is hereby established called the "Committee of the Whole" with membership comprised of all members of Council.
- 6.6 The purpose of the Committee of the Whole is to review matters or receive information referred by City administration or by members of Council. Committee of the Whole may not make motions or take votes and shall refer items to a Council meeting if decisions are required with the exception of making a motion to:
 - 6.6.1 adopt the meeting agenda;
 - 6.6.2 recess the meeting;
 - 6.6.3 table an item; and
 - 6.6.4 move In Camera or out of In Camera.
- 6.7 The Committee of the Whole meetings shall be held on every third Tuesday of the month at 6:00 pm in City Hall Council Chambers, with the exception that:
 - 6.7.1 the meetings in July and August will be cancelled; and
 - 6.7.2 any meeting may be cancelled or postponed by resolution of Council.

Special Council Meetings

- 6.8 Special Council meetings may be called by the Mayor in accordance with section 194 of the *Act* whenever the Mayor considers it appropriate to do so, and must be called if the Mayor receives a written request for the meeting stating its purpose from a majority of Councillors.
- 6.9 No matter other than that stated in the notice calling the special council meeting may be transacted at the meeting unless the whole council is present at the meeting and the council agrees to deal with the matter in question.

Committees

- 6.10 Council may establish Committees as necessary under the *Act* and may by bylaw set out terms of reference for each. The terms of reference shall be reviewed by Council in the second year of the Councillor's term of office.
- 6.11 Council may appoint members to a Committee as follows:
 - 6.11.1 Council member appointments to a Committee shall be made at the Organizational Meeting;
 - 6.11.2 Public member appointments shall be made as needed.
- 6.12 The general responsibility of any Committee shall be to analyze any and all matters placed before it and indicate to Council by recommendation the ways and means of dealing with the said matters before it and to advise the course of action which in its considered opinion is necessary and expedient and shall include without limiting the said general responsibilities, any specific matters or responsibilities directed to it by Council.
- 6.13 Committees shall:
 - 6.13.1 establish the date, time and location of meetings;
 - 6.13.2 provide minutes and any written reports of committee activities to Council regularly for approval;
 - 6.13.3 review and make recommendations to Council (at least annually) on all bylaws and policies dealing with the subject matter germane to that Committee.
- 6.14 Committees shall not:
 - 6.14.1 have the power to pledge the credit of the City or commit the City to any particular action;
 - 6.14.2 pass resolutions other than a motion to report to or make recommendations to Council.

SECTION 7- PROCEEDINGS

Quorum

- 7.1 A quorum for meetings shall be a simple majority of the whole Council or Committee.
- 7.2 For a Council and Committee of the Whole meeting, if a quorum is not present within 30 minutes of the start time set for a Council meeting, the CAO or designate shall record the names of the members present and Council shall stand adjourned until the next regular meeting.
- 7.3 For a Committee meeting, if a quorum is not present within 15 minutes of the start time set for the meeting, the meeting shall be re-scheduled.
- 7.4 If at any time during a meeting, quorum is lost, the meeting will be recessed and if quorum is not achieved again within fifteen (15) minutes, the meeting will be deemed to be adjourned, unless a resolution was passed prior to losing the quorum to extend the recess period.

Rules of Order

- 7.5 The conduct of all City business is controlled by the general will of the Members - the right of the majority to decide, accompanied by the right of the minority to require the majority to decide only after a full and fair deliberation in a constructive and democratic manner, of the issues involved.

- 7.6 At no time is it intended that undue strictness of adherence to the rules of order intimidate members or limit full participation.
- 7.7 Each individual wishing to address a meeting shall first be recognized by the Chair. The first person to raise a hand and address the Chair when the person speaking has finished, and to be recognized by the Chair, has the floor. Speaking while another is still speaking is out of order, except to make a point of order or to make a point of personal privilege.
- 7.8 Debate begins when the Chair states the motion or resolution and asks "Are you ready for the question?" If no one initiates discussion, the Chair calls for the vote.
- 7.9 No member can speak twice to the same issue until everyone who wishes to has spoken to it once.
- 7.10 All remarks must be directed to the Chair, and be courteous.
- 7.11 Individuals who arrive late for meetings shall not have prior discussion reviewed for them except with the unanimous consent of all members present.
- 7.12 The meeting must be formally adjourned.

In Camera

- 7.13 At the discretion of the Chair or the majority of the Members, a meeting may go In Camera, subject to the following procedural requirements:
 - 7.13.1 a motion is required to go In Camera and must include 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* the part of the meeting to be closed.
 - 7.13.2 a motion is required to come out of In Camera;
 - 7.13.3 the times the meeting goes In Camera and comes out of In Camera must be recorded in the minutes;
- 7.14 The In Camera portion of the meeting will:
 - 7.14.1 be chaired by the same person chairing the rest of the meeting; and
 - 7.14.2 be held without the presence of the public unless one or more members of the public are invited by the chair to participate in the In Camera session.
- 7.15 No record is necessary during the In Camera portion of the meeting, but if a record is kept, it is subject to the Freedom of Information and Protection of Privacy regulations.
- 7.16 Council shall not pass resolutions or bylaws during In Camera sessions. Any decisions reached by consensus during the In Camera session must be passed as motions when the regular meeting resumes.
- 7.17 What is discussed In Camera must remain confidential and may not be discussed at any other time or place, unless brought forward as a motion and recorded in the regular meeting minutes.

Electronic Recording of Proceedings

- 7.18 The recording of a meeting by a member of the public or media by electronic or other means is allowed unless, at the sole determination of the Chair, the recording of the meeting is determined to be disruptive to the process or if the recording will inhibit or discourage any Member or the public from fully participating in the meeting, in which case the Chair may prohibit the recording of the meeting.
- 7.19 A meeting may be recorded by Administration for the purposes of preparing the minutes.

Electronic Meetings

- 7.20 A meeting may be conducted by means of electronic or other communication facilities if:
 - 7.20.1 notice is given to the public of the meeting, including the way in which it is to be conducted;

- 7.20.2 the facilities enable the public to watch or listen to the meeting at a place specified in that notice and a designated officer is in attendance at that place; and
- 7.20.3 the facilities enable all the meeting's participants to watch or hear each other;
- 7.20.4 there is a secure means by which the meeting participant can join and participate in the meeting.
- 7.21 Members participating in a meeting held by means of a communication facility are deemed to be present at the meeting.
- 7.22 A maximum of three (3) Members may participate in a meeting by electronic communication (provided that participation by three (3) Members is permitted by the technology and that there is a secure way to access the technology).
- 7.23 Members participating in a meeting by electronic communication may participate in any In Camera session provided that he or she swears or affirms an affidavit provided by Administration and satisfies all other procedural safeguards to ensure confidentiality.
- 7.24 Members may participate through electronic communication in any Meeting, Committee of the Whole Meeting, or Committee Meeting. Council encourages that electronic participation not exceed five (5) times over a one (1) year period.

Public Hearings

- 7.25 Public hearings must be held in accordance with section 230 of the *Act*.
- 7.26 On a matter included in the agenda of a regular or special Council meeting for the purpose of a public hearing, any individual or delegation may appear without prior notice.
- 7.27 The Chair shall call three times for appearances from the gallery, and upon receiving no response, shall declare the public hearing closed.
- 7.28 Members may, upon recognition by the Chair, direct questions to a delegate or to Administration, but at no time shall a debate be entered into.

Delegations

- 7.29 Any person or delegation wishing to appear before Council or committee or to address an agenda item not designated as a public hearing shall give written notice to the CAO no later than noon on the Wednesday preceding the meeting day.
- 7.30 An instructional sheet setting out meeting procedures and protocol shall be supplied to anyone wishing to address a Council or committee meeting.
- 7.31 Any person or delegation addressing Council shall state name(s), address (es), and the purpose of the presentation.
- 7.32 Delegations shall speak only on the matters which they have submitted to Council and which have been included on the agenda.
- 7.33 Delegations may be limited in the time they are permitted, but shall generally be allowed fifteen (15) minutes for presentation and discussion, which can be extended or decreased at the discretion of Council.
- 7.34 Approval of a delegation is subject to the Mayor or designates' discretion.

Conflict of Interest and/ or Pecuniary Interest

- 7.35 Councillors must comply with all provisions of the Council Code of Conduct bylaw in relation to conflict of interest and pecuniary interest.
- 7.36 Committee members shall rigorously avoid situations which may result in claims of pecuniary interest, conflict of interest or bias.

Chairperson

- 7.37 The Mayor must preside as Chair when in attendance at a Council Meeting unless the Mayor has asked to step down as Chair, in which case, the Deputy or Acting Mayor or another Councillor must be called to take the Chair.

SECTION 8- MOTIONS & DEBATE

Rights in Debate

- 8.1 Members, including the Chair, may enter debate once a motion is on the floor, subject to the following:
 - 8.1.1 the Chair must step down from the Chair for the purpose of taking part in a debate in which case the Deputy or Acting Mayor or another Councillor must be called to take the Chair.
 - 8.1.2 the Chair may resume the Chair when the main motion is voted on by Council.
- 8.2 When a pending question is presented for consideration, the Chair shall recognize the member who made the motion to speak first and the member who seconded the motion (if any) to speak second.
- 8.3 When two or more members wish to speak, the Chair shall name the member who is to speak first.
- 8.4 No member shall normally speak more than three (3) minutes on any question or amendment to a question, but may request permission to exceed this limit; the privilege shall be accorded without objection upon motion supported by two-thirds of the Members present.

Motions

- 8.5 The following procedural requirements apply to all motions:
 - 8.5.1 A Main Motion brings new business (the next item on the agenda) before the assembly.
 - 8.5.2 Council or Committees may deal with a motion on a subject which is not on the agenda with unanimous consent only.
 - 8.5.3 After a motion has been moved and has been stated or read, it shall be deemed to be in possession of the Council or committee, and may only be withdrawn by majority consent of the members present.
 - 8.5.4 Every motion or resolution shall be stated or read by the mover, who shall speak first to the motion and close debate on the motion.
 - 8.5.5 When duly moved, a motion shall be open for discussion and debate. A member may speak to a motion a maximum of two times only unless there is agreement to provide another opportunity to address the issue.
 - 8.5.6 Any member may ask to have the motion under discussion to be read again at any time during the debate, but may not interrupt a speaker to do so.
 - 8.5.7 The mover of a motion may speak and vote for or against the motion.
 - 8.5.8 When required by the Chair, a motion shall be in writing and a copy shall be given to the CAO before such motion shall be open for consideration.
 - 8.5.9 No motion other than an amending motion or motion to table or refer shall be considered until any motion already before the meeting has been disposed of.
 - 8.5.10 A Notice of Motion may be given (and shall be given verbally and in writing to all members present) at any regular meeting, specifying the entire content of the motion to be considered, but may not be dealt with at that meeting. The CAO shall receive a copy of any notice of motion upon adjournment of the meeting at which the notice was given and shall put it on the agenda under New or Unfinished Business for the next regular meeting unless otherwise instructed.

SECTION 9 – VOTING

Voting

- 9.1 Once the motion has been put to a vote, no member shall debate further on the question or speak any words except to request that the motion be read aloud.
- 9.2 When a question is put to vote, no member shall leave Council chambers until the vote is taken.
- 9.3 Any bylaw or resolution upon which there is an equality of votes shall be deemed to be defeated.

- 9.4 Pursuant to section 183 of the *Act*, Councillors must vote on a matter at a council meeting except where the person is required or permitted to abstain from voting under the *Act* or any other legislation.
- 9.5 The vote on any matter shall be recorded.

Bylaws, Resolutions, and Policies

- 9.6 Draft bylaws and policies shall be prepared at the request of Council or a Committee by the appropriate Committee or Administration, and shall be reviewed by the appropriate Committee before being presented for approval. Copies of the drafts shall be included in the agenda packages according to City procedure.
- 9.7 Before a Bylaw is passed, it shall, in accordance with the *Act*, have three distinct and separate readings before it is adopted, but no more than two readings may take place at any one meeting of Council, unless unanimous consent is taken before third (3rd) reading.
- 9.8 Council shall vote on the motion for the first reading of the bylaw without amendment or debate.
- 9.9 When all amendments (if any) have been accepted or rejected, the motion for second reading of the bylaw as presented or amended shall be considered.
- 9.10 When a bylaw has received third reading and been passed, the Mayor shall declare the bylaw adopted, and it becomes a municipal enactment, effective immediately unless the bylaw itself provides otherwise.
- 9.11 Resolutions or motions shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.12 Policies shall be presented for discussion, and passed by simple majority, and shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.13 Upon being passed:
- 9.13.1 a policy shall be signed by the Chair of the meeting at which it was passed and signed by the CAO;
 - 9.13.2 a bylaw shall be signed by the Chair of the meeting at which it was passed and by the CAO, and shall be embossed with the corporate seal of the City.

SECTION 10 – AGENDA, ORDER OF BUSINESS & MINUTES

Agendas for Council Meetings

- 10.1 The CAO shall be responsible for preparing Council meeting agendas, including input from participants, City staff and previous meetings.
- 10.2 Council meeting agendas shall be made available to Members and the public at least two (2) business days prior to the time of the meeting on the City of Cold Lake website.
- 10.3 Only business listed in the agenda shall be undertaken at a Council meeting, unless resolution to change it is unanimously passed.
- 10.4 Council meeting agenda items and applications from delegations shall be accepted up to Wednesday noon prior to the meeting and approved at the discretion of the Mayor or designate.

Order Of Business

- 10.5 Council Meetings shall use the following order of business, unless changed by unanimous consent:
- 10.5.1 Call to Order
 - 10.5.2 Adoption of Agenda
 - 10.5.3 Adoption of Minutes
 - 10.5.4 Question Period
 - 10.5.5 Public Hearings
 - 10.5.6 Delegation
 - 10.5.7 City Financial Reports
 - 10.5.8 Old Business
 - 10.5.9 New Business

- 10.5.10 Committee Reports
- 10.5.11 Notices of Motion, Proclamations, or Announcements
- 10.5.12 Adjournment

Minutes

- 10.6 Minutes of all Meetings shall be recorded in accordance with the *Act*.
- 10.7 At every regular Council and committee meeting, minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.
- 10.8 Minutes shall include resolutions to go In Camera, out of In Camera, and to adjourn the meeting.

SECTION 11 – REPEAL

- 11.1 City of Cold Lake Bylaw 308-BD-07, Bylaw 383-BD-10 and Bylaw 344-BD-08 are hereby repealed.

SECTION 12 – ENACTMENT

- 12.1 This bylaw shall come into full force and effect at the beginning of the day it receives third and final reading.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 22nd day of October, A.D. 2019, on motion by Councillor Vining.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 12th day of November, A.D. 2019, on motion by Councillor Lay, as amended.

CARRIED

THIRD AND FINAL READING passed in open Council duly assembled in the Province of Alberta, this ____ day of ____, A.D. 2019, on motion by Councillor ____.

**CARRIED
UNANIMOUSLY**

Executed this ____ day of _____, 2019.

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER



Community	Councilor Electronic Attendance at Council Meetings
City of Lethbridge	Electronic participation is permitted via telephone subject to: <ul style="list-style-type: none"> • In Camera participation is not permitted. • The Chairperson must be physically present. • Maximum of 1 Councilor may call in per meeting. • Discussion is ongoing with potential procedure amendments anticipated.
City of Brooks	Electronic participate is not permitted.
City of Fort Saskatchewan	Electronic participation is permitted via telephone subject to: <ul style="list-style-type: none"> • Used to restrict the total number of meetings a Councilor could participate electronically within 1 year to a maximum of 3 meetings. This restriction has since been removed. • In Camera participation is permitted, with no requirement for an executed affidavit or other procedural safeguards in place. • Only ever had a maximum of 2 Councilors call in for a meeting, but there is no formal limit.
City of St Albert	Electronic participation is permitted via audio Skype subject to: <ul style="list-style-type: none"> • In Camera participation is not permitted. • The Chairperson must be physically present. • Never had a situation arise where more than 1 Councilor wishes to call in for a meeting, but there is no formal limit.
Town of Okotoks	Electronic participation is permitted however, no Councilor has ever requested to do so.
Town of Peace River	Electronic participation is permitted via telephone. <ul style="list-style-type: none"> • In Camera participation is permitted (depending on the circumstances). • Number of Councilors that can participate electronically per meeting is limited by technological limits.
Town of Morinville	Electronic participation is permitted via telephone, subject to: <ul style="list-style-type: none"> • In Camera participation is permitted. Clerk confirms the Councilor is in a private setting. • Councilors may attend electronically a maximum of 3 times a year. • Chairperson must be physically present.
Strathcona County	Electronic participation is permitted via telephone subject to: <ul style="list-style-type: none"> • In Camera participation is permitted. Clerk confirms the Councilor is in a private setting. • Chairperson may participate by telephone, but would step down from their Chairperson role. • Number of Councilors that can participate electronically per meeting is limited by technological limits. •

Despite the above noted findings, the municipalities surveyed generally have only include within their procedure bylaw the *Municipal Government Act* provisions for electronic participation:



Meeting through electronic communications

199(1) A council meeting or council committee meeting may be conducted by means of electronic or other communication facilities if

- (a) notice is given to the public of the meeting, including the way in which it is to be conducted,
- (b) the facilities enable the public to watch or listen to the meeting at a place specified in that notice and a designated officer is in attendance at that place, and
- (c) the facilities enable all the meeting's participants to watch or hear each other.

(2) Councillors participating in a meeting held by means of a communication facility are deemed to be present at the meeting.

**CITY OF COLD LAKE
BYLAW 653-BD-19
PROCEDURE BYLAW**

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO PROVIDE RULES GOVERNING THE PROCEEDINGS AND THE REGULAR BUSINESS OF COUNCIL AND COUNCIL COMMITTEES.

PURSUANT to section 145(a) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the establishment and functions of council committees and other bodies; and pursuant to section 145(b) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended Council may pass bylaws in relation to the procedures to be followed by council, council committees and other bodies established by the council;

WHEREAS Council deems it necessary to regulate the procedure and conduct at meetings of Council and committees established by Council;

NOW THEREFORE pursuant to the authority of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the City of Cold Lake duly assembled, enacts:

SECTION 1- TITLE

- 1.1 This bylaw shall be cited as the "Procedure Bylaw"

SECTION 2- DEFINITIONS

In this bylaw:

- 2.1 "Act" means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended;
- 2.2 "Administration" means staff of the City of Cold Lake;
- 2.3 "Chair" means the Mayor, Deputy Mayor or presiding officer who presides over Council and/ or committee meetings;
- 2.4 "CAO" means the Chief Administrative Officer for the City of Cold Lake; or someone designated by the CAO;
- 2.5 "Committee" means a committee, board, commission, authority, task force or any other public body established by Council pursuant to section 145 of the *Act* (and excepting the Library Board);
- 2.6 "Committee of the Whole" means a committee of the whole Council where no bylaw or resolution, apart from the resolution necessary to revert back to an open meeting, may be passed;
- 2.7 "Council" and "Councillor" means all elected officials on the City of Cold Lake Council including the Mayor;
- 2.8 "*In Camera*" or a "Closed Meeting" means a meeting closed to the general public and/or municipal employees, as deemed appropriate, to discuss any matter that is within one of the exceptions outlined in the *Freedom of Information and Protection of Privacy Act*, Part 1, Division 2;
- 2.9 "Meeting" means duly constituted regular or special open meeting of Council where bylaws and resolutions are formally ratified;
- 2.10 "Member" means a member of Council, or a member of a Committee.

SECTION 3- APPLICATION

- 3.1 This Bylaw applies to the procedure and conduct of business at:
- 3.1.1 All Council meetings, Committee of the Whole meetings, and Special Council Meetings; and
- 3.1.2 All Committee meetings, except:

- 3.1.2.1 when Council has granted permission to a Committee to establish its own procedures.
- 3.2 If a question relating to the procedure of Council is not answered by the *Act* or this Bylaw, the answer to the question is determined by referring to the most recent revision of Robert's Rules of Order Newly Revised.

SECTION 4- CONDUCT

Conduct of Members:

- 4.1 the presiding Chair shall:
 - 4.1.1 maintain order and decorum at all meetings;
 - 4.1.2 rule on points of order, citing the applicable government rule or authority, without debate or comment;
 - 4.1.3 recognize who has the right to speak, rule on motions, and call Members to order, as required;
 - 4.1.4 encourage questions, treating them impartially, with sound judgement;
 - 4.1.5 start the meeting on time;
 - 4.1.6 step down from the Chair to make a motion
- 4.2 Members shall:
 - 4.2.1 carry out required duties to the best of their ability, be accountable for their decisions and actions, and strive to create a courteous, respectful atmosphere;
 - 4.2.2 show respect for all participants and guests at all times, so there shall be no side comments or private conversations
 - 4.2.3 actively participate in meetings with the intent of arriving at the best solutions for the City.
- 4.3 If any Member acts contrary to section 4.2, her or she may be called to order by the Chair.
- 4.4 If any Member acts contrary to section 4.2 twice in one meeting, the Chair may ask that person to leave that meeting (only), and the matter may be discussed in camera, if necessary. When the open meeting reconvenes, the excluded member may, upon an adequate apology and majority vote of the members, be permitted to rejoin the meeting. No exclusion shall be for more than the meeting in progress.
- 4.5 The decision of the Chair in relation to section 4.3 and 4.4 is final, unless the person called to order appeals to the meeting members; this shall be decided without debate.
- 4.6 A Member called to order by the Chair shall immediately cease speaking, but may afterward explain his or her position in making the remark for which he or she was called to order.

Members of the Public

- 4.7 Any individual addressing a meeting shall not:
 - 4.7.1 shout, use profane, vulgar or offensive language;
 - 4.7.2 speak on a matter not before the meeting;
 - 4.7.3 make personal comments about any staff or Council member or any other person, or indulge in personalities, use language personally offensive, arraign motives of member, charge deliberate misrepresentation, or use language tending to hold another member up to contempt.
- 4.8 Speakers shall obey the approved rules of order, and may be called to order by the Chair if they do not, at which they must immediately stop speaking unless permitted to explain; this shall be recorded in the minutes.
- 4.9 Members of the public who constitute an audience at a meeting shall maintain order and quiet and shall not applaud or otherwise interrupt any speech or action of the Members.
- 4.10 The Chair may direct that any person in the audience who creates a disturbance during a meeting leave immediately, and if that person does not leave, may have him or her removed.

SECTION 5- NOTICE OF MEETINGS

- 5.1 In accordance with section 193 of the *Act*, for regular Council meetings, notice to Councilors and the public is not required unless there is a change, in which case the CAO or designate shall deliver notice to all members of the Council and to the public at least 24 hours prior to the day of the Council meeting;
- 5.2 In accordance with section 194 of the *Act*, for special Council meetings, the Mayor must provide at least 24 hours notice in writing to each Councilor and the public stating the purpose of the meeting and the date, time and place at which it is to be held. However, a special Council meeting may be held with less than 24 hours notice to all Councilors and without notice to the public if at least $\frac{2}{3}$ of the whole Council agrees to this in writing before the beginning of the meeting;
- 5.3 In accordance with section 195 of the *Act*, for Committee meetings, notice shall be given to participants and the public at least 24 hours in advance;
- 5.4 Council deems that providing notice in the following manner is sufficient pursuant to section 196(2) of the *Act*:
 - 5.4.1 posting a notice on the City of Cold Lake website; and
 - 5.4.2 posting a notice in City Hall.

SECTION 6- MEETINGS

- 6.1 All Council and Committee Meetings shall:
 - 6.1.1 be open to the Public, except for any in camera portions;
 - 6.1.2 held in accordance with the provisions of the *Act*;
 - 6.1.3 have recorded minutes
 - 6.1.4 be adjourned by 9:30 p.m. unless a resolution to continue is passed by a simple majority of the Members present.

Organizational Meeting

- 6.2 Council must hold an Organization Meeting annually in accordance with the *Act*.
- 6.3 At the Organizational Meeting, Council:
 - 6.3.1 must establish a process for determining which Councillors will serve as Deputy Mayor throughout the year;
 - 6.3.2 may appoint Members of Council to Committees, any vacant appointments remaining after the Organizational Meeting will be referred to a subsequent regular or special council meeting;
 - 6.3.3 must conduct any other business as identified within the Organizational Meeting agenda.

Regular Meetings of Council

- 6.4 Regular meetings of Council shall be held on the second and fourth Tuesday of each month at 6:00 pm in City Hall Council Chambers, with the exception that:
 - 6.4.1 when the meeting falls on a legal holiday, the meeting shall be held on the first following non-holiday business day;
 - 6.4.2 the second meeting in July and December will be cancelled; and
 - 6.4.3 any meeting may be cancelled or postponed by resolution of Council.

Committee of the Whole Meetings

- 6.5 A committee is hereby established called the "Committee of the Whole" with membership comprised of all members of Council.
- 6.6 The purpose of the Committee of the Whole is to review matters or receive information referred by City administration or by members of Council. Committee of the Whole may not make motions or take votes and shall refer items to a Council meeting if decisions are required with the exception of making a motion to:
 - 6.6.1 adopt the meeting agenda;
 - 6.6.2 recess the meeting;
 - 6.6.3 table an item; and
 - 6.6.4 move In Camera or out of In Camera.

- 6.7 The Committee of the Whole meetings shall be held on every third Tuesday of the month at 6:00 pm in City Hall Council Chambers, with the exception that:
- 6.7.1 the meetings in July and August will be cancelled; and
 - 6.7.2 any meeting may be cancelled or postponed by resolution of Council.

Special Council Meetings

- 6.8 Special Council meetings may be called by the Mayor in accordance with section 194 of the *Act* whenever the Mayor considers it appropriate to do so, and must be called if the Mayor receives a written request for the meeting stating its purpose from a majority of Councillors.
- 6.9 No matter other than that stated in the notice calling the special council meeting may be transacted at the meeting unless the whole council is present at the meeting and the council agrees to deal with the matter in question.

Committees

- 6.10 Council may establish Committees as necessary under the *Act* and may by bylaw set out terms of reference for each. The terms of reference shall be reviewed by Council in the second year of the Councillor's term of office.
- 6.11 Council may appoint members to a Committee as follows:
- 6.11.1 Council member appointments to a Committee shall be made at the Organizational Meeting;
 - 6.11.2 Public member appointments shall be made as needed.
- 6.12 The general responsibility of any Committee shall be to analyze any and all matters placed before it and indicate to Council by recommendation the ways and means of dealing with the said matters before it and to advise the course of action which in its considered opinion is necessary and expedient and shall include without limiting the said general responsibilities, any specific matters or responsibilities directed to it by Council.
- 6.13 Committees shall:
- 6.13.1 establish the date, time and location of meetings;
 - 6.13.2 provide minutes and any written reports of committee activities to Council regularly for approval;
 - 6.13.3 review and make recommendations to Council (at least annually) on all bylaws and policies dealing with the subject matter germane to that Committee.
- 6.14 Committees shall not:
- 6.14.1 have the power to pledge the credit of the City or commit the City to any particular action;
 - 6.14.2 pass resolutions other than a motion to report to or make recommendations to Council.

SECTION 7- PROCEEDINGS

Quorum

- 7.1 A quorum for meetings shall be a simple majority of the whole Council or Committee.
- 7.2 For a Council and Committee of the Whole meeting, if a quorum is not present within 30 minutes of the start time set for a Council meeting, the CAO or designate shall record the names of the members present and Council shall stand adjourned until the next regular meeting.
- 7.3 For a Committee meeting, if a quorum is not present within 15 minutes of the start time set for the meeting, the meeting shall be re-scheduled.
- 7.4 If at any time during a meeting, quorum is lost, the meeting will be recessed and if quorum is not achieved again within fifteen (15) minutes, the meeting will be deemed to be adjourned, unless a resolution was passed prior to losing the quorum to extend the recess period.

Rules of Order

- 7.5 The conduct of all City business is controlled by the general will of the Members - the right of the majority to decide, accompanied by the right of the minority to require the majority to decide only after a full and fair deliberation in a constructive and democratic manner, of the issues involved.
- 7.6 At no time is it intended that undue strictness of adherence to the rules of order intimidate members or limit full participation.
- 7.7 Each individual wishing to address a meeting shall first be recognized by the Chair. The first person to raise a hand and address the Chair when the person speaking has finished, and to be recognized by the Chair, has the floor. Speaking while another is still speaking is out of order, except to make a point of order or to make a point of personal privilege.
- 7.8 Debate begins when the Chair states the motion or resolution and asks "Are you ready for the question?" If no one initiates discussion, the Chair calls for the vote.
- 7.9 No member can speak twice to the same issue until everyone who wishes to has spoken to it once.
- 7.10 All remarks must be directed to the Chair, and be courteous.
- 7.11 Individuals who arrive late for meetings shall not have prior discussion reviewed for them except with the unanimous consent of all members present.
- 7.12 The meeting must be formally adjourned.

In Camera

- 7.13 At the discretion of the Chair or the majority of the Members, a meeting may go In Camera, subject to the following procedural requirements:
 - 7.13.1 a motion is required to go In Camera and must include 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* the part of the meeting to be closed.
 - 7.13.2 a motion is required to come out of In Camera;
 - 7.13.3 the times the meeting goes In Camera and comes out of In Camera must be recorded in the minutes;
- 7.14 The In Camera portion of the meeting will:
 - 7.14.1 be chaired by the same person chairing the rest of the meeting; and
 - 7.14.2 be held without the presence of the public unless one or more members of the public are invited by the chair to participate in the In Camera session.
- 7.15 No record is necessary during the In Camera portion of the meeting, but if a record is kept, it is subject to the Freedom of Information and Protection of Privacy regulations.
- 7.16 Council shall not pass resolutions or bylaws during In Camera sessions. Any decisions reached by consensus during the In Camera session must be passed as motions when the regular meeting resumes.
- 7.17 What is discussed In Camera must remain confidential and may not be discussed at any other time or place, unless brought forward as a motion and recorded in the regular meeting minutes.

Electronic Recording of Proceedings

- 7.18 The recording of a meeting by a member of the public or media by electronic or other means is allowed unless, at the sole determination of the Chair, the recording of the meeting is determined to be disruptive to the process or if the recording will inhibit or discourage any Member or the public from fully participating in the meeting, in which case the Chair may prohibit the recording of the meeting.

7.19 A meeting may be recorded by Administration for the purposes of preparing the minutes.

Electronic Meetings

- 7.20 A meeting may be conducted by means of electronic or other communication facilities if:
- 7.20.1 notice is given to the public of the meeting, including the way in which it is to be conducted;
 - 7.20.2 the facilities enable the public to watch or listen to the meeting at a place specified in that notice and a designated officer is in attendance at that place; and
 - 7.20.3 the facilities enable all the meeting's participants to watch or hear each other;
 - 7.20.4 there is a secure means by which the meeting participant can join and participate in the meeting.
- 7.21 Members participating in a meeting held by means of a communication facility are deemed to be present at the meeting.
- 7.22 A maximum of two Members may participate in a meeting by electronic communication (provided that participation by two Members is permitted by the technology and that there is a secure way to access the technology).
- 7.23 Members participating in a meeting by electronic communication may participate in any In Camera session provided that he or she swears or affirms an affidavit provided by Administration and satisfies all other procedural safeguards to ensure confidentiality.
- 7.24 Members may participate through electronic communication a maximum of five (5) times total per year (from October 1st to October 1st) in any Meeting, Committee of the Whole Meeting, or Committee meeting.

Public Hearings

- 7.24 Public hearings must be held in accordance with section 230 of the *Act*.
- 7.25 On a matter included in the agenda of a regular or special Council meeting for the purpose of a public hearing, any individual or delegation may appear without prior notice.
- 7.26 The Chair shall call three times for appearances from the gallery, and upon receiving no response, shall declare the public hearing closed.
- 7.27 Members may, upon recognition by the Chair, direct questions to a delegate or to Administration, but at no time shall a debate be entered into.

Delegations

- 7.28 Any person or delegation wishing to appear before Council or committee or to address an agenda item not designated as a public hearing shall give written notice to the CAO no later than noon on the Wednesday preceding the meeting day.
- 7.29 An instructional sheet setting out meeting procedures and protocol shall be supplied to anyone wishing to address a Council or committee meeting.
- 7.30 Any person or delegation addressing Council shall state name(s), address (es), and the purpose of the presentation.
- 7.31 Delegations shall speak only on the matters which they have submitted to Council and which have been included on the agenda.
- 7.32 Delegations may be limited in the time they are permitted, but shall generally be allowed fifteen (15) minutes for presentation and discussion, which can be extended or decreased at the discretion of Council.
- 7.33 Approval of a delegation is subject to the Mayor or designates' discretion.

Conflict of Interest and/ or Pecuniary Interest

- 7.34 Councillors must comply with all provisions of the Council Code of Conduct Bylaw in relation to conflict of interest and pecuniary interest
- 7.35 Committee members shall rigorously avoid situations which may result in claims of pecuniary interest, conflict of interest or bias.

Chairperson

- 7.36 The Mayor must preside as Chair when in attendance at a Council Meeting unless the Mayor has asked to step down as Chair, in which case, the Deputy or Acting Mayor or another Councillor must be called to take the Chair.

SECTION 8- MOTIONS & DEBATE

Rights in Debate

- 8.1 Members, including the Chair, may enter debate once a motion is on the floor, subject to the following:
- 8.1.1 the Chair must step down from the Chair for the purpose of taking part in a debate in which case the Deputy or Acting Mayor or another Councillor must be called to take the Chair.
- 8.1.2 the Chair may resume the Chair when the main motion is voted on by Council.
- 8.2 When a pending question is presented for consideration, the Chair shall recognize the member who made the motion to speak first and the member who seconded the motion (if any) to speak second.
- 8.3 When two or more members wish to speak, the Chair shall name the member who is to speak first.
- 8.4 No member shall normally speak more than three (3) minutes on any question or amendment to a question, but may request permission to exceed this limit; the privilege shall be accorded without objection upon motion supported by two-thirds of the Members present.

Motions

- 8.5 The following procedural requirements apply to all motions:
- 8.5.1 A Main Motion brings new business (the next item on the agenda) before the assembly.
- 8.5.2 Council or Committees may deal with a motion on a subject which is not on the agenda with unanimous consent only.
- 8.5.3 After a motion has been moved and has been stated or read, it shall be deemed to be in possession of the Council or committee, and may only be withdrawn by majority consent of the members present.
- 8.5.4 Every motion or resolution shall be stated or read by the mover, who shall speak first to the motion and close debate on the motion.
- 8.5.5 When duly moved, a motion shall be open for discussion and debate. A member may speak to a motion a maximum of two times only unless there is agreement to provide another opportunity to address the issue.
- 8.5.6 Any member may ask to have the motion under discussion to be read again at any time during the debate, but may not interrupt a speaker to do so.
- 8.5.7 The mover of a motion may speak and vote for or against the motion.
- 8.5.8 When required by the Chair, a motion shall be in writing and a copy shall be given to the CAO before such motion shall be open for consideration.
- 8.5.9 No motion other than an amending motion or motion to table or refer shall be considered until any motion already before the meeting has been disposed of.
- 8.5.10 A Notice of Motion may be given (and shall be given verbally and in writing to all members present) at any regular meeting, specifying the entire content of the motion to be considered, but may not be dealt with at that meeting. The CAO shall receive a copy of any notice of motion upon adjournment of the meeting at which the notice was given and shall put it on the agenda under New or Unfinished Business for the next regular meeting unless otherwise instructed.

SECTION 9 – VOTING

Voting

- 9.1 Once the motion has been put to a vote, no member shall debate further on the question or speak any words except to request that the motion be read aloud.
- 9.2 When a question is put to vote, no member shall leave Council chambers until the vote is taken.
- 9.3 Any bylaw or resolution upon which there is an equality of votes shall be deemed to be defeated.
- 9.4 Pursuant to section 183 of the *Act*, Councillors must vote on a matter at a council meeting except where the person is required or permitted to abstain from voting under the *Act* or any other legislation.
- 9.5 The vote on any matter shall be recorded.

Bylaws, Resolutions, and Policies

- 9.6 Draft Bylaws and policies shall be prepared at the request of Council or a Committee by the appropriate Committee or Administration, and shall be reviewed by the appropriate Committee before being presented for approval. Copies of the drafts shall be included in the agenda packages according to City procedure.
- 9.7 Before a Bylaw is passed, it shall, in accordance with the *Act*, have three distinct and separate readings before it is adopted, but no more than two readings may take place at any one meeting of Council, unless unanimous consent is taken before third (3rd) reading.
- 9.8 Council shall vote on the motion for the first reading of the bylaw without amendment or debate.
- 9.9 When all amendments (if any) have been accepted or rejected, the motion for second reading of the bylaw as presented or amended shall be considered.
- 9.10 When a bylaw has received third reading and been passed, the Mayor shall declare the bylaw adopted, and it becomes a municipal enactment, effective immediately unless the bylaw itself provides otherwise.
- 9.11 Resolutions or motions shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.12 Policies shall be presented for discussion, and passed by simple majority, and shall come into effect as soon as they are passed unless they contain a deferred implementation.
- 9.13 Upon being passed:
 - 9.13.1 a policy shall be signed by the Chair of the meeting at which it was passed and by the CAO;
 - 9.13.2 a bylaw shall be signed by the Chair of the meeting at which it was passed and by the CAO, and shall be embossed with the corporate seal of the City.

SECTION 10 – AGENDA, ORDER OF BUSINESS & MINUTES

Agendas for Council Meetings

- 10.1 The CAO shall be responsible for preparing Council meeting agendas, including input from participants, City staff and previous meetings.
- 10.2 Council meeting agendas shall be made available to Members and the public at least two (2) business days prior to the time of the meeting on the City of Cold Lake website.
- 10.3 Only business listed in the agenda shall be undertaken at a Council meeting, unless resolution to change it is unanimously passed.
- 10.4 Council meeting agenda items and applications from delegations shall be accepted up to Wednesday noon prior to the meeting and approved at the discretion of the Mayor or designate.

Order Of Business

10.5 Council Meetings shall use the following order of business, unless changed by unanimous consent:

- 10.5.1 Call to Order
- 10.5.2 Adoption of Agenda
- 10.5.3 Adoption of Minutes
- 10.5.4 Question Period
- 10.5.5 Public Hearings
- 10.5.6 Delegation
- 10.5.7 City Financial Reports
- 10.5.8 Old Business
- 10.5.9 New Business
- 10.5.10 Committee Reports
- 10.5.11 Notices of Motion, Proclamations, or Announcements
- 10.5.12 Adjournment

Minutes

10.6 Minutes of all Meetings shall be recorded in accordance with the *Act*.

10.7 At every regular Council and committee meeting, minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.

10.8 Minutes shall include resolutions to go In Camera, out of In Camera, and to adjourn the meeting.

SECTION 11 – REPEAL

11.1 City of Cold Lake Bylaw No. 308-BD-07, Bylaw No. 383-BD-10 and Bylaw No. 344-BD-08 are hereby repealed.

SECTION 12 – ENACTMENT

12.1 This bylaw shall come into full force and effect at the beginning of the day it receives third and final reading.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 22 day of October, A.D. 2019, on motion by Councillor Vining.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this ____ day of ____, A.D. 2019, on motion by Councillor _____.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the Province of Alberta, this ____ day of ____, A.D. 2019, on motion by Councillor _____.

**CARRIED
UNANIMOUSLY**

MAYOR

CHIEF ADMINISTRATIVE OFFICER

**CITY OF COLD LAKE
BYLAW # 308-BD-07**

PROCEDURAL BYLAW

A BYLAW OF THE COUNCIL OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, TO PROVIDE RULES GOVERNING THE PROCEEDINGS AND THE REGULAR BUSINESS OF COUNCIL AND COUNCIL COMMITTEES

WHEREAS Section 145 (b) of the Municipal Government Act, RSA 2000, Chapter M-26, provides that Council shall by bylaw make rules for calling meetings and governing its proceedings, the conduct of its members, the appointment of committees, and for the transaction of its business; and

WHEREAS Section 145 (a) of the Municipal Government Act, RSA 2000, Chapter M-26, provides that Council may establish committees to consider matters referred to them by Council, may appoint the members of such committees and may require reports of the findings or recommendations of the committees;

NOW THEREFORE, the Council of the municipality of the City of Cold Lake, in Council duly assembled, hereby enacts as follows:

SHORT TITLE

1.0 This bylaw may be cited as the “**Procedural Bylaw**”.

DEFINITIONS

2.0 In this bylaw:

- (1) Whenever the singular, masculine or feminine is used in this bylaw it shall be considered as if plural, feminine or masculine has been used where the context of the bylaw so requires.
- (2) “ACT” means the Municipal Government Act, RSA 2000, Chapter M-26.1 of the Statutes of Alberta.
- (3) “ADMINISTRATION” mean the employees of the municipality.
- (4) “BUSINESS DAY” means a day on which the municipal offices are open for business.
- (5) “CHAIR” means the Mayor, Deputy Mayor or presiding officer who presides over Council and/or committee meetings.
- (6) “CAO” means the Chief Administrative Officer for the municipality or his designate, appointed by Council in accordance with Section 205 of the Municipal Government Act as determined by Bylaw.
- (7) “COMMITTEE” means a committee appointed by Council under section 145 of the Act to provide advice and make recommendations to Council (and excepting the Library Board).
- (8) “COMMITTEE OF THE WHOLE” means a committee of the whole Council where no bylaw or resolution, apart from the resolution necessary to revert back to an open meeting, may be passed.
- (9) “COUNCIL” means the duly elected Council of Cold Lake.
- (10) “*IN CAMERA*” means at the discretion of the Mayor or Chair or a majority of the members of a committee, a meeting closed to the general public or municipal employees, as deemed appropriate.

- (11) "MEETING" means duly constituted regular or special open meeting of Council where bylaws and resolutions are formally ratified.
- (12) "MEMBER" means a member of Council, duly elected and continuing to hold office.
- (13) "MOTION" means a standard terminology used by Council to describe the original statement whereby business is brought before a meeting, and may also mean resolutions.
- (14) "PERSON" means a reference in discourse to the speaker, the person spoken to, or another person capable of having legal rights and duties.
- (15) "ELECTRONIC MEETING" is a meeting held in two or more places with the participants using electronic means of communication.

APPLICATION

- 3.0 The following rules shall be observed and shall be the rules and regulation for the order and conduct of business in all regular and special meetings of Council and its committees, all *in camera* meetings, and all Committee of the Whole meetings.

MEETINGS AND PROCEEDINGS

- 4.0 This bylaw covers the following areas:

- 4.1 Rules of Order
- 4.2 Conduct
- 4.3 Conflict Of Interest
- 4.4 Agendas
- 4.5 Notice of Meeting
- 4.6 Meeting Etiquette
- 4.7 Regular, Special, Organizational and Committee Meetings
- 4.8 Order Of Business
- 4.9 Delegations
- 4.10 Public Hearings
- 4.11 *In Camera*
- 4.12 Rights in Debate
- 4.13 Motions
- 4.14 Voting
- 4.15 Bylaws, Resolutions and Policies
- 4.16 Minutes
- 4.17 Spokespersons

4.1 Rules of Order

- (1) In all regular and special Council meetings, *in camera* meetings, and committee meetings, the most recent version of Robert's Rules will be followed where this policy does not provide direction.
- (2) The conduct of all City business is controlled by the general will of the Council and committee members—the right of the majority to decide, accompanied by the right of the minority to require the majority to decide only after a full and fair deliberation, in a constructive and democratic manner, of the issues involved.
- (3) At no time is it intended that undue strictness of adherence to the rules of order intimidate members or limit full participation.
- (4) The first person to raise a hand and address the Chair (Mr. /Madam Chair) when the person speaking has finished, and to be recognized by the Chair, has the floor. Speaking while another is still speaking is out of order, except to make a point of order or to make a point of personal privilege.
- (5) Debate begins when the Chair states the motion or resolution and asks "Are you ready for the question?" If no one initiates discussion, the Chair calls for the vote.
- (6) No member can speak twice to the same issue until everyone who wishes to has spoken to it once.
- (7) All remarks must be directed to the Chair, and be courteous.

- (8) A **quorum** for meetings shall be a simple majority of the whole Council, committee, or board.
- (9) If a quorum is not present within 30 minutes of the start time set for a regular or special Council meeting, the CAO or designate shall record the names of the Council members present and Council shall stand adjourned until the next regular meeting.
- (10) If a quorum is not present within 15 minutes of the start time set for a committee or board meeting, the meeting shall be re-scheduled.
- (11) Individuals who arrive **late** for meetings shall not have prior discussion reviewed for them except with the unanimous consent of all members present.

4.2 Conduct

- (1) Councillors and committee members shall carry out required duties to the best of their ability, be accountable for their decisions and actions, and strive to create a courteous, respectful atmosphere.
- (2) The presiding Chair shall maintain order and decorum at all Council meetings, and rule on points of order, citing the applicable governing rule or authority, without debate or comment.
- (3) The presiding Chair shall recognize who has the right to speak, rule on motions, and call members to order, as required.
- (4) The presiding Chair shall encourage questions, treating them impartially, with sound judgment.
- (5) The Chair must step down from the chair to make a motion.
- (6) Each individual wishing to address a meeting shall first be recognized by the Chair.
- (7) No speaker shall be interrupted by private conversations or comments, except on a point of order or personal privilege.
- (8) No individual may give specific direction to any staff member at any Council or committee meeting; such direction shall come from the full Council at a duly assembled meeting, unless delegated to the CAO or designate.
- (9) Any individual addressing a meeting shall not shout; use profane, vulgar or offensive language; or speak on a matter not before the meeting.
- (10) Speakers shall not make personal comments about any staff or Council member, or any other person, or indulge in personalities, use language personally offensive, arraign motives of members, charge deliberate misrepresentation, or use language tending to hold another member up to contempt.
- (11) Speakers shall obey the approved rules of order, and shall be called to order by the Chair if they do not, at which they must immediately stop speaking unless permitted to explain; this shall be recorded in the minutes.
- (12) The Council or committee shall, if appealed to, decide the case without debate. The speaker may proceed only if the decision is in his/her favour.
- (13) Individuals who flout the rules twice in one meeting shall be asked to leave that meeting (only), and the matter may be discussed *in camera* if necessary. When the open meeting reconvenes, the excluded member may, upon an adequate apology and majority vote of the members, be permitted to rejoin the meeting.
- (14) The decision of the presiding Chair is final, unless the person called to order appeals to the meeting members; this shall be decided without debate.
- (15) No exclusion shall be for more than the meeting in progress.

4.3 Conflict Of Interest

- (1) An individual who stands to gain personal benefit from a decision of the Council or a committee, or has a pecuniary interest in the matter, as defined in the Municipal Government Act is in conflict of interest.
- (2) Anyone in conflict of interest shall declare that interest, and shall not participate in any debate or decision concerning the matter, but does not need to leave the room.

Such conflict of interest shall be recorded in the minutes.

4.4 Agendas

- (1) The CAO or designate shall be responsible for preparing meeting agendas, including input from participants, City staff, and previous meetings.
- (2) Meeting agendas shall be made available at least two business days prior to the time of the meeting.
- (3) Only business listed in the agenda shall be undertaken at a meeting, unless a resolution to change it is unanimously passed
- (4) Agenda items and applications from delegations shall be accepted up to Wednesday noon, prior to the meeting and approved at the discretion of the Mayor or designate.

4.5 Notice Of Meeting

- (1) **Regular Council meetings:** Notice to participants and the public is not required unless there is a change, in which case the CAO or designate shall deliver notice to all members of the Council and to the public at least one business day prior to the day of the Council meeting.
- (2) **Special Council meetings** shall be called in accordance with S. 194 of the Municipal Government Act.
- (3) Notice of **committee meetings** shall be given to participants and the public at least 24 hours in advance.

4.6 Meeting Etiquette

- (1) Accepted conventions of meeting protocol shall be used, to facilitate respect, orderly progression, and attentiveness.
- (2) The designated Chair shall start the meeting on time; explanation of a late start shall be included in the minutes.
- (3) Speakers shall raise their hands to be recognized by the Chair, and shall then have the floor.
- (4) Respect for all participants and guests shall be shown at all times, so there shall be no side comments or private conversations.
- (5) When addressing any participants in a meeting, the use of official titles is required. (i.e. Councillor Miller, Mrs. Whalen or Mr. Brown)
- (6) Active participation is expected, with the intent of arriving at the best solutions for the City.
- (7) The next meeting must be scheduled (date, time, and location).
- (8) The meeting must be formally adjourned.

4.7 Regular, Special, Organizational and Committee Meetings

- (1) All City meetings shall be open to the public, except for any *in camera* portions.
- (2) All Council and committee meetings shall be held in accordance with the provisions of the Municipal Government Act.
- (3) The CAO or designate shall record the **minutes** of all Council and committee meetings, and provide the required written reports of committee activities to Council.
- (4) Council shall hold its' regular meetings on the second and fourth Tuesday of each month at 7:00 p.m. in City Hall Council Chambers.
- (5) When a regular Council or committee meeting falls on a legal holiday, the meeting shall be held on the first following non-holiday business day.
- (6) The second regular Council meeting in July and December will be cancelled and the Corporate Priorities meeting in July and August will be cancelled.
- (7) Any regular meeting may be cancelled or postponed by resolution of Council.
- (8) **Special Council meetings** shall be called in accordance with Municipal Government Act.
- (9) Council may establish council committees and other bodies as necessary under the Municipal Government Act and shall determine Terms of Reference for each (to be reviewed annually).
- (10) The Library Board, while appointed by Council, is not advisory, but self-governing, established by Council bylaw under the Alberta Libraries Act and responsible to Council under that Act.
- (11) Committee members shall be appointed annually by the Mayor no later than two weeks following the third Monday in October.

- (12) Each committee is responsible for reviewing and making recommendations to Council (at least annually) on all bylaws and policies dealing with subject matter germane to that committee.
- (13) Committee meetings shall set date, time, and location.
- (14) Committees may pass no resolutions other than a motion to report to or make recommendations to Council.
- (15) Written reports or minutes of committee activities shall be submitted to the next regular Council meeting.
- (16) No committee has the power to pledge the credit of the municipality or commit the Municipality to any particular action.
- (17) Evening meetings shall be adjourned by 10:30 p.m., unless a resolution to continue is passed by simple majority.
- (18) Organizational Meeting must be held at a designated time in accordance with the MGA Act.

4.8 Order Of Business

Council and City committees shall use the following order of business, unless changed by unanimous consent.

- (1) Call to Order
- (2) Adoption of Agenda
- (3) Adoption of Minutes
- (4) Question Period
- (5) Public Hearings
- (6) Delegations (Limited to First Tuesday Council Meeting and Corporate Priorities)
- (7) Old Business
- (8) New Business
- (9) Committee Reports
- (10) Notices of Motion, Proclamations, or Announcements
- (11) Adjournment

4.9 Delegations

- (1) Any person or delegation wishing to appear before Council or committee or to address an agenda item not designated as a public hearing shall give written notice to the CAO no later than noon on the Wednesday preceding the meeting day.
- (2) An instructional sheet setting out meeting procedures and protocol shall be supplied to anyone wishing to address a Council or committee meeting.
- (3) Any person or delegation addressing Council shall state name(s), address(es), and the purpose of the presentation.
- (4) Delegations shall speak only on the matters which they have submitted to Council and which have been included on the agenda.
- (5) Delegations may be limited in the time they are permitted, but shall generally be allowed 15 minutes for presentation and discussion, which can be extended or decreased at the discretion of Council.
- (6) Approval of a delegation is subject to the Mayor or designates' discretion.

4.10 Public Hearings

- (1) On a matter included in the agenda of a regular or special Council meeting for the purpose of a **public hearing**, any individual or delegation may appear without prior notice.
- (2) The presiding Chair shall call three times for appearances from the gallery, and upon receiving no response, shall declare the public hearing closed.
- (3) Council and committee members may, upon recognition by the Chair, direct questions to a delegate or to administration, but at no time shall a debate be entered into.
- (4) Any person disrupting the proceedings of Council or a committee may be removed upon the request of the Chair.
- (5) Individuals who do not wish to make a presentation, but who wish to go on record in support or opposition to an agenda item may complete the comment form provided, which will be referred to the CAO and Council.

4.11 *In Camera*

- (1) At the discretion of the Mayor or Chair or a majority of the members of a committee, a meeting may be closed to the general public or municipal employees, as deemed appropriate, called *in camera*.
- (2) *Under the Freedom of Information and Protection of Privacy* (FOIPP), Boards may close all or part of their meetings in accordance with the MGA Act
- (3) A motion is required to go *in camera*, and the times the meeting goes *in camera* and comes out are recorded in the minutes.
- (4) No record is necessary during the *in camera* portion of the meeting, but if a record is kept, it is subject to FOIPP regulations.
- (5) Council shall not pass resolutions or bylaws during *in camera* meetings. Any decisions reached by consensus during the *in camera* session must be passed as motions when the regular meeting resumes.
- (6) What is discussed *in camera* must remain confidential and may not be discussed at any other time or place, unless brought forward as a motion and recorded in the regular meeting minutes.
- (7) When two (2) or more elected officials participate in council or committee meetings through an electronic device or other communication facilities; that meeting will be deemed to be a meeting through electronic communication or as per the MGA act.

4.12 **Rights in Debate**

- (1) Debate is the discussion regarding a motion that occurs after the Chair has restated the motion and before it is put to a vote.
- (2) When a pending question is presented for consideration, the Chair shall recognize the member who made the motion to speak first and the member who seconded the motion (if any) to speak second.
- (3) When two or more members wish to speak, the Chair shall name the member who is to speak first.
- (4) No member shall normally speak more than three minutes on any question or amendment to a question, but may request permission to exceed this limit; the privilege shall be accorded without objection upon motion supported by two-thirds of the Council.

4.13 **Motions**

- (1) A **Main Motion** brings new business (the next item on the agenda) before the assembly.
- (2) Council or committees may deal with a motion on a subject which is not on the agenda with unanimous consent only.
- (3) After a motion has been moved and has been stated or read, it shall be deemed to be in possession of the Council or committee, and may only be withdrawn by majority consent of the members present.
- (4) Every motion or resolution shall be stated or read by the mover, who shall speak first to the motion and close debate on the motion.
- (5) When duly moved, a motion shall be open for discussion and debate. A member may speak to a motion a maximum of two times only unless there is agreement to provide another opportunity to address the issue.
- (6) Any member may ask to have the motion under discussion to be read again at any time during the debate, but may not interrupt a speaker to do so.
- (7) The mover of a motion may speak and vote for or against the motion.
- (8) When required by the Chair, a motion shall be in writing and a copy shall be given to the CAO before such motion shall be open for consideration.
- (9) No motion other than an amending motion or motion to table or refer shall be considered until any motion already before the meeting has been disposed of.
- (10) A **Notice of Motion** may be given (and shall be given verbally and in writing to all members present) at any regular meeting, specifying the entire content of the motion to be considered, but may not be dealt with at that meeting.
- (11) The CAO shall receive a copy of any notice of motion upon adjournment of the meeting at which the notice was given and shall put it on the agenda under New or Unfinished Business for the next regular meeting unless otherwise instructed.

- (12) When a motion under consideration concerns two or more specific matters, a motion to **Divide the Question** divides it into two or more separate motions (which must be able to stand on their own).
- (13) When a motion is tabled without being settled, no similar or conflicting motion which would restrict action on the first motion may be introduced or adopted.
- (14) A written notice of **Motion to Reconsider, Alter, or Rescind**, given from one meeting to the next with a minimum of five (5) members voting in favour, is the only way a question once decided may be reversed, reconsidered, or rescinded within one year after the decision.
- (15) Where the City has a contractual liability or obligation, Council shall not reconsider, alter, vary, revoke, rescind, or replace any motion except to the extent that it does not avoid or interfere with such liability or obligation.
- (16) A **Point of Privilege** pertains to noise, personal comfort, etc. and should only interrupt discussion if unavoidable.
- (17) A **Parliamentary Inquiry** is a query as to the correct motion, to accomplish a desired result, or to raise a point of order.
- (18) A **Point of Information** generally applies to a question asked of the speaker.
- (19) **Orders of the Day or Agenda** is a call to adhere to the agenda. Deviation from the agenda requires Suspension of the Rules.
- (20) A **Point of Order** refers to an infraction of the rules or improper decorum in speaking, and must be raised as soon as the error is made.
- (21) To **Consider by Paragraph** is to hold back adoption of a paper until all paragraphs are debated and amended and the entire paper is satisfactory. After all the paragraphs are considered, the entire paper is then open to amendment, and paragraphs may be further amended.
- (22) To **amend** is to insert or strike out words or paragraphs, or substitute whole paragraphs or resolutions; this motion may be made by any member.
- (23) Amendments shall be voted on in reverse order to that in which they are moved, and all amendments shall be decided on or withdrawn before the original motion is put to a vote.
- (24) To **Withdraw or Modify a Motion** can be done only after a question is stated; mover can accept an amendment without obtaining the floor.
- (25) To **Commit /Refer/Recommit to Committee** is to state which committee or administration sector is to receive the question or resolution for research/further information, and shall include terms, timelines, and necessary explanations. If no committee exists, the size of committee, composition, and selection method (election or appointment) is included.
- (26) To **Extend Debate** can be applied only to the immediately pending question; the extension is until a set time or for a set period.
- (27) To **Limit Debate** is to close debate at a set time, or limit it to a set period.
- (28) To **Postpone** is to state the time the motion or agenda item will be resumed (usually the next regular meeting), and must be passed by a majority of members present. It shall appear on the agenda for the meeting date specified as an item of unfinished business.
- (29) To **Object to Consideration** is to state an objection, which must be stated before discussion is started or another motion is stated.
- (30) To **Table** is to temporarily set aside an issue and bring it back at the same meeting. It may be done after a motion to close debate has carried or is pending.
- (31) To **Take from the Table** is to state a motion previously laid on the table to resume consideration of it.
- (32) To **Reconsider** can be made only by an individual on the prevailing side who has changed position or view.
- (33) To **Postpone Indefinitely** is to kill the question/resolution for this session; exception: the motion to reconsider can still be made during this session.
- (34) **Previous Question** closes debate if successful; if preferred, a motion may be made to "**Close Debate**".
- (35) **Informal Consideration** is a motion that the assembly go into Committee of the Whole for informal debate as if in committee; this committee may limit the number or length of speeches or close debate by other means by a 2/3 vote. All votes, however, are formal.
- (36) To **Appeal the Decision of the Chair** is an appeal which the assembly must decide, and must be made before other business is resumed; NOT debatable if relates to decorum, violation of rules, or order of business.

- (37) To **Suspend the Rules** allows a violation of the assembly's own rules (except Constitution); the object of the suspension must be specified
- (38) A **Motion to Adjourn** is not subject to debate and will be voted on immediately.

4.14 Voting

- (1) When a member who has moved a motion closes the debate, the Chair shall put the motion to a vote, and this decision is final unless overruled by a majority vote of the members present at the meeting.
- (2) Once the motion has been put to a vote, no member shall debate further on the question or speak any words except to request that the motion be read aloud.
- (3) When a question is put to vote, no member shall leave Council chambers until the vote is taken.
- (4) Any bylaw or resolution upon which there is an equality of votes shall be deemed to be defeated.
- (5) Pursuant to the Municipal Government Act, a councillor member must vote on a matter at a council meeting except where the person abstaining is prohibited from voting because of conflict of interest or pecuniary interest in accordance with the Municipal Government Act.
- (6) The vote on any matter shall be recorded.

4.15 Bylaws, Resolutions, and Policies

- (1) Draft Bylaws and policies shall be prepared at the request of Council or a committee by the appropriate committee or City staff, and shall be reviewed by the appropriate committee before being presented for approval. Copies of the drafts shall be included in the agenda packages according to City procedure.
- (2) Before a **Bylaw** is passed, it shall, in accordance with the Municipal Government Act, have three distinct and separate readings before it is adopted, but no more than two readings may take place at any one meeting of Council, unless unanimous consent is taken before third (3rd) reading.
- (3) Council shall vote on the motion for the first reading of the bylaw without amendment or debate.
- (4) When all amendments (if any) have been accepted or rejected, the motion for second reading of the bylaw as presented or amended shall be considered.
- (5) When a bylaw has received third reading and been passed, the Mayor shall declare the bylaw adopted, and it becomes a municipal enactment, effective immediately unless the bylaw itself provides otherwise.
- (6) Upon being passed, a bylaw shall be signed by the Chair of the meeting at which it was passed and by the CAO, and shall be embossed with the corporate seal of the City.
- (7) A bylaw which requires approval from the Province of Alberta shall receive two readings prior to the submission of a certified copy to the provincial authorities. The third reading may proceed only after the signed approval of the provincial authority is received.
- (8) **Resolutions or motions** shall come into effect as soon as they are passed unless they contain a deferred implementation.
- (9) **Policies** shall be presented for discussion, and passed by simple majority, and shall come into effect as soon as they are passed unless they contain a deferred implementation.
- (10) Upon being passed, a policy shall be signed by the Chair of the meeting at which it was passed and by the CAO,

4.16 Minutes

- (1) Minutes of all proceedings of regular and special Council and committee meetings shall be recorded in accordance with the Municipal Government Act.
- (2) At every regular Council and committee meeting minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.
- (3) Minutes shall include resolutions to go *in camera* and to adjourn the meeting.

- (4) The CAO (or designate) shall, as soon as possible after a meeting of the Council, prepare minutes of the meeting and circulate them to the members of Council or the committee.

4.17 Spokespersons

- (1) The Mayor speaks for the City unless that power is designated to another person, on a case-by-case basis only.
- (2) Individual Councillors or committee members have no authority to act outside established bylaws and policy.
- (3) Bylaws and Policy can only be initiated and must be approved by Council (with the exception of the Library Board).
- (4) Democratic process includes the right to debate, question, and discuss, but once a decision is made, Councillors and committee members must speak with one voice and practice and publicly defend all Council decisions.
- (5) Councillors and committee members should remember that advocacy and information for ratepayers are part of their responsibilities, but always within parameters set by Council decisions.
- (6) No special interests shall be promoted over the common interest.
- (7) Councillors and committee members who are approached about issues not covered by policy or bylaw shall bring such concerns to Council, and not attempt to resolve them; Council shall forward them to Administration or committee, as appropriate.

4.18 Repeal

- (1) Bylaw No.'s 071-BD-99, 185-BD-04, 227-BD-05 and 293-BD-07 of the City of Cold Lake and any amendments are hereby repealed.

4.19 Coming into Force

- (1) This bylaw shall come into full force and effect upon the final passing thereof.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23rd day of October, A.D. 2007, on motion by Councillor Rodden.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23rd day of October, A.D. 2007, on motion by Councillor Plain.

**CARRIED
UNANIMOUSLY**

CONSENT TO THIRD AND FINAL READING granted on motion by Councillor Taschereau.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 23rd day of October, A.D. 2007, on motion by Councillor Lay.

**CARRIED
UNANIMOUSLY**

CITY OF COLD LAKE

MAYOR

CHIEF ADMINISTRATIVE OFFICER

**CITY OF COLD LAKE
BYLAW #344-BD-08**

A BYLAW OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, TO PROVIDE FOR THE AMENDMENT OF COLD LAKE PROCEDURAL BYLAW NO. 308-BD-07 OF THE CITY OF COLD LAKE.

WHEREAS the Council of the City of Cold Lake deems it necessary to amend some Subsections of Section 4.8 of Procedural ByLaw No. 308-BD-07;

AND WHEREAS, it is deemed expedient to amend ByLaw No. 308-BD-07 of the City of Cold Lake,

NOW THEREFORE, under the authority of the Municipal Government Act, Chapter M-26.1, Statutes of Alberta, 1994, the Council of the City of Cold Lake, in the Province of Alberta, duly assembled, hereby enacts as follows:

1. Amend Section 4.8(6) to read as follows:

(6) Delegations (limited to Council meetings)
2. Add City Financial Reports as Section 4.8(7) after Section 4.8(6) Delegations and subsequently renumber subsections 7-11 to 8-12.
3. This ByLaw shall take effect upon third and final reading.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 28th day of October, A.D. 2008, on motion by Councillor Pelechosky.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 12th day of November, A.D. 2008, on motion by Councillor Pelechosky.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 12th day of November, A.D. 2008, on motion by Councillor Rodden.

**CARRIED
UNANIMOUSLY**

CITY OF COLD LAKE



MAYOR



CHIEF ADMINISTRATIVE OFFICER

CITY OF COLD LAKE
BYLAW #383-BD-10
A BYLAW TO AMEND BYLAW #308-BD-07

A BYLAW OF THE CITY OF COLD LAKE, IN THE PROVINCE OF ALBERTA, TO AMEND BYLAW 308-BD-07, THE PROCEDURAL BYLAW.

WHEREAS the Council of the City of Cold Lake deems it necessary to amend Subsection 4 & 17 of Section 4.7 of Procedural Bylaw No. 308-BD-07;

AND WHEREAS, it is deemed expedient to amend Bylaw No. 308-BD-07 of the City of Cold Lake,

NOW THEREFORE, under the authority of the *Municipal Government Act*, Chapter M-26, Revised Statutes of Alberta 2000, as amended, the Council of the City of Cold Lake, in the Province of Alberta, duly assembled, hereby enacts as follows:

1. Amend Section 4.7(4) to read as follows:

“4.7(4) Council shall hold its’ regular meetings on the second and fourth Tuesday of each month at **6:00 p.m.** in City Hall Council Chambers.”

2. Amend Section 4.7(17) to read as follows:

“4.7(17) Evening meetings shall be adjourned by **9:30 p.m.**, unless a resolution to continue is passed by simple majority.”

3. This Bylaw shall take effect upon third and final reading.

FIRST READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 14th day of December, A.D. 2010, on motion by Councillor Lay.

CARRIED
UNANIMOUSLY

SECOND READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 14th day of December, A.D. 2010, on motion by Councillor Vining.

CARRIED
UNANIMOUSLY

CONSENT TO THIRD AND FINAL READING granted on motion by Councillor Plain.

CARRIED
UNANIMOUSLY

THIRD AND FINAL READING passed in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 14th day of December, A.D. 2010, on motion by Deputy Mayor Buckle.

CARRIED
UNANIMOUSLY

CITY OF COLD LAKE



MAYOR



CHIEF ADMINISTRATIVE OFFICER

CITY OF COLD LAKE
BYLAW #618-AD-18 - COUNCIL CODE OF CONDUCT BYLAW
Unofficial Consolidation

Please note: in a bylaw that is “Unofficially Consolidated”, the original approved bylaw is updated to include all of the approved amendments to that bylaw

A BYLAW OF THE CITY OF COLD LAKE IN THE PROVINCE OF ALBERTA, TO ESTABLISH A COUNCIL CODE OF CONDUCT

PURSUANT to section 146.1(1) of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, municipalities must establish a code of conduct bylaw that governs the conduct of councillors;

WHEREAS Council wishes to establish a code of conduct to set a standard of behavior and actions of City of Cold Lake councillors, in order to:

- Build and inspire public trust and confidence in local government by upholding high standards and ideals;
- Promote public confidence by respecting the process established by Council for communicating with the public on behalf of Council or the City;
- Support effective decision-making through the processes set out in legislation and local bylaws for making decisions, including respect for the role of the chair;
- Promote service of the public interest and show leadership by upholding legislation, local bylaws, and policies adopted by Council;
- Promote the treatment of Council members, municipal employees, and others with dignity, understanding and respect;
- Promote public trust by refraining from using information in a way that would be detrimental to the public interest;
- Promote public trust by refraining from exploiting the position of Councillor for private reasons or that would bring discredit to the office;
- Promote the priority of municipal interests over the individual interests of councillors, and to refrain from seeking to influence decisions for personal reasons;
- Promote stewardship and public trust by refraining from the use of municipal assets or resources for personal reasons; and
- Promote effective leadership and personal development by accessing training opportunities.

WHEREAS Councillors have an obligation to act in the best interests of the rate payers of the City of Cold Lake and make all decisions for the betterment of the Cold Lake community; and whereas no provision of the code of conduct shall be interpreted to conflict with this obligation;

NOW THEREFORE, pursuant to the authority of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the City of Cold Lake duly assembled, enacts:

SECTION 1 - TITLE

- 1.1 This Bylaw shall be cited as the “Councillor Code of Conduct Bylaw”.

SECTION 2 - DEFINITIONS

In this Bylaw:

- 2.1 “Act” means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended;
- 2.2 “Administration” means staff of the City of Cold Lake;
- 2.3 “CAO” means the Chief Administrative Officer of the City of Cold Lake;
- 2.4 “City” means the municipal corporation of the City of Cold Lake, or the geographical area falling within the municipal boundaries of the City of Cold Lake, as the context requires;

- 2.5 “Conflict of Interest” means the situations which would breach Part 2 of the *Conflicts of Interest Act*, RSA 2000, c C-23 as defined in that Act;
- 2.6 “Council” and “Councillor” means all elected officials on the City of Cold Lake Council including the Mayor;
- 2.7 “Council Meeting” means Council meetings, Committee of the Whole meetings, Council Committee meetings, and at Special Council meetings;
- 2.8 “Gift or other advantage” means the definition used in section 2 of the *Conflict of Interest Act*, SC 2006, c 9:

Gift or other advantage means

- (a) an amount of money if there is no obligation to repay it; and
 - (b) a service or property, or the use of property or money that is provided without charge or at less than its commercial value.
- 2.9 “Pecuniary Interest” means the definition used in section 170 of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended:
- (1) Subject to subsection (3), a councillor has a pecuniary interest in a matter if
 - (a) the matter could monetarily affect the councillor or an employer of the councillor, or
 - (b) the councillor knows or should know that the matter could monetarily affect the councillor’s family.
 - (2) For the purposes of subsection (1), a person is monetarily affected by a matter if the matter monetarily affects
 - (a) the person directly,
 - (b) a corporation, other than a distributing corporation, in which the person is a shareholder, director or officer,
 - (c) a distributing corporation in which the person beneficially owns voting shares carrying at least 10% of the voting rights attached to the voting shares of the corporation or of which the person is a director or officer, or
 - (d) a partnership or firm of which the person is a member.

- 2.10 “Council Complaints Committee” means the Committee created by this Bylaw, and for each meeting of such committee, to be composed of all Councillors other than the one or more Councillors about whom a particular complaint is made. The quorum of this Committee is the majority of Council.

Amended by Bylaw 638-AD-19, March 12, 2019

SECTION 3 – CODE OF CONDUCT FOR COUNCILLORS

Representing the Municipality

- 3.1 Councillors shall uphold high standards and ideals by:
- 3.1.1 acting honestly and in good faith conducting themselves at all times in a manner befitting their position as an elected official and representative of the City;
 - 3.1.2 demonstrating fairness in all dealings, both personal and professional;
 - 3.1.3 demonstrating accountability and impartiality in all Council matters;
 - 3.1.4 considering the welfare and interests of the City as a whole and ensuring the welfare of the City as a whole supersedes the interest of any particular segment of the City.

Communicating on behalf of the Municipality

- 3.2 Councillors may make public statements on behalf of Council or the City when specifically authorized by Council to do so long as all applicable processes established by Council are followed.
- 3.3 Councillors may publicly express their opinions on Council matters so long as, the Councillor(s):
- 3.3.1 Ensure that it is clearly stated that the public statement reflects the personal opinion of the Councillor, not the opinion or position of Council;
 - 3.3.2 Does not undermine the standing of Council in the community;
 - 3.3.3 Ensure the statements are made with the utmost respect to the decision of Council, to all Councillor(s) and to any other person(s) associated with the decision.

- 3.4 Councillors shall not comment in public regarding the performance of any member of Administration, instead Councillors must refer any question of performance of Administration to the CAO.

Respecting the decision-making process

- 3.5 Councillors shall:
- 3.5.1 adhere to the decision-making processes set out in law including City bylaws;
 - 3.5.2 engage in respectful, fulsome, and healthy debate on all matters in Council Meetings;
 - 3.5.3 be impartial to discussion or presentation of any matter that requires a decision of Council;
 - 3.5.4 respect and support the decisions, resolutions, and direction of Council (made by majority vote of the Councillors) regardless of their personal view of the decision(s); and
 - 3.5.5 respect Council Meetings as the appropriate place to discuss and debate matters before Council.
- 3.6 Councillors shall not:
- 3.6.1 interrupt another Councillor or act in any way that could threaten another Councillor's right to feel confident to express his/her views at a Council Meeting;
 - 3.6.2 act in any way that would threaten another Councillor's right to address matters before Council in a full, open, transparent, and professional manner with the goal of good governance through healthy debate.
- 3.7 Councillors may meet with any person, including a person who may file an application/submission with the City in the future, a developer or special interest group, with the exception that
- 3.7.1 after Council has been notified that an application or submission has been filed where Council will have a decision making role in the approval process or a subsequent appeal, Councillors shall not discuss the application/submission with the applicant, developer or special interest group;
 - 3.7.2 after Council has been notified that a party has initiated legal action or is expected to initiate legal action, Councillors shall not discuss the matter with the applicant, developer or special interest group.
 - 3.7.3 Being notified for the purposes section 3.7 shall mean that the matter has been discussed by Council at a Council Meeting or Council has been formally made aware of an issue through briefing by the CAO.
- 3.8 Councillors may attend open houses or exchange information with potential applicants, developers, and special interest groups prior to a formal submission or application being submitted to Administration, however, the Councillor must,
- 3.8.1 Advise the person they have met with that:
 - 3.8.1.1 the Councillor can provide only general information on the process but cannot give any indication of the chance of success of the submission;
 - 3.8.1.2 they may wish to seek independent legal advice;
 - 3.8.1.3 they may wish to seek preliminary information prior to submitting their application by consulting with Administration;
 - 3.8.2 Forward any information received from an applicant, developer, or special interest group to the CAO who will record the information and determine whether further distribution or disclosure of the information is required; and
 - 3.8.3 Direct all development inquiries to Administration.

Adherence to policies, procedures and bylaws

- 3.9 Councillors shall uphold legislation, City bylaws, and policies.
- 3.10 Councillors shall avoid waste, abuse, and extravagance in the provision and use of public money remaining mindful that public money must be used for public good:
- 3.10.1 strictly adhering to all City guidelines addressing expenses and reimbursement;
 - 3.10.2 being open and accountable with respect to all expenditures, per diems, and/or any and all other expenses incurred;
 - 3.10.3 avoiding situations where an expenditure can be questioned as inappropriate and may cause adverse reaction that may result in undermining the standing of Council in the public eye.

Respectful interactions with councillors, Administration, the public and others

- 3.11 Councillors shall treat all people equally with dignity and respect regardless of race, culture, religion, language, gender, disability, or occupation providing adequate and substantive opportunity for persons to state their position on any matter before Council and ensuring equity of service.

- 3.12 When interacting with administration, Councillors shall:
 - 3.12.1 respect the professional opinions of Administration and be mindful that the CAO is exclusively responsible for directing Administration;
 - 3.12.2 not abuse relationships or interactions with Administration by attempting to take advantage of their position as Councillors;
 - 3.12.3 refrain from any behaviour which is, or may be perceived as, bullying of Administration; and
 - 3.12.4 direct all requests for information to the CAO.
- 3.13 Councillors shall not instigate, be involved with, or condone personal attacks on other Councillors, Administration or members of the public.

Confidential information

- 3.14 Councillors shall keep in the strictest confidence (including not releasing, disclosing, publishing, or commenting on):
 - 3.14.1 all information received during, and matters discussed “in camera” at Council Meetings until such information is disclosed at a public meeting;
 - 3.14.2 all matter discussed in confidence with another Councillor or Administration;
 - 3.14.3 all private correspondence, both oral and written, between Councillors and with the CAO until the parties agree that the information should be made public;
 - 3.14.4 any information to be treated as confidential in accordance with the *Act*;
 - 3.14.5 any information subject to solicitor client privilege unless expressly authorized by Council, through a Council resolution, to make public.
- 3.15 Councillors shall not use any information provided to Council or to a Councillor, or any information they have knowledge of by virtue of their position as a Councillor that is not in the public domain:
 - 3.15.1 in a way that would be detrimental to the public interest;
 - 3.15.2 for any purpose other than to exercise their role as Councillor;
 - 3.15.3 in any way that could cause harm, detriment or embarrassment to Council, other Councillors, Administration, members of the public or third parties;
 - 3.15.4 for any reason that may create a benefit for themselves.
- 3.16 Councillors shall sign an Oath of Confidentiality attached as Appendix “A” to this Bylaw.
- 3.17 Councillors shall at all times, recognize and act in accordance with, the *Freedom of Information and Protection of Privacy Act*, RSA 2000, c F-25 regarding the access, use and release of personal information.

Conflicts of Interest and/or Pecuniary Interest

- 3.18 Councillors shall rigorously avoid situations which may result in claims of pecuniary interest, conflict of interest or bias.
- 3.19 Councillors shall not exploit the position of Councillor for private reasons or any reason that would bring discredit to Council.
- 3.20 Councillors shall adhere to all pecuniary interest requirements in the *Act* (including disclosure and procedure requirements) where s/he may have (or may reasonably be perceived to have) a pecuniary interest.
- 3.21 In respect of pecuniary interests, it is each Councillor’s responsibility to:
 - 3.21.1 Decide whether or not s/he has a pecuniary interest, however, the Councillor may discuss their decision with Council and/or seek the advice of the Mayor and/or CAO;
 - 3.21.2 Seek independent legal advice, at their own cost, with respect to any situation which may result in pecuniary interest;
 - 3.21.3 Notify the Mayor or Chair of the meeting prior to the matter being considered, if a Councillor believes s/he may have a pecuniary interest in the matter.
- 3.22 If a Councillor believes s/he may have or may reasonably be perceived to have a conflict of interest, it is that Councillor’s responsibility to:
 - 3.22.1 Decide whether or not s/he has a conflict of interest, however, the Councillor may discuss their decision with Council and/or seek the advice of the Mayor and/or CAO;
 - 3.22.2 Seek independent legal advice, at his/her own cost, if s/he wishes;
 - 3.22.3 Notify the Mayor or Chair of the meeting of the potential conflict prior to the matter being considered (each time the matter arises before Council);
 - 3.22.4 Not discuss the matter with any Councillor publically or privately;
 - 3.22.5 ~~Leave the meeting room if the matter is discussed and not return until discussion has ended or voting on the matter has been concluded; with the exception that,~~

~~Councillors with a stated conflict of interest may stay in the meeting room, if the Councillor is seated in the gallery and addresses Council as a taxpayer, elector, or owner or if the Councillor has the right to be heard pursuant to the Act or any other enactment.~~

- 3.22.5 Leave the meeting room if the matter is discussed and not return until discussions has ended or voting on the matter has been concluded; with the exception that, Councillors with a stated conflict of interest may stay in the meeting room, if the Councillor is seated in the gallery and addresses Council as a taxpayer, elector, or owner who has the right to be heard pursuant to the Act or any other enactment.

Amended by Bylaw 638-AD-19, March 12, 2019

- 3.23 Councillors shall not accept a fee, gift or other benefit that is connected, directly or indirectly, with the performance of the Councillor's duties, subject to the following exception:
- 3.23.1 Councillors may accept gifts of appreciation, courtesy, symbolic donations, gifts of protocol or social obligation in accordance with section 7(3)(a), 7(3)(b) and 7(3)(c) of the *Conflicts of Interest Act*, RSA 2000, c C-23.
- 3.24 Should a Councillor be offered a gift exceeding the value indicated in section 7(3)(a), 7(3)(b), 7(3)(c) of the *Conflicts of Interest Act*, RSA 2000, c C-23 the Councillor shall inform the CAO of the offer.

Improper use of influence

- 3.25 Councillors shall not seek to influence decisions for personal reasons or make improper use of his/her position as a Councillor by:
- 3.25.1 Gaining or attempting to gain or advance, directly or indirectly, a personal or private interest for him/herself or another person;
- 3.25.2 Causing or attempting to cause detriment to Council, any Councillor, any member of Administration, the public, or third parties;
- 3.25.3 Seeking personal benefit or gain from any information obtain through his/her position as Councillor.

Use of municipal assets and services

- 3.26 Councillors shall not use municipal assets or resources for personal reasons or personal profit.
- 3.27 During a general election, Councillors shall not use, authorize or request that Administration use public resources in any way that could
- 3.27.1 influence the electorate except to support the actual election process;
- 3.27.2 provide an undue advantage for any candidate;
- 3.27.3 be used for campaigning purposes (even if the use of City equipment, facilities or resources had otherwise been used as a part of the regular delivery of their duties).
- 3.28 During an election, Councillors shall not use City assets for campaigning or in any way that could result in an advantage to their campaign.

Orientation and other training attendance

- 3.29 Councillors shall become informed about the business of Council and all legislative requirements. Should a councillor become aware that he/she does not understand the business of Council, it is the Councillors responsibility to take all necessary steps to educate themselves so they may perform their duties.
- 3.30 Councillors shall access training opportunities for professional development.
- 3.31 Councillor orientation provided by administration following an election shall be mandatory. If extenuating circumstances prevent a Councillor from attending the mandatory training, it is the Councillor's responsibility to make alternate arrangements.

SECTION 4 – ACCOUNTABILITY

- 4.1 Any resident, business owner, or taxpayer of the City of Cold Lake may make a complaint if s/he has reason to believe a Councillor may have violated section 3 of this Bylaw by completing the Elected Official Complaint Form (attached as Appendix "B") and providing it to the Manager of Legislative Services as per the form's instructions. The complainant must:
- 4.1.1 provide their name when making the complaint;
- 4.1.2 make the complaint within sixty (60) days from the date on which the complainant knew, or ought to have known, that the breach of the code of conduct occurred;

complaints that the code of conduct was breached more than 60 days prior, will not be considered.

4.2 All complaints received by a Councillor in accordance with section 4.1 shall be processed in accordance with this Bylaw.

4.3 A copy of the completed Elected Official Complaint Form will be delivered to the Councillor who is alleged to have breached the Code of Conduct.

~~4.4 The Mayor (or Deputy Mayor) shall call and Chair a special in-camera Council Meeting to determine the validity of the complaint, during which:~~

~~4.4.1 All Councillors shall be provided with a copy of the Complaint Form and given an opportunity to ask questions;~~

~~4.4.2 The Councillor alleged to have breached the Code of Conduct shall answer questions from the other Councillors and be given an opportunity to respond to the allegations and provide additional information concerning the allegations;~~

~~4.4.3 The Chair may determine that additional information is required to determine the validity of the complaint;~~

~~4.4.4 The complaint shall be deemed valid by a two-thirds majority vote of the members of Council, who are present, no later than forty-five (45) days following receipt of the complaint.~~

4.4 The Council Complaints Committee is formed for the purposes set out below. The Mayor (or Deputy Mayor) shall call and Chair a meeting of the Council Complaints Committee which shall consider in-camera the validity of the complaint, and during which:

4.4.1 All Councillors shall be provided with a copy of the Complaint Form and given an opportunity to ask questions;

4.4.2 The Councillor alleged to have breached the Code of Conduct has a right to be heard by the Committee and shall answer questions from the other Councillors and be given an opportunity to respond to the allegations and provide additional information concerning the allegations;

4.4.3 The Chair may determine that additional information is required to determine the validity of the complaint;

4.4.4 The complaint may be determined to be valid by a two-thirds majority vote of the members of the Committee, who are present, but excluding any Councillor about whom the complaint under consideration is made, no later than forty-five (45) days following receipt of the complaint, unless the Council Complaints Committee passes a motion to extend the period beyond the forty-five (45) day deadline.

Amended by Bylaw 638-AD-19, March 12, 2019

~~4.5 Where a complaint is deemed to be valid in accordance with section 4.4, the appropriate sanction shall be determined by a two-thirds majority vote of the members of Council, who are present when the complaint is considered, from any or all of the following options:~~

~~— 4.5.1 a letter of reprimand addressed to the Councillor;~~

~~— 4.5.2 requesting the Councillor to issue a letter of apology;~~

~~4.5.3 publication of a letter of reprimand or request for apology and the Councillor's response;~~

~~— 4.5.4 a requirement to attend training;~~

~~4.5.5 suspension or removal of the appointment of a Councillor as the deputy Mayor or acting Mayor under section 152 of the Act;~~

~~4.5.6 suspension or removal of the Mayor's presiding duties under section 154 of the Act;~~

~~4.5.7 suspension or removal from some or all council committees and bodies to which council has the right to appoint members;~~

~~4.5.8 reduction or suspension of remuneration as defined in section 275.1 of the Act corresponding to a reduction in duties, excluding allowances for attendance at council meetings.~~

4.5 Where a complaint is deemed to be valid in accordance with section 4.4, the appropriate sanction shall be determined by a two-thirds majority vote of the members of the Committee, but excluding any Councillor about whom the complaint under consideration is made, who are present when the complaint is considered, from any or all of the following options:

4.5.1 a letter of reprimand addressed to the Councillor;

4.5.2 requesting the Councillor to issue a letter of apology;

4.5.3 publication of a letter of reprimand or request for apology and the Councillor's response;

4.5.4 a requirement to attend training;

- 4.5.5 suspension or removal of the appointment of a Councillor as the deputy Mayor or acting Mayor under section 152 of the *Act*;
- 4.5.6 suspension or removal of the Mayor’s presiding duties under section 154 of the *Act*;
- 4.5.7 suspension or removal from some or all council committees and bodies to which council has the right to appoint members;
- 4.5.8 reduction or suspension of remuneration as defined in section 275.1 of the *Act* corresponding to a reduction in duties, excluding allowances for attendance at council meetings;

Amended by Bylaw 638-AD-19, March 12, 2019

- 4.6 In accordance with section 146.1(4) of the *Act*, a Councillor must not be disqualified or removed from office for a breach of the Code of Conduct.

SECTION 5 – OATH OF OFFICE & STATEMENT OF ETHICS

- 5.1 Councillors shall swear/affirm an oath of office in accordance with section 156 of the *Act*, and the *Oaths of Office Act*, RSA 2000, c O-1 s. 2 attached as Appendix “C” to this Bylaw.
- 5.2 Councillors shall swear/affirm a Statement of Code of Ethics and Conduct attached as Appendix “D” to this Bylaw.

SECTION 6 – REVIEW

- 6.1 This bylaw shall be reviewed at least every four (4) years.

SECTION 7 – ENACTMENT

- 7.1 This Bylaw shall come into full force and effect at the beginning of the day on which it receives third and final reading.

FIRST READING passed in open Council duly assembled in the City of Cold Lake in the Province of Alberta, this 27th day of March, A.D. 2018, on motion by Councillor Lefebvre.

**CARRIED
UNANIMOUSLY**

SECOND READING passed in open Council duly assembled in the City of Cold Lake in the Province of Alberta, this 27th day of March A.D. 2018, on motion by Councillor Soroka.

**CARRIED
UNANIMOUSLY**

THIRD AND FINAL READING passed as amended in open Council duly assembled in the City of Cold Lake, in the Province of Alberta, this 24th day of April, A.D. 2018, on motion by Councillor Grau.

**CARRIED
UNANIMOUSLY**

Executed this __ day of _____, 2018

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Appendix “A”



City of
Cold Lake

Elected Official – Oath of Confidentiality

I, _____ of _____ solemnly swear/affirm to the following during and after my term as an elected official with the City of Cold Lake:

1. I acknowledge that any information that I may obtain from, or through my access to, the City of Cold Lake facilities is deemed to be confidential information.
2. I will not use, disclose, communicate or transfer any confidential information, except as required in the performance of my role.
3. I will not allow any unauthorized person(s) to inspect or have access to any record containing confidential information, regardless of media format.
4. I will not discuss confidential information when a member of the public is present.
5. I will not leave confidential information in open view of any member(s) of the public.
6. I will report any unauthorized access of confidential information to the City as soon as I become aware that such an incident has occurred.
7. I will not remove any records containing confidential information from the City of Cold Lake property, unless expressly authorized in writing to do so, and I will return such records upon conclusion of my term as an elected official or as requested by the City.
8. I understand that this oath/affirmation survives the conclusion of my term as an elected official and that noncompliance could result in repercussions in accordance with the Council Code of Conduct Bylaw, and I may be fined and/or face civil penalties should I breach this agreement even after my term has ended.

I ACKNOWLEDGE that I have read, understood and voluntarily agree with these terms.

SWORN/AFFIRMED BEFORE ME

on _____, 20____
at _____ Cold Lake _____, Alberta.

Commissioner for Oaths
in and for Alberta



Signature of Elected Official

5513 - 48 Avenue, Cold Lake, AB • T9M 1A1 • Ph: 780-594-4494 • Fax: 780-594-3480

Information on this form is collected for the sole use of the City of Cold Lake and is protected under the authority of the *Freedom of Information and Protection of Privacy Act*, Sec. 33 (c) which regulates the collection, use and disclosure of personal information.

Form 12-00-04

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Appendix “B”



City of *Cold Lake*

ELECTED OFFICIAL COMPLAINT FORM
(Section 4 of Bylaw No. 618-AD-18, Council Code of Conduct)

Mayor and Council, City of Cold Lake
5513 48 Avenue
Cold Lake, AB, T9M 1A1

Person Making Complaint

Name: _____

Address: _____

Phone: (H) _____ (W) _____ E-Mail: _____

I would like to make a complaint that an elected official of the City of Cold Lake has breached Bylaw No. 618-AD-18, Council Code of Conduct. I make this complaint in accordance with section 4 of that Bylaw.

Complaint Information

Name of Councilor(s): _____

The situation that gives rise to the complaint occurred on: _____

Section of *Bylaw No. 618-AD-18, Council Code of Conduct* that was breached: _____

Please explain the actions/inactions of the Councilor related to the complaint:

Please note that this form will be provided to the City of Cold Lake Manager of Legislative Services. This complaint will be processed in accordance with the Bylaw No. 618-AD-18, Council Code of Conduct.

Signature

Date

Please return your complete form to the Manager of Legislative Services
at City Hall or by email to: electedofficialcomplaints@coldlake.com

5513 - 48 Avenue, Cold Lake, AB • T9M 1A1 • Ph: 780-594-4494 • Fax: 780-594-3480

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Municipal Government Act, RSA 2000, c M-26, as amended s. 156
Oaths of Office Act, RSA 2000, c O-1 s. 2

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Appendix “D”



Elected Official – Statement of Code of Ethics and Conduct

I, _____ of _____ solemnly swear/affirm to the following during my term as an elected official with the City of Cold Lake:

- 1. I will uphold the City of Cold Lake Council Code of Conduct at all times.
- 2. I have read and understand City of Cold Lake Bylaw No. 618-AD-18, Council Code of Conduct Bylaw, and further agree to all the terms and conditions as specified.

I ACKNOWLEDGE that I have read, understood and voluntarily agree with these terms.

SWORN/AFFIRMED BEFORE ME
on _____, 20____
at _____ Cold Lake _____, Alberta.

Commissioner for Oaths
in and for Alberta

}

Signature of Elected Official

5513 - 48 Avenue, Cold Lake, AB • T9M 1A1 • Ph: 780-594-4494 • Fax: 780-594-3480

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STAFF REPORT

Title: Policy No. 208-RC-19 - Trails and Sidewalks Winter Maintenance

Meeting Date: November 19, 2019

Executive Summary:

The City of Cold Lake is committed to providing a cost effective snow removal program aimed at a safe and reliable walking and cycling network through the City.

The objective of the Trails and Sidewalks Winter Maintenance Policy is to provide residents of Cold Lake a safe and reliable walking and cycling network through the City, as soon as possible, while striving minimize the impact on the environment. This will be accomplished by utilizing a predetermined, prioritized maintenance procedure.

The purpose of this report is to present to Council the Trails and Sidewalks Winter Maintenance Policy for discussion with the aim of presenting the policy at the November 26, 2019 Council meeting. Administration is anticipating Council provide feedback on the service levels for various parts of the community.

Background:

The City of Cold Lake will provide an efficient, cost-effective means to snow removal and provide trail and sidewalk maintenance within the City's trail and sidewalk system utilizing an establishment of priority ranking system to ensure a predicable equitable service.

Alternatives:

Council may consider the following options:

1. Council may direct administration to present the Trails and Sidewalks Winter Maintenance Policy to the November 26, 2019 Council meeting for discussion and adoption.
2. Council may receive this report as information.

Recommended Action:

That Council direct administration to present the Trails and Sidewalks Winter Maintenance Policy to the November 26, 2019 Council meeting for discussion and adoption.

Budget Implications (Yes or No):

Yes



City of *Cold Lake*

Submitted by:

Kevin Nagoya, Chief Administrative Officer



Trails and Sidewalks Winter Maintenance

POLICY NUMBER: 208-RC-19

Approval Date: _____

Revise Date: _____

Motion Number: _____

Repeal Date: _____

Supersedes: _____

Review Date: _____

1.0 Policy Intent

The City of Cold Lake is committed to providing a cost effective snow removal program aimed at maintaining a safe and reliable walking and cycling network through the City.

2.0 Purpose

The objective of the Trails and Sidewalks Winter Maintenance Policy is to provide residents of Cold Lake safe and reliable walking and cycling network through the City, as soon as possible, while striving minimize the impact on the environment. This will be accomplished by utilizing a predetermined, prioritized maintenance procedure.

The Trails and Sidewalks Winter Maintenance Policy is not designed or intended to eliminate all hazardous conditions.

3.0 Policy Statement

The City of Cold Lake will provide an efficient, cost-effective means to snow removal and provide trail and sidewalk maintenance within the City's trail and sidewalk system utilizing an establishment of priority ranking system to ensure a predicable equitable service.

4.0 Managerial Guidelines

GENERAL:

4.1 Snow Removal Priority Descriptions

The following table outlines the priority ranking for trail and sidewalk snow removal.

**Trails and Sidewalk Winter Maintenance Policy
Priority Ranking and Identification Schematic**

PRIORITY RANKING	IDENTIFICATION COLOR	DESCRIPTION CLASSIFICATION
Priority 1	Red	Trail system and sidewalks associated with major arterial roadways (Millennium Trail) Kinosoo Beach Lakeshore Drive
Priority 2	Blue	Trail systems and sidewalks associated with minor arterial roadways
Priority 3	Green	Trail systems and sidewalks associated with collector / local roadways, parks and public utility lots

4.2 **Level of Service**

The following table outlines the service level description for the various priority ranks for the provisions of removing snow:

**Trails and Sidewalks Winter Maintenance Policy
Priority Ranking/Service Level Description**

PRIORITY RANKING	SERVICE LEVEL DESCRIPTION
Priority 1	Snow is cleared within 24 hours (Trigger: 1 cm or more of accumulated snow)
Priority 2	Snow is cleared within 48 hours (Trigger: 1 cm or more of accumulated snow)
Priority 3	Snow is cleared within 72 hours (Trigger: 1 cm or more of accumulated snow)

4.3 **Clearing Operations**

4.3.1 Snow Removal operations will be undertaken during normal working hours and work days except in the following circumstances:

- 4.3.1.1 Emergency response to RCMP, Bylaws Services, Fire/Rescue Services;
- 4.3.1.2 Snowfall accumulation exceeds 20 centimeters;
- 4.3.1.3 Snow drifting creates a variance in amounts of snow accumulated;
- 4.3.1.3 Wind action and drifting creates matters of safety e.g. visibility when operating equipment;
- 4.3.1.4. Temperatures are below minus thirty degrees Celsius (-30°C);
- 4.3.1.5 Should another snow fall event occurs before all trails and sidewalks are fully cleared, snow removal priorities will reset to Priority 1.

4.4 **Physical Snow Removal Model**

The physical removal of snow will be completed utilizing the following techniques:

- 4.4.1 In the area where there is space available on one or both sides of the trail, snow will be pushed to either side.
- 4.4.2. Property owners will be responsible for the clearing of sidewalks and driveways of residual snow left by the snow clearing equipment;
- 4.4.3 Snow from private and commercial/industrial properties shall not be disposed of on City sidewalks, streets or boulevards. Snow shall be disposed of on the owner's property where possible or in designated snow sump sites. All costs associated with the disposal of snow from private property will be the responsibility of the property owners.

4.5 **Sanding Operations**

- 4.5.1 Sanding operations will be undertaken during normal working hours and work days. The work will be completed on a priority basis similar to 4.2 Level of Service and 4.3 Snow Clearing.
- 4.5.2 The following locations shall receive sanding:
 - 4.5.1.1 Crosswalks;
 - 4.6.1.2 Areas with a high pedestrian and vehicle interaction;
 - 4.5.1.3 Any other area where trails or sidewalk conditions are unsafe and warrant sanding.

5.0 **References**

- 5.1 Environmental Protection and Enhancement Act – Alberta (EPEA)
- 5.2 Canadian Environmental Protection Act (CEPEA).

6.0 **Persons Affected**

Citizens of Cold Lake, Department of Facilities and Parks Department, and Community Services of the City of Cold Lake.

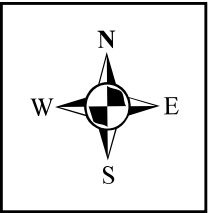
7.0 **Revision/Review History**

Date

Chief Administrative Officer

Date

Mayor



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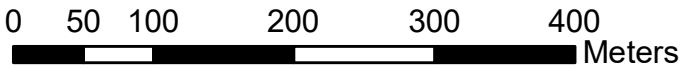
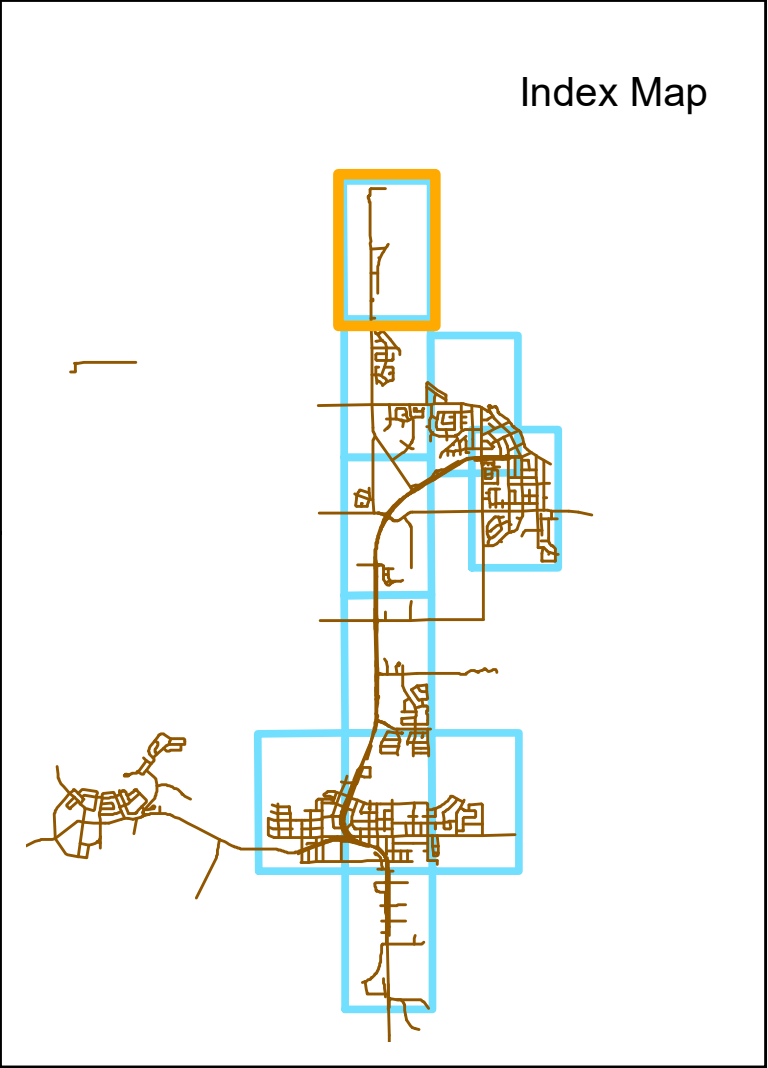
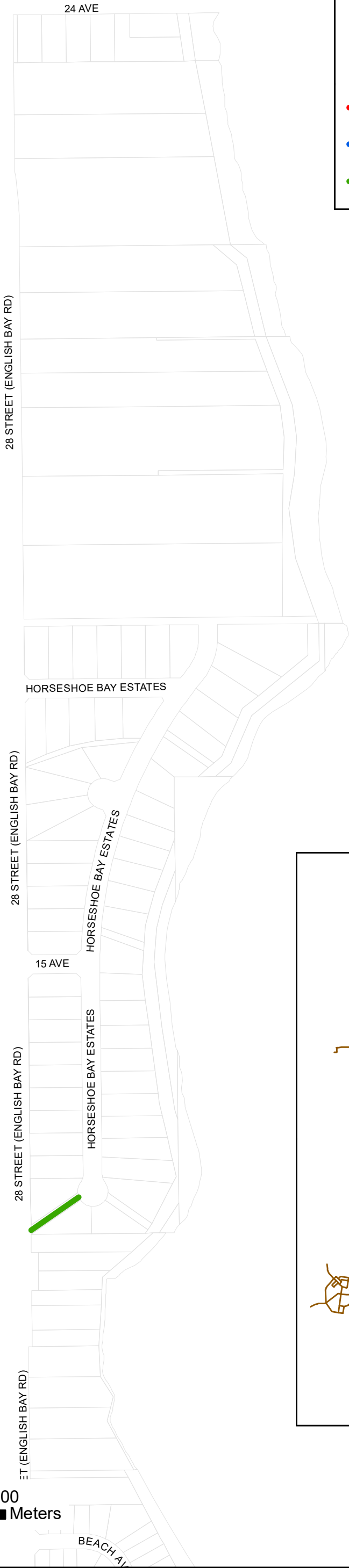
Walking Trail Maintenance

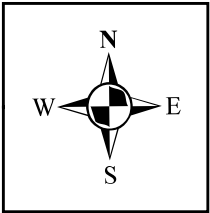
Snow Clearing

Priority 1

Priority 2

Priority 3





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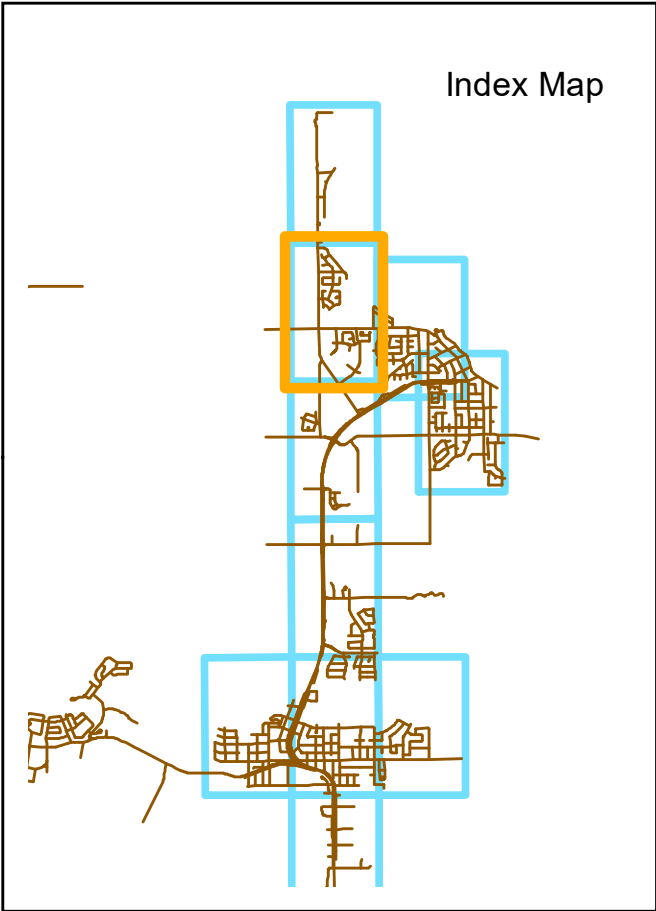
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Snow Clearing

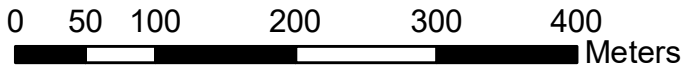
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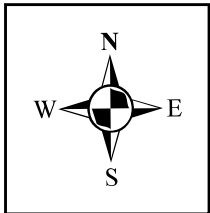
Priority 2

Priority 3



TOWNSHIP RD 634





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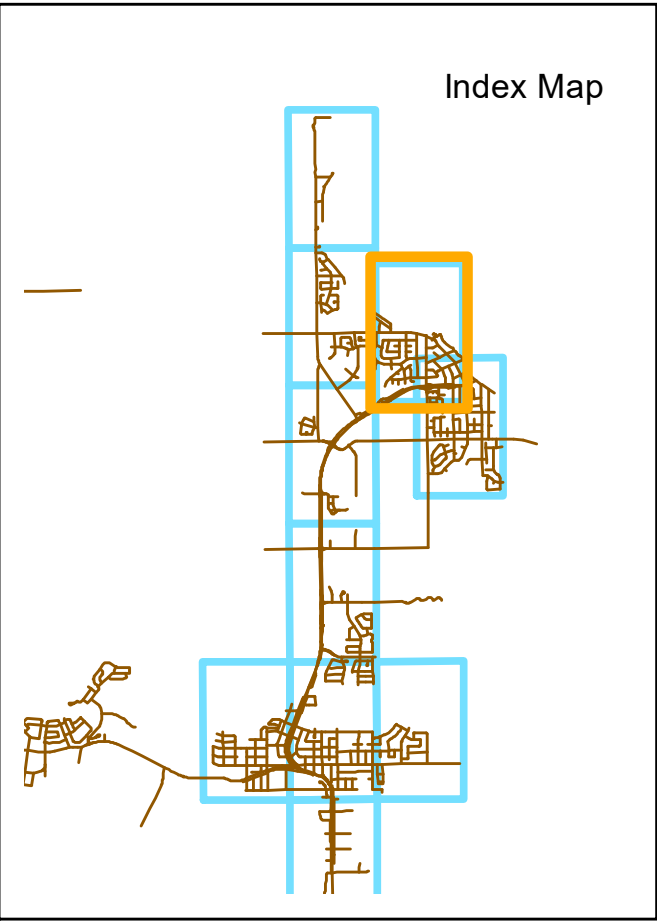
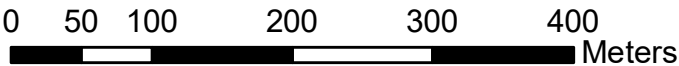
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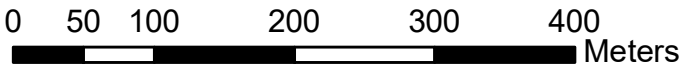
Snow Clearing

Priority 1

Priority 2

Priority 3

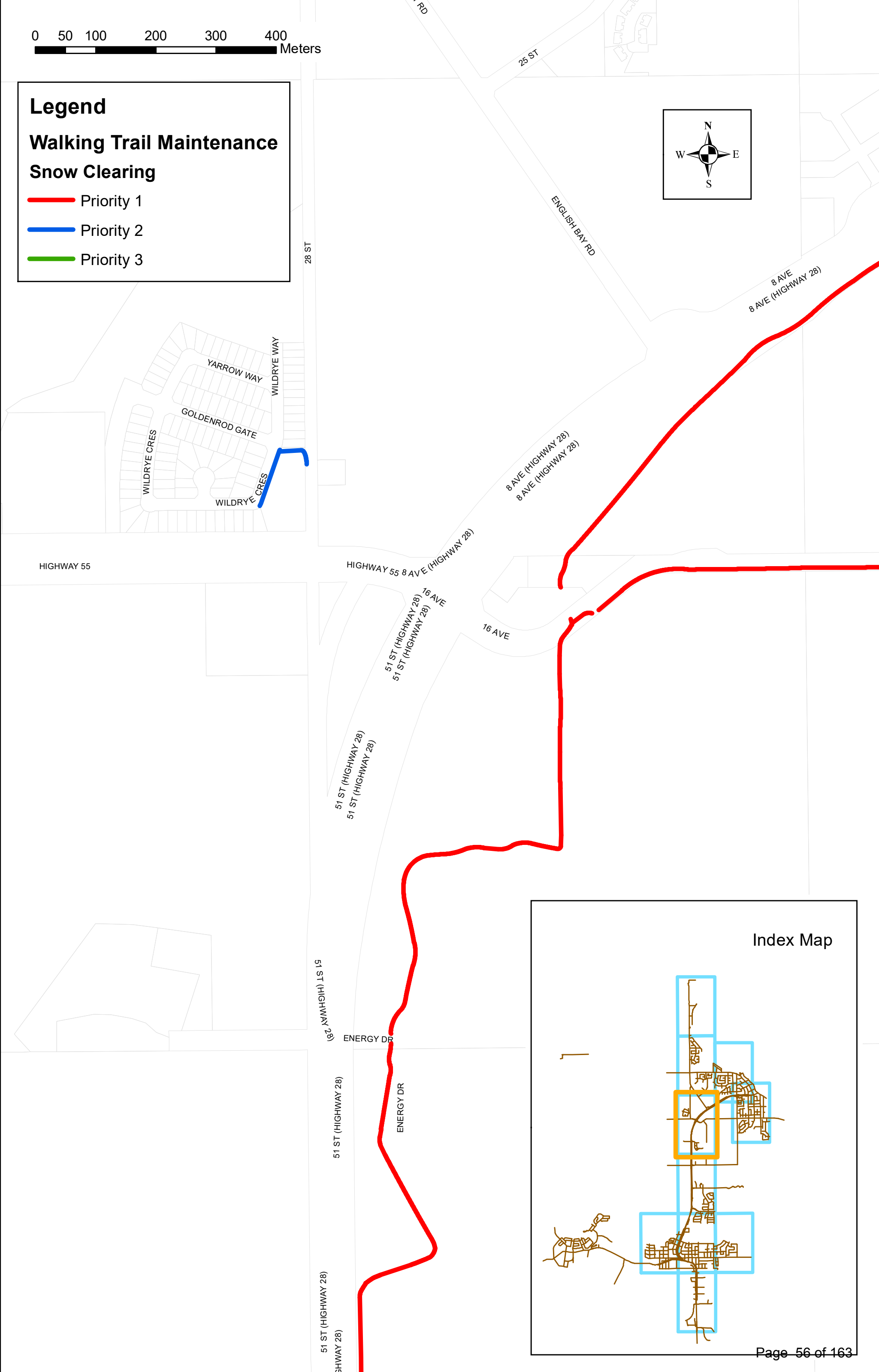
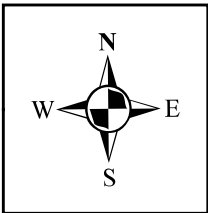




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Walking Trail Maintenance
Snow Clearing

- Priority 1
- Priority 2
- Priority 3



Index Map



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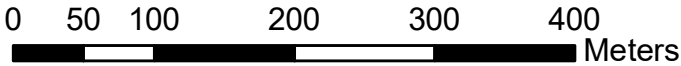
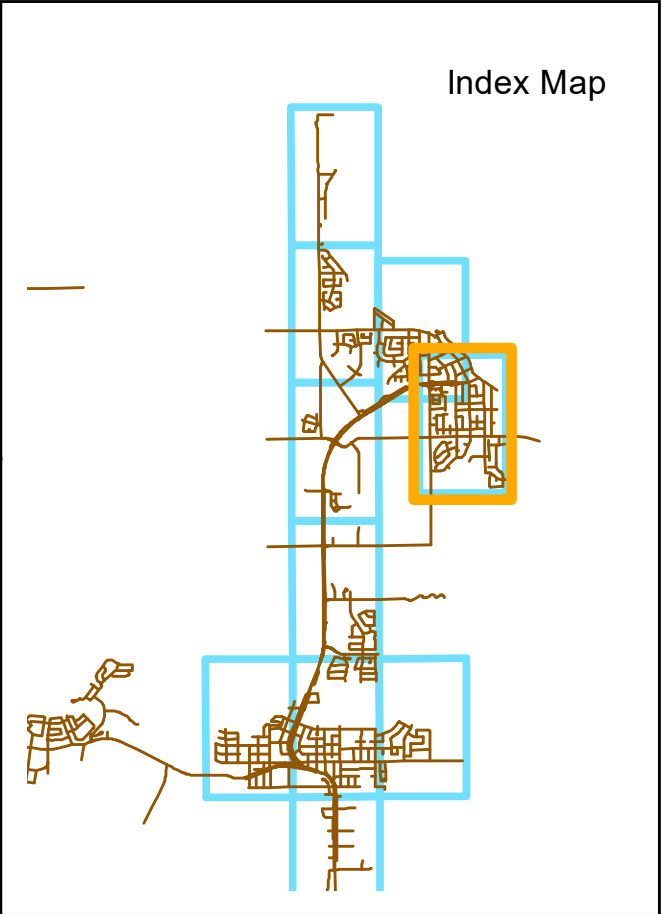
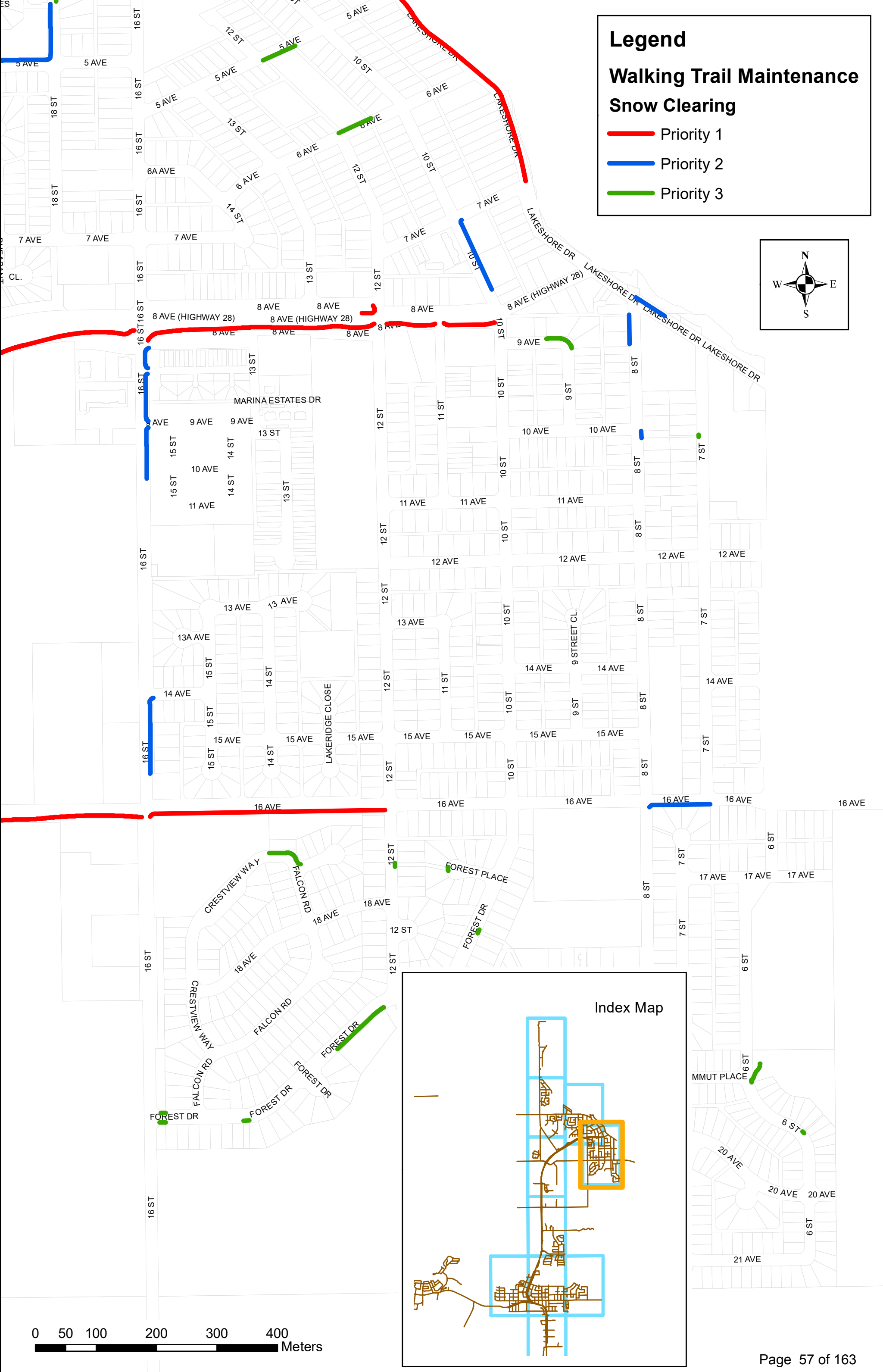
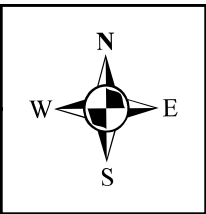
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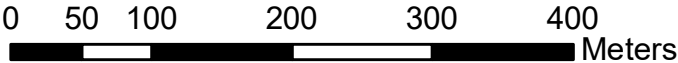
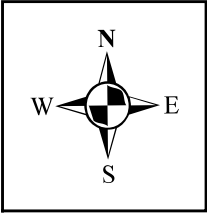
Snow Clearing

Priority 1

Priority 2

Priority 3





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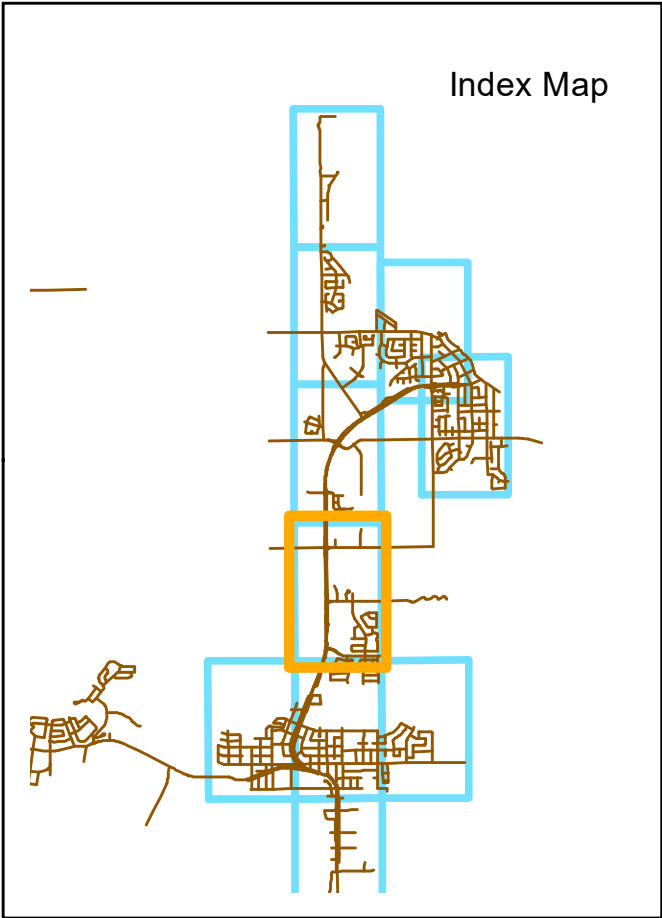
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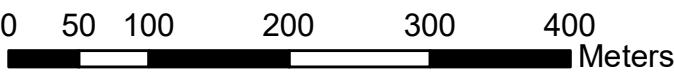
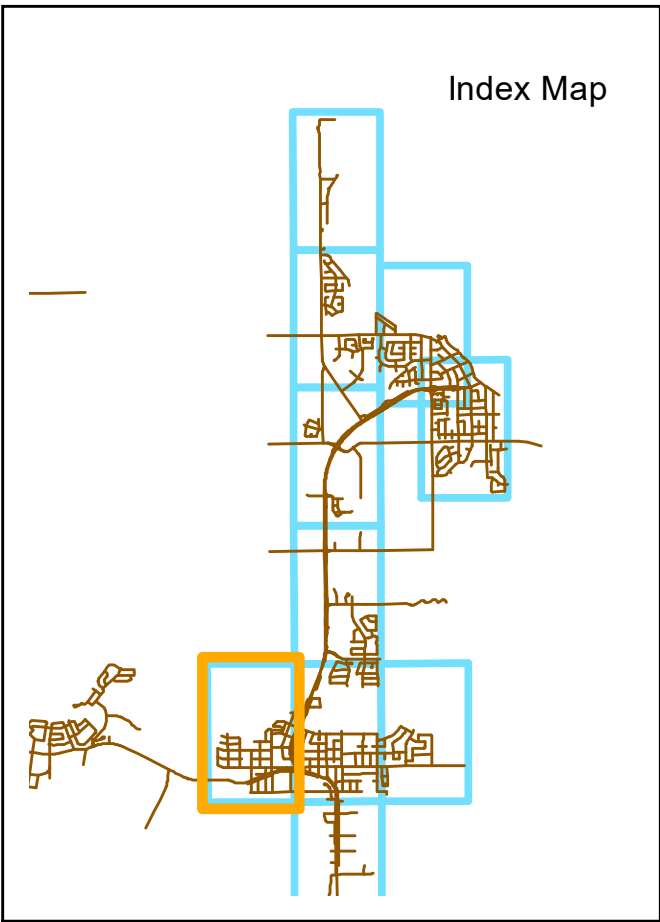
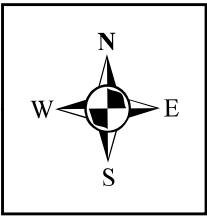
Snow Clearing

Priority 1

Priority 2

Priority 3



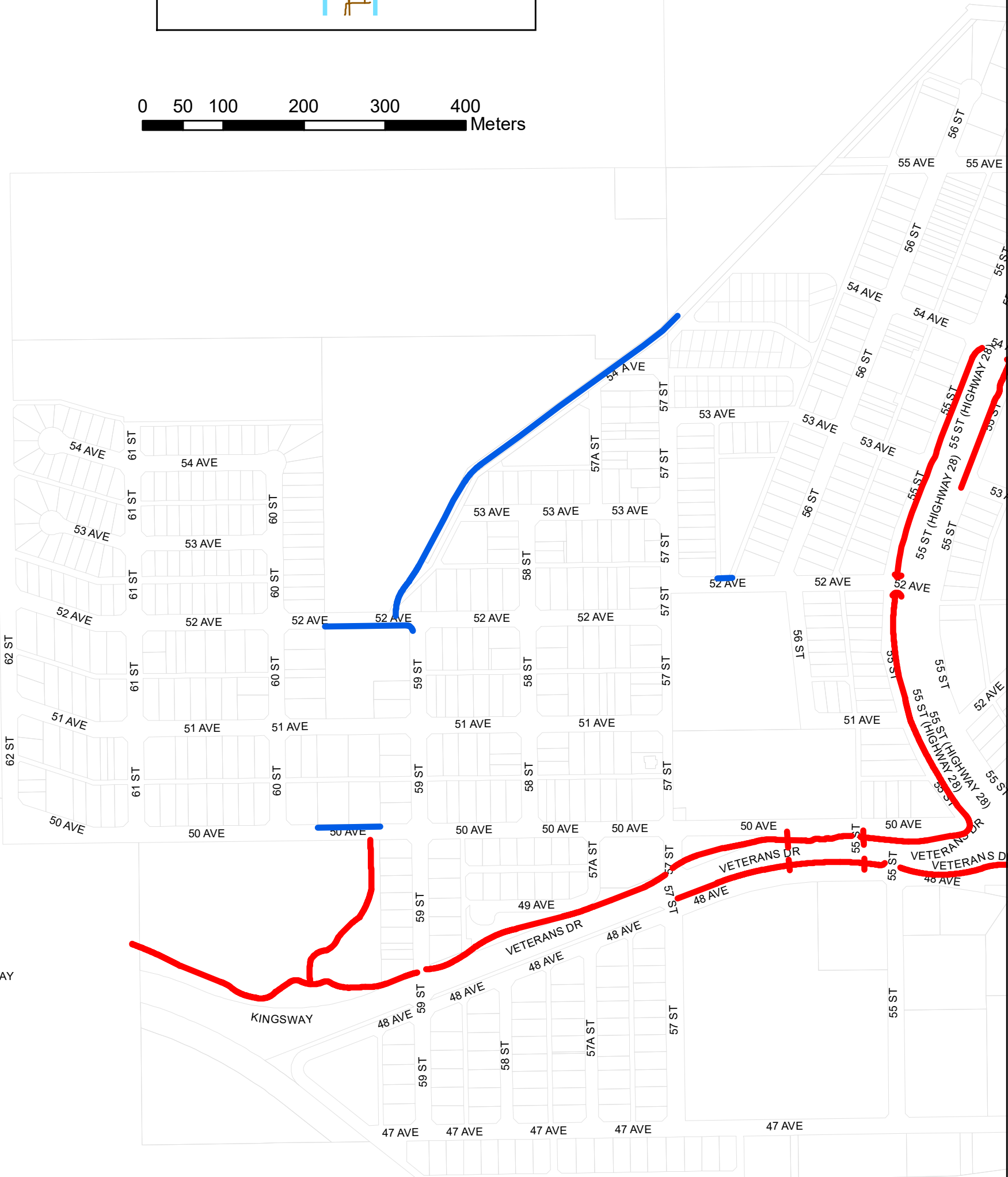


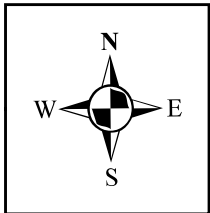
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Walking Trail Maintenance

Snow Clearing

- Priority 1
- Priority 2
- Priority 3



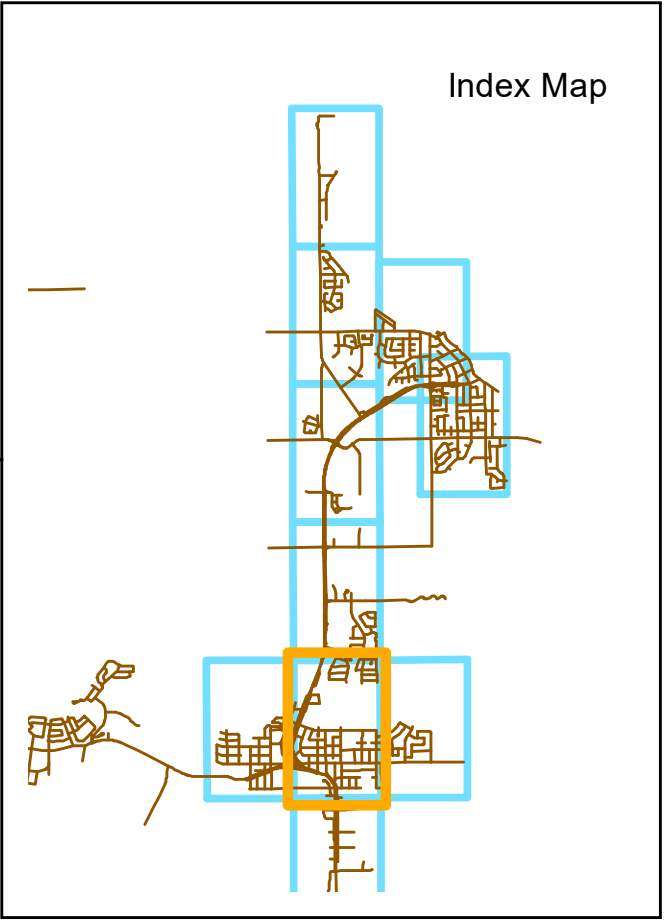


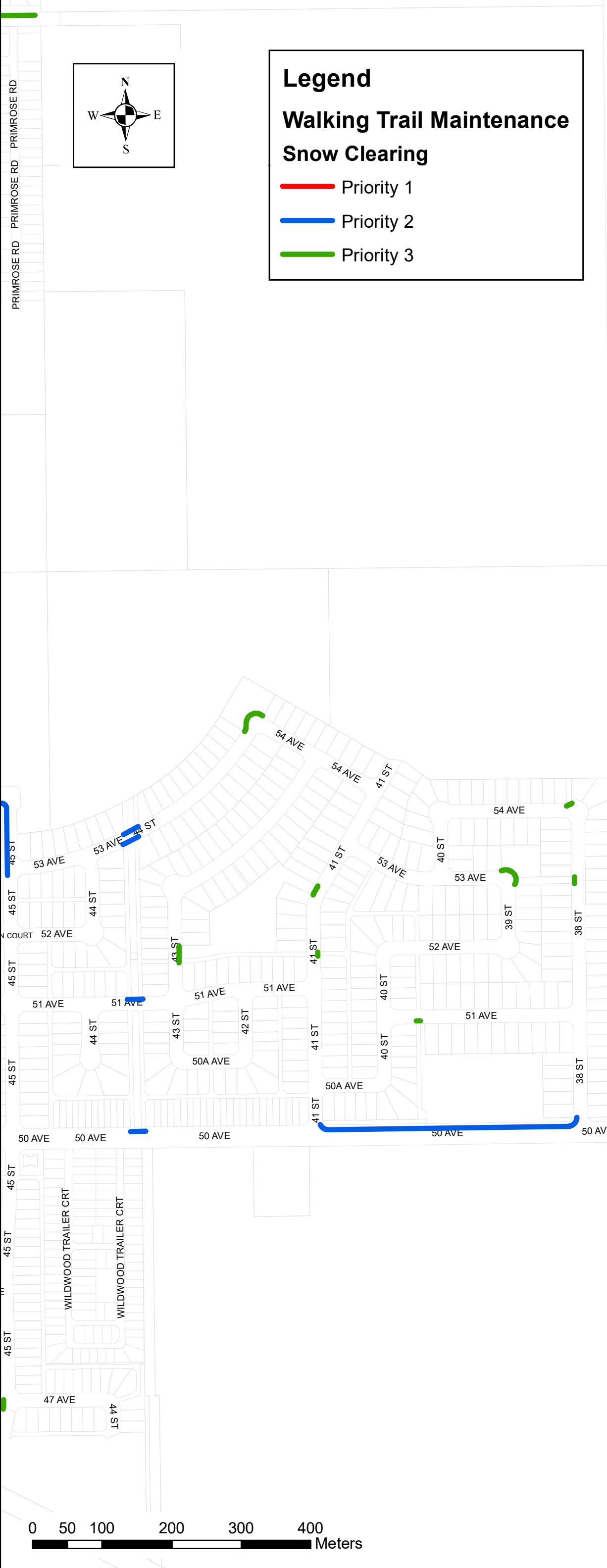
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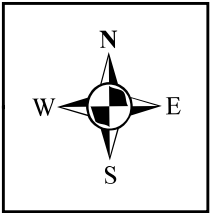
Walking Trail Maintenance

Snow Clearing

- Priority 1
- Priority 2
- Priority 3







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Walking Trail Maintenance Snow Clearing

- Priority 1
- Priority 2
- Priority 3

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STAFF REPORT

Title: Alberta Children's Services Ministry's New Family Resource Network

Meeting Date: November 19, 2019

Executive Summary:

The City of Cold Lake through its Family and Community Support Services (FCSS) and network service partners provides locally driven, preventative, social initiatives with the aim to promote healthy environments and positive experiences at critical stages in development offering the greatest benefit to individuals, families and communities.

In an announcement on November 4, 2019, effective March 31, 2020, the Alberta Children's Services Ministry is cancelling approximately 450 grants and contracts with 300 organizations that operate Parent Link Centres and other aligned programs.

Administration has received letters from Alberta Children's Services and Family and Community Support Services Association of Alberta, November 4th and 5th respectively, informing the City that the grants for Parent Link services, Indigenous Enhancement, and Early Childhood Coalition will end March 31, 2020.

The Alberta Children Services Ministry has announced the Family and Community Resiliency Division's new comprehensive network design for prevention and early intervention services across the province. The Government encourages interested service providers to submit an Expression of Interest by January 16, 2020.

The purpose of this report is to brief Council on the recent announcement from Alberta Children Services Ministry respecting the cancellation of funding to Parent Link Centers and the steps taken moving forward with this shift in services delivery.

Background:

In response to the recent announcements, administration has created a vendor account with the Alberta Government on the Alberta Purchasing Connection (APC) in preparation of filing an Expression of Interest with Children's Services, Family and Community Resiliency Division ahead of fully comprehending service expectations. The City, may up to the closing date, withdraw its' Expression of Interest (EOI). Of note, this is the largest procurement process the Government of Alberta has introduced in the past twenty years.

Initial observations of the Expression of Interest documents provided by Children's Services, Family and Community Resiliency Division are:



- The Parent Link Center (PLC) model has been replaced with the Family Resource Network (FRN) model.
- The City's participating community partners has shifted to include Athabasca County, Lac La Biche and Plamondon. Previous partners were, Town of St. Paul, Town of Bonnyville and Lac La Biche County. The realignment is not yet imposed by the Government, however it is suggested the City consider the realignment.
- The five core service areas of the PLC model Early Childhood Development and Care, Parent Education, Family Support, Information and Referrals, and Developmental Screening has been replaced with three core service areas under FRN model; Child Development and Well-being, Caregiver Capacity-building, and Social Connections.
- Definition of "child" has changed to read "young people between the ages of 0 – 18". This is a significant shift as Parent Link Centres delivered services to ages 0 - 5 while child and youth programs delivered by FCSS were ages 6 - 18.
- Programs previously provide by FCSS may now be provided under the FRN model.
- Specific programs under the FRN model, e.g. in-home parenting education and family support services, may be contracted.
- FCSS service levels are expected to shift to align with the FRN model.
- Regional budget allocation presented in the documents, keeping in mind that provincial allocations are based on proposal submissions, are encouraging. Preliminary indication is that funding for the Family Resource Network (FRN) will be consistent with 2019 PLC funding allocations.

Moving forward, a number of essential information sessions are scheduled with Alberta Children Services Ministry. The City has been encouraged to submit questions prior to the first question and answer session November 14, 2019.

Alternatives:

No specific alternative are being articulated at this time.

Recommended Action:

The intent of this report is to solicit feedback and field questions respecting the potential impact to FCSS serve levels.

Budget Implications (Yes or No):

Yes

Submitted by:

Kevin Nagoya, Chief Administrative Officer

November 4, 2019

Kim Schmitz, FCSS Manager
City of Cold Lake
5513 - 48 Avenue
Cold Lake, AB T9M 1A1

Dear Kim,

On behalf of Children's Services, I would like to acknowledge and thank you for the strong and cooperative working relationship your agency has with us. I appreciate and value the services you have offered to strengthen families in our province.

Children's Services has adopted the [Well-Being and Resiliency Framework](#) to guide our efforts to enhance prevention and early intervention services for children, youth and families. The Framework's goal is to provide a consistent province-wide approach to our investments in prevention and early intervention services, create a continuum of services and supports that reflect current evidence related to brain science, and incorporate Indigenous perspectives and worldviews. The Framework is available at open.alberta.ca; search "Well-Being and Resiliency Framework".

Children's Services is re-designing its approach to service delivery to align with the Framework and ensure equitable access to evidence-based prevention and early intervention services throughout the province and among age groups. Our goal is to create networks that provide a range of universal, targeted and intensive services.

The Government of Alberta is moving forward to meet its goal of fairness, transparency and accountability in all grant and contracting processes. The Family and Community Resiliency Division's new comprehensive network design for prevention and early intervention services across the province will be introduced through an Expression of Interest. We hope to engage providers, such as yourself, who are interested in providing these services to work collaboratively in submitting proposals.

.../2

This letter is your formal notification that your grants: ACS250543 Parent Link; ACS251491 PLC Indigenous Enhancement; will end on March 31, 2020 and will not be renewed. As of April 1, 2020 Children's Services will no longer be funding this program in its current state. If your agency would like to continue working with Children's Services within our new model of prevention and early intervention service delivery, we invite you to submit a proposal(s) on the Expression of Interest. The Expression of Interest will be posted on the [Alberta Purchasing Connection](#) (APC) website on November 7, 2019.

If you have questions regarding your current contract or grant, please contact Lee Deren at 780-675-6873 or lee.deren@gov.ab.ca. More information regarding the upcoming Expression of Interest will be available to you shortly. Please visit www.purchasingconnection.ca.

Thank you again for your commitment to supporting the well-being of children and families in Alberta and I hope to work with you again in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Russ Pickford", with a stylized flourish at the end.

Russ Pickford, Executive Director
Regional and Community Program Delivery
Russ.Pickford@gov.ab.ca
780-638-1273

cc: Robert Andrews, Contract Manager

Hard copy of letter to follow.



106, 8944 - 182 Street NW
Edmonton, AB T5T 2E3
ph 780-415-4790

November 5, 2019

Dear Early Childhood Coalition,

On behalf of Family & Community Support Services Association of Alberta, I would like to thank you for the excellent work your coalition has done in your community to support early childhood development.

We were recently informed that Children's Services has adopted the [Well-Being and Resiliency Framework](#) to enhance prevention and early intervention services for children, youth and families. The Framework's goal is to provide a consistent province-wide approach to investments in prevention and early intervention services, create a continuum of services and supports that reflect current evidence related to brain science, and incorporate Indigenous perspectives and worldviews. The Framework is available at open.alberta.ca; "Well-Being and Resiliency Framework".

Children's Services is re-designing its approach to service delivery to align with the Framework and ensure equitable access to evidence-based prevention and early intervention services throughout the province and among age groups.

This letter is the formal notification that the Early Childhood Coalition grant will end on March 31, 2020 and will not be renewed. As of April 1, 2020, the Government of Alberta will no longer fund Early Childhood Coalitions of Alberta (ECCA) in their current state. All reporting requirements remain in effect as per your agreement letter.

The Government of Alberta is moving forward to meet its goal of fairness, transparency and accountability in all grant and contracting processes. The Family and Community Resiliency Division's new comprehensive network design for prevention and early intervention services across the province will be introduced through an Expression of Interest.

You are welcome to work with your community partners to participate in the Expression of Interest and learn more about Children's Services new model of prevention and early intervention service delivery. The Expression of Interest will be posted on the Alberta Purchasing Connection (APC) website on November 7, 2019. Please visit <http://www.purchasingconnection.ca/>



106, 8944 - 182 Street NW
Edmonton, AB T5T 2E3
ph 780-415-4790

If you have questions regarding your current grant, please contact your Liaison ecca@fcssaa.org

Thank you again for your commitment to supporting the well-being of children and families in Alberta.

Sincerely,

Mellissa Kraft
Executive Director, FCSSAA
director@fcssaa.org



Family Resource Network (FRN)



Expression of Interest (EOI)

Children's Services

Family and Community Resiliency Division

EOI Issue Date:

November 7, 2019

EOI Closing Date and Time:

January 16, 2020 no later than 2:00 pm MT

EOI Facilitators:

Lana Rogozinsky, Manager Contracts & Procurement
Robert Andrews, Manager Contracts & Procurement

Email:

CSprocurement@gov.ab.ca

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SECTION 1: INTRODUCTION

1.1 Preamble

'Albertans recognize that children are the future of the province and that ensuring that every child has the opportunity to become a successful adult will benefit society as a whole' (*Children First Act, Preamble, pg.1*). Children's Services envisions an environment where family strengths are recognized and where all children, youth and families are respected, valued and supported within the communities in which they live. The Ministry works with families, caregivers and communities to support the safety and resiliency of infants, children and youth within nurturing and supportive environments. The Government of Alberta oversees activities related to the promotion of healthy families and the prevention and early intervention of child maltreatment by decreasing risk factors while enhancing protective factors and building resiliency.

Positive experiences in the early years create the foundation for strong and healthy children. Additionally, children who have a healthy start in life are more likely to thrive in adulthood. Children's Services' approach to well-being and resiliency is focused on offering prevention and early intervention supports that are aimed at reducing the impacts of early adversity by promoting the development of well-being and resiliency. Children's Services is committed to strengthening and building purposeful practice based on strong foundations, cultural responsive service delivery, evidence-based/ informed/ supported practices, effective collaborations, and well researched tools, policies, programs and training in order to support the achievement of optimal outcomes for all Alberta's children, youth, and families.

The Ministry of Children's Services places an emphasis on service excellence. To achieve this excellence, Children's Services engages in granting and contracting activities that ensure the acquisition of services is completed through a fair and transparent process guided by the Alberta Government's Procurement and Sole-Sourcing Directive (*in effect on April 1, 2015*) and with trade agreement obligations. The Procurement Accountability Framework reinforces fairness, transparency and integrity in the Expression of Interest (EOI) process; adds rigour and accountability to Ministry processes; drives consistency; and reinforces a shared set of values and ethics. To ensure alignment with the Treasury Board Procurement and Sole Sourcing Directive, Children's Services will issue grants for Family Resource Network services through an EOI process.

Proponents are invited to submit Proposals for the provision of Family Resource Network (FRN) services in accordance with the specifications and terms and conditions set out in this EOI. This EOI activity will be conducted in accordance with two fundamental objectives: to ensure quality supports and services for children, youth, and families in Alberta; and, to maximize rigour relating to the granting processes while offering proponents a fair and equitable opportunity to participate.

Proponents are advised to pay careful attention to the wording used throughout this EOI. Failure to satisfy any term, condition or mandatory requirement of this EOI may result in rejection of the Proposal.

1.2 Purpose of Expression of Interest (EOI)

This Expression of Interest (EOI) is being issued by Alberta's Ministry of Children's Services, Family and Community Resiliency Division as a competitive process to identify qualified vendors and/or vendor teams that are interested and capable of the provision of Family Resource Networks throughout Alberta. This EOI will provide an opportunity for interested proponents to compete to be selected as a recipient for Family and Community Resiliency Division grant funding. The EOI is a transparent process that the Family and Community Resiliency Division will use to assess interested proponents' qualifications, organizational capacity, partnerships and collaborations, delivery plan and budget, and alignment to essential frameworks.

1.3 Definitions

Terminology used throughout this EOI is defined as follows:

"Alberta Purchasing Connection" or **"APC"** means the Government of Alberta's electronic tendering system.

"Alberta Time" means Mountain Standard Time or Daylight Saving Time as provided for in the *Daylight Saving Time Act* (Alberta).

"Business Day" means 08:15 to 16:30, Alberta Time, Monday to Friday, excluding holidays observed by the Province.

"Child" is an inclusive term for infants, children, and youth and refers to young people between the ages of 0-18 years.

"Evaluation Teams" means the individuals who will evaluate the Proposals on behalf of the Province.

"Expression of Interest" is a transaction document and does not in itself constitute a legally binding agreement. It is being used as a competitive tool to establish a negotiation process with the aim of executing a legally binding grant agreement.

"Facilities" means adequate office space and equipment including desk and chair, personal computer, telephone and office supplies and access to printer and facsimile, as are determined to be necessary by the Province for the performance of the Services by the Grant Recipient.

"Grant Agreement" means the eventual agreement between the winning Proponents and the Province for the provision of Family Resource Networks.

"Grant Recipient" means the legal entity that will enter into the Grant Agreement with the Province.

"Indigenous" is a term used throughout this EOI which is importantly inclusive of First Nations, Inuit and Métis peoples; 'Canada's three distinct groups of Indigenous peoples with unique histories, languages, cultural practices, and spiritual beliefs that are woven into the fabric of our country.'

<https://www.canada.ca/en/services/culture/canadian-identity-society/indigenous-peoplescultures.html>

"Materials" means any work, information, records or materials, regardless of form, which are made, generated, produced or acquired by the Grant Recipient or its employees, subcontractors or agents in the course of performing the Services;

"Must" or **"mandatory"** or **"shall"** means that the requirement so described must be met in a substantially unaltered form in order for the Proposal to be compliant.

"Personal Information" means **"personal information"** as defined in the *Freedom of Information and Protection of Privacy Act* (Alberta) (*FOIP*)

"Prime Proponent" means the lead proponent responsible for all terms and conditions of the Grant awarded for a successful Proponent Team proposal in this EOI.

"Program grant" means a grant that supports an agency who has been approved to provide recurring specific services that are endorsed by the Ministry.

"Project" means the project (service specifications) outlined in section 2 and 3 of this EOI.

"Proponent" means an individual, business entity, organization or Proponent Team responding to this EOI with a Proposal.

"Proponent Team" means a consortium or other arrangement among two or more individuals, business entities, or organizations that respond to this EOI with one Proposal.

"Proposal" means the Proponent's response to this EOI, specifically the Proponent Response Form and includes all required Proponent attachments.

"Province" means Her Majesty the Queen in right of Alberta as represented by the Minister of Children's Services.

"EOI Closing Date and Time" means the date and time as stated on the cover page of this EOI.

"Services" means the work, duties, functions and deliverables to be provided by the Grant Recipient as specified Section 3: Service Specifications of this EOI.

"Service Delivery Approach" means the Proponent's Proposal in relation to service specifications requirements and provisions.

"Should" or **"desirable"** means that a provision so described has a significant degree of importance to the Province and will be evaluated.

1.4 Interpretation

- a) Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses.
- b) Words in the singular include the plural and vice versa.

SECTION 2: PROJECT INFORMATION

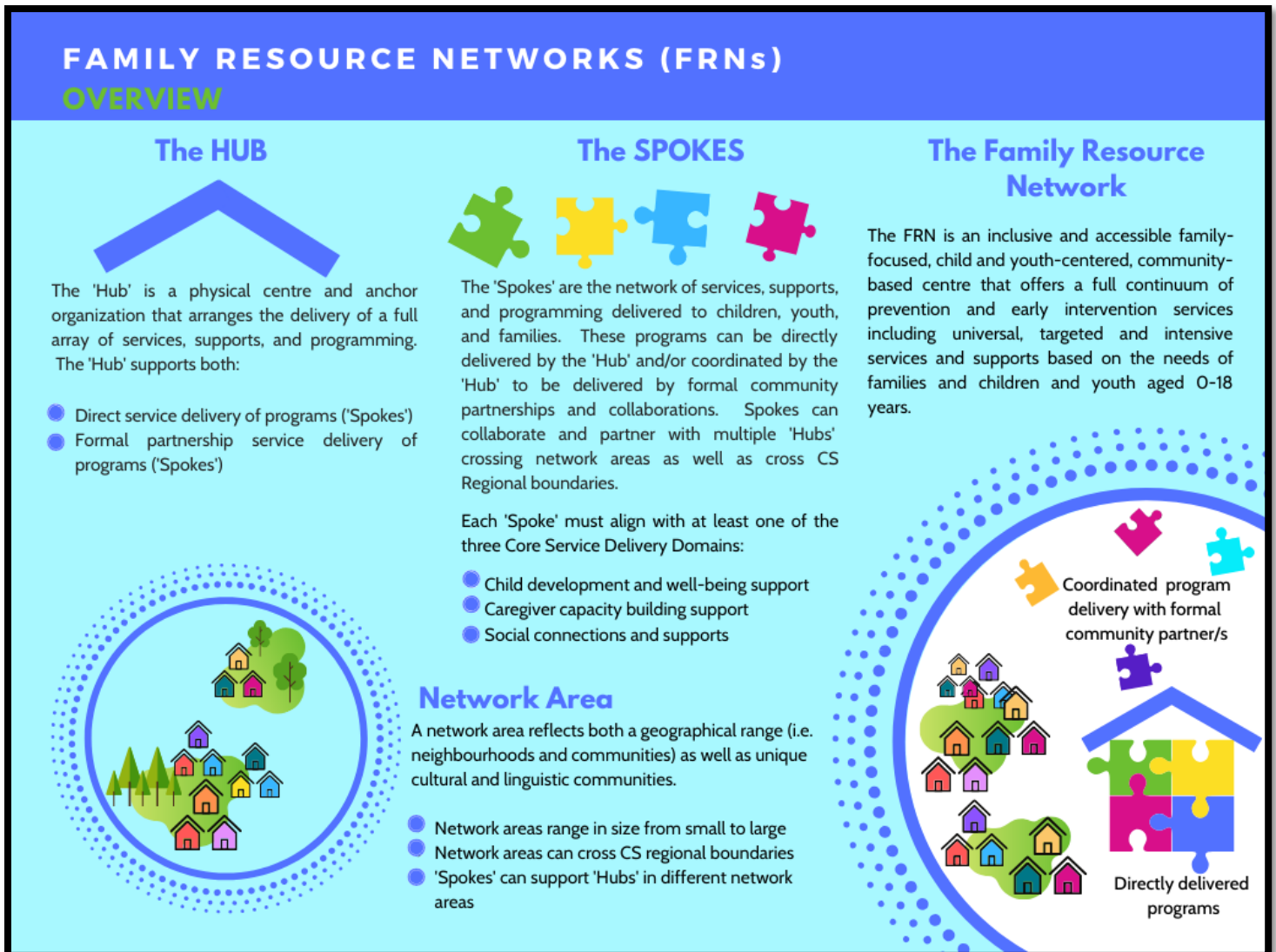
2.1 Overview

In March 2019, Children's Services released [*Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families*](#) (and other supporting documents). This framework builds upon the previous Prevention and Early Intervention Framework for Children, Youth and Families (2012) by reflecting current research, leading practices, cultural diversity, and an Indigenous worldview. The framework will guide Children's Services in enhancing, strengthening, and promoting a consistent province-wide approach to prevention and early intervention services and supports for Alberta's children, youth and families. 'Investing in programs and services that promote healthy environments and positive experiences at critical stages in development (infancy, the early years of childhood and adolescence) offers the greatest benefit to individuals, families and communities' (Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families).

Currently, Children's Services' Family and Community Resiliency Division funds and supports a diverse array of early intervention, prevention, early childhood development, community-based prevention, and community capacity building services throughout Alberta, including (but are not limited to) Parent Link Centres, mentorship initiatives, Community Resource Centres, Early Childhood Coalitions, community-based parent and family support, outreach services, and Home Visitation programs. These services and supports have varied approaches, theoretical underpinnings, service delivery models, data collection approaches, performance measurements, and outcome achievements.

The provincial EOI process for Family Resource Networks (FRNs) will help ensure that, though a 'Hub-and-Spoke' network design approach, Alberta children and youth aged 0-18 years and their families have equitable access to a range of evidence-based/informed universal, targeted and intensive services that support child safety, well-being and development, and caregiver capacity and support. The anchor organization, the 'Hub', will coordinate and facilitate the delivery of all services and programs (the 'Spokes'), which align with the three core service delivery domains of: child development and well-being supports, caregiver capacity building supports, and social connections and supports. These 'Spoke' programs and services can be directly delivered by the 'Hub' or delivered through formal collaborations and partnerships. To support provincial consistency and quality programming, the FRNs will embed FRN Standards of Practice that will be developed in conjunction with the successful proponents of the EOI. Furthermore, output and outcome measures and reporting processes that ensure optimal outcome achievement will also be developed, implemented and evaluated collaboratively with successful proponents and the province. (Please see Figure 1: FRN Overview)

Figure 1: FRN Overview



2.2 EOI Objectives

Through this EOI, Family and Community Resiliency Division will achieve 9 key objectives:

1. Establish a consistent province-wide Family Resource Network (FRN) approach that embeds a flexible and responsive 'Hub-and-Spoke' design model with services and programming for families, children, and youth aged 0-18 years that are nested within a three-layered umbrella of support (core service delivery domains):
 - i. Child development and well-being
 - ii. Caregiver capacity building support
 - iii. Social connections and support

2. Establish a Family Resource Network approach that respects and reflects the culture, language and spirituality of the people they serve. Indigenous children, youth, and families have access to culturally rooted promotion, prevention and early intervention programs and services that reflect the unique experiences of Indigenous people within the context of their families and communities.
3. Establish a Family Resource Network approach that reflects, recognizes, and respects the unique experiences and the perspectives of diverse cultural identities, linguistic and religious groups. Services and programs promote inclusive practice, responsive to the needs of all users; where diversity is acknowledged, promoted, and respected.
4. Ensure that the Family Resource Network approach offers a continuum of prevention and early intervention services including universal, targeted and intensive programs. While supports and services are available to all children, youth, and families, the intensity of services is proportionate and responsive to the degree and level of presenting needs and focus on Alberta's most vulnerable infants, children, youth, and families.
5. Formalize commitment to the development and embedding of output and outcome monitoring and reporting processes as a post EOI activity promoting ongoing evaluation that supports quality assurance and program improvement;
6. Ensure that Family Resource Network services are equitably distributed geographically throughout Alberta with multi-factor considerations including geographic area and communities served, population size and age distribution, cultural and linguistic needs, population vulnerabilities with services contextualized to the unique needs of the local community.
7. Formalize commitment to the development and embedding of Standards of Practice as a post EOI activity that establish the foundation and guide service delivery of Family Resource Networks and promote quality practice for families, children, and youth.
8. Develop collaborative and cooperative referral pathways with the Child Intervention (CI) system as a mechanism to prevent the need for CI services by reducing the impact of risk factors and supporting the promotion of protective factors, and by supporting families with CI status who are transitioning from intervention and linking them with the most appropriate community support services.
9. Award program grants to successful proponents at the completion of the EOI.

2.3 EOI Approach

Family and Community Resiliency Division is using a multi-phased EOI approach for the development and implementation of Family Resource Network services.

Phase

1

EOI Release - Alberta's Family and Community Resiliency Division will release the EOI provincially to interested proponents using the APC website.

Phase

2

Proposal Submission - Interested proponents will submit the required proposal submission documents (*please see Appendix F – Proponent Response Form*). Proponents may apply to provide all-inclusive 'Hub-and-Spoke' services, distinct 'Hub' service/s, or separate and distinct 'Spoke' service/s.

8

Phase

3

Proposal Evaluation - The Family Resource Network EOI Evaluation Teams will initially evaluate proposals based on criteria identified in Section 10: EOI Evaluation. As each FRN requires a 'Hub' and a comprehensive continuum of 'Spoke' services, proposals will be reviewed in the following order:

1. First evaluate 'all-inclusive' FRN proposals, where a proponent is proposing to deliver both 'Hub' and a full range of 'Spoke' services, then
2. Evaluate distinct 'Hub' service proposals, and finally,
3. Evaluation separate and distinct 'Spoke' services that may enhance and optimize the continuum of FRN services/programming and/or address FRN service delivery gaps.

Phase

4

Identify Qualified Proponents - Qualified proponents will be identified based on a proposal achieving a minimum requirement as identified in the evaluation section of this EOI. During this phase, collaborative and partnership opportunities will be identified and provincial coverage will be assessed.

Phase

5

Service and Program Development & Negotiation - Family and Community Resiliency Division, Regional personnel, Regional Contract Teams, and qualified proponents will negotiate and formalize partnerships and collaborations, funding allocation, program components, responsibilities and expectations for the successful implementation of FRNs. Negotiations will involve determining formal collaborations and partnerships to ensure that FRNs have the capacity to deliver a full continuum of prevention and early intervention services for families and children and youth aged 0-18 years.

Phase

6

Recommendations - Family Resource Network EOI Evaluation Teams will make formal recommendations to the province for grant awarding.

Phase

7

Grant Awarding - Successful proponents of the EOI will be awarded a program grant by the Minister of Children's Services.

2.4 Relevant Documents

Important EOI related documents include:

- *Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families*
<https://open.alberta.ca/dataset/520981c4-c499-4794-af55-bc932811cb1e/resource/7fda0ae8-8d97-49e7-b94b-7f0088cd767d/download/well-being-resiliency-framework-march2019.pdf>
- *Well-being and Resiliency: Evaluation Framework*

<https://open.alberta.ca/dataset/7d64cad5-f400-4cd3-b7d7-76c3a38ff548/resource/9d3ebd8c-e52f-4964-971e-828d4c3bf21c/download/well-being-resiliency-fmwk-evaluation-march2019.pdf>

- *Well-being and Resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*
<https://open.alberta.ca/dataset/a0afeba2-e180-4f1c-8aa0-68bb1327ff71/resource/acc8ecfd-00dd-40c2-8c31-36d01656daad/download/well-being-resiliency-miyoresource-march2019.pdf>
- *Child Intervention Practice Framework*
<https://www.alberta.ca/child-intervention-practice-framework.aspx#toc-1>
- *Foundations of Caregiver Support*
<https://www.alignab.ca/wp-content/uploads/2016/10/Foundations-of-Caregiver-Support-June-2015-Final.pdf>

2.5 EOI Timelines

EOI Activity	Date
1. EOI Release	Thursday November 7, 2019
2. Live Q&A Session	Thursday November 14, 2019 10:00 am MT
3. Live Q&A Session	Thursday December 12, 2019 10:00 am MT
4. EOI Closure	Thursday January 16, 2020 by 2:00 pm MT
5. EOI Evaluation	January 27 - February 14, 2020
6. Service & Program Development and Negotiation	February 17 - March 20, 2020
7. Grant start date and opening of FRNs	April 1, 2020

SECTION 3: SERVICE SPECIFICATIONS

3.1 Family Resource Network Services

Family Resource Networks (FRNs) are an inclusive and accessible family-focused, child and youth-centered, community-based centres that offer a full continuum of prevention and early intervention services. The FRN will provide universal, targeted and intensive programs, services and supports based on the needs of families and children and youth aged 0-18 years.

A community is both a geographic area and a social unit with shared norms, values, customs, language, and identity. Each community is unique, with support, service, and program needs that must be tailored to its strengths and challenges. All FRNs must respect the perspectives of diverse cultural identities. In Alberta, there are also distinct cultural communities whose support needs must be distinctly addressed. Indigenous supporting FRNs will reflect the culture, language and spirituality of the people they serve and support their unique cultural needs. Additional distinct cultural communities include Francophone and new Canadians/immigrant/ ethnocultural.

FRNs establish inclusive and comprehensive service delivery through direct service delivery and formal community collaborations and partnerships. The services will be complementary, coordinated and flexible to meet the changing needs of communities and families. Services and supports will focus on strengthening parenting and caregiving knowledge and practices, strengthening protective factors, reducing the impact of risk factors, social support, coping and problem-solving skills, access to community supports and resources, improving child and youth development, building resiliency, and fostering well-being to promote healthy infants, children, youth and families.

FRNs use a 'hub-and-spoke' design model of coordinated service integration and program delivery (*please see Figure 2: Family Resource Network Hub-and-Spoke Model*). All FRN services, supports and programming must:

- Align with the three core service delivery domains: child development and well-being, caregiver capacity building support, and social connections and support (*please see Section 3.4 Core Service Delivery Domains*),
- Offer a continuum of prevention and early intervention services including universal, targeted and intensive services (*please see Section 3.5 Prevention and Early Intervention Continuum*),
- Embed FRN principle-based practices (*please see Section 3.6 Family Resource Network Principle-based Practices*),
- Commit to the post-granting development and embedding of FRN Standards of Practice (*please see Section 3.7 Family Resource Network Standards of Practice*), and
- Commit to the post-granting development and embedding of output and outcome monitoring and reporting processes (*please see Section 3.8 Outcome & Performance Measurement and Section 3.9 Reporting Requirements*).

3.2 'Hub-and-Spoke' Service Delivery Components

A. The 'Hub' - The 'Hub' is the anchor organization within the FRN, offering a physical presence ('brick and mortar' location) within the community. The 'Hub' coordinates the delivery of all FRN services, supports and programming either directly or through formal collaborative partnerships (please note: 'formal collaborative partnership' refers specifically to a proponent who is successful in this EOI and holds a grant agreement for a specified 'Spoke' service). The anchor organization ('Hub') may deliver one or more services ('Spokes') of the FRN. Where needed, formal partnerships will deliver additional services and supports ('Spokes'). Partnerships and collaborations minimize the duplication of services and resources; provide a continuum of all FRN services; promote optimal matching of family needs and services, and increase effectiveness.

The 'Hub' coordinates all FRN services, supports, and programming through two service delivery approaches:

- **Direct service delivery** - The 'Hub' (anchor organization) directly delivers services, programming, and supports to children, youth, and families (clients).
- **Formal partnership service delivery** – The 'Hub' coordinates and integrates service delivery through formal partnerships. A number of service agencies can work together with the 'Hub' organization to collaborate and coordinate their support, services, and interventions to children, youth, and families. Partnerships and collaborations are essential components of FRNs.

Formal partnership service delivery refers specifically to an agency that is a grant recipient and is delivering a 'Spoke' service connected to the 'Hub'. The 'Hub' has both formal partnerships that provide core services and informal partnerships that may provide supplemental supports to families, children, and youth in their network area.

10 Key FRN 'Hub' responsibilities include:

1. Establish a physical presence ('brick and mortar') location in the community.
2. Coordinate the direct service delivery of Referral and Coordination services ('Spoke'), supporting families to navigate service systems and partner with parents and caregivers in identifying and accessing community resources.
3. Ensure that either through direct service delivery or formal partnership service delivery, the FRN provides Home Visitation services (see definition of Home Visitation under 'Family Support Services').
4. Establish a streamlined FRN program referral process for children, youth, and families accessing FRN supports and services.
5. Ensure that direct service delivery and formal partnership service delivery establishes a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years.
6. Ensure service delivery is flexible, responsive, and contextualized to the unique needs of the community and individual users.
7. Establish effective collaborations with clear roles and responsibilities.
8. Monitor and report all 'Hub-and-Spoke' activities to Family and Community Resiliency Division. Annual outcome reporting of all FRN activities, including those delivered by the 'Hub' organization (direct service delivery) and all supporting organizations providing 'Spoke' services in the FRN (formal partnership service delivery).
9. Ensuring that FRN Standards of Practice are implemented, including specific standards relating to Home Visitation programs.
10. Ongoing assessment, quality improvement, and addressing barriers to FRN access.

B. The 'Spokes' - The 'Spokes' are the network of services, supports, and programming that children, youth, and families can access through the 'Hub,' the FRN. FRN programming is offered in a variety of service settings including:

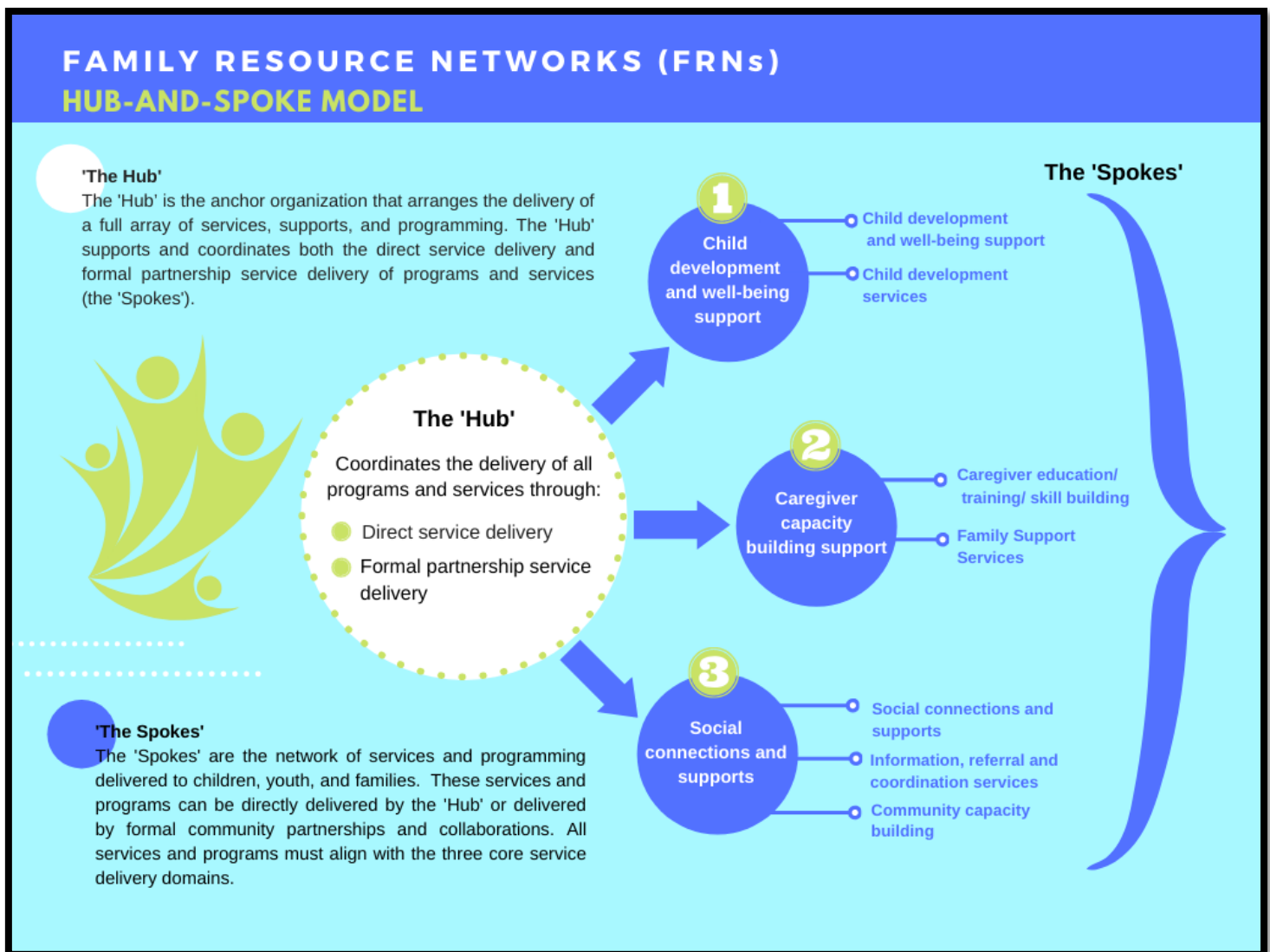
- Home-based, in the family/caregiver home
- Community-based, delivered at a community location

- Centre-based, delivered at the FRN (the 'Hub')
- 'Other', may include unique delivery options such video conferencing, telephone, or online

Important overall FRN 'Spoke' service components:

- Ensure that programs, services, and supports embed a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years
- Ensure all services, supports and programming align with the 3 core service delivery domains (*see Section 3.4 Core Service Delivery Domains*)
- Ensure that programs, services, and supports monitor and report output and outcome data as required by the 'Hub'
- Ensure that FRN Standards of Practice are being implemented

Figure 2: FRN Hub-and-Spoke Model



3.3 Age Cohort Program & Service Distribution

FRN programming, supports, and services should maximize developmental windows of opportunity, recognize the vulnerability and disproportionate risk of maltreatment, neglect, and/or abuse for infants and young children, and be appropriately distributed between age cohorts. Family and Community Resiliency Division has identified proposed program distribution as:

- **0-6 years** 50-60% programming
- **7-13 years** 20-30% programming
- **14+ years** 20-30% programming

IMPORTANT!

Please note that 'actual' distribution of programming based on age-cohorts will depend upon Proponent's identification of community/ population needs within their submission.

All FRN programming, supports, and services must align with the three core service delivery domains (*please see Section 3.4 Core Service Delivery Domains*) within a continuum of universal, targeted and intensive prevention and early intervention services for families, children, and youth (*please see Section 3.5 Prevention and Early Intervention Continuum*).

3.4 Core Service Delivery Domains (three-layered umbrella of support)

All services, supports and programming (the 'Spokes') must align with the three core service delivery domains (three-layered umbrella of support) and sub-domains which include:

- I. **Child development and well-being supports** - programming promotes growth and development and is provided to actively engage infants, children and youth through a broad range of activities that strengthen, build, or support the mastery of skills in all developmental domains. Services focus on social and emotional development of children and youth and assist them in reaching their developmental potential.

For example, parent & child development programs, parent & child play classes, regulation skill building programs, youth leadership programs, youth social and emotional skill building programs etc.

- II. **Caregiver capacity-building support** - supports and services promote the development and strengthening of caregivers' parenting skills and knowledge to enhance their capacity to create safe, responsive and nurturing environments and support healthy child development. Services include:

- **Caregiver education/training/skill building** - programming is empirically supported, structured intervention that incorporates evidence-based and informed models that promote the parent-child relationship, safe nurturing home

environments and encourage positive parenting practices. Programming supports parents and caregivers to understand what children and youth need most in order to thrive and succeed, as well as increasing parental confidence and competence in their caregiver role.

For example, Triple P Parenting Program, Parenting Plus, Incredible Years Program, SafeCare, Parents as Teachers, Circle of Security, Pre-teen and Teen Parenting Groups, Peer Parenting Groups, Standard and Group Teen Triple P, Triple P Level 5, etc.

- **Family Support Services** - programming is intended to build parental/caregiver resiliency. Services and supports focus on the family unit and are intended to promote familial wellness. They are responsive, flexible, individualized, goal-oriented and focused on family well-being and resilience, strengthening protective factors and reducing risk factors. The FRN enhances the family's capacity to support the growth and development of all members of the family and provides an opportunity for whole family involvement and personalized support.

Home Visitation is a required FRN program that provides in-home parenting education and family support services to expectant parents and those with children newborn to age six, with optimal entry into the program within a child's first three months. Home Visitation programs are centered in the family home with trained Home Visitors providing families with information and support that helps them improve their parenting skills and provide a safe, nurturing environment for their children. Home Visitation programs often serve families who face challenges that may place their children at risk and keep them from developing to their full potential. A large meta-analysis of 126 studies found that parents and children participating in home visiting programs achieved positive outcomes relating to child cognitive outcomes and parent behaviours and skills (Filene et al., 2013).

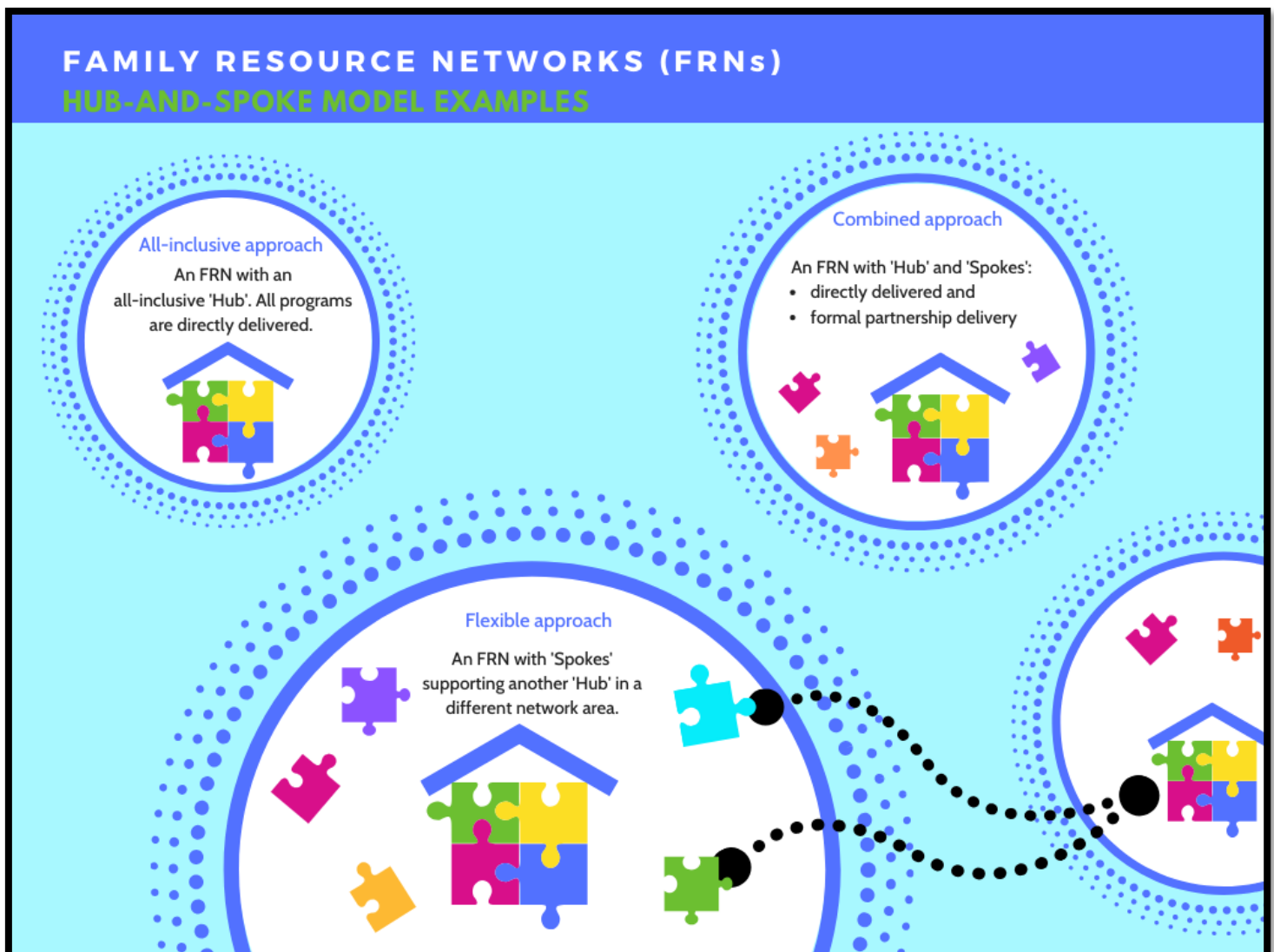
- III. **Social connections and supports** - programming promotes positive connections between infants, children, youth, parents, families, caregivers, and communities. FRN services and programs are based on the needs of families and comprehensive programming is delivered in the context of families, neighbours, and communities building on these natural supports. FRNs are located in the community that they serve and each FRN understands the unique needs of families within the communities in which they are located.

- **Social connections and supports** - These FRNs reduce isolation by providing opportunities for social support, connectivity, and development of natural supports.
- **Information, referral, and coordination services** - FRNs support families in navigating service systems and partner with parents and caregivers in identifying and accessing community resources in times of need and in times of celebration.

- **Community capacity building** - FRNs support community and civil society capacity to understand and promote family well-being and resiliency by providing formal engagement, collaborations, and partnerships with a diverse array of community stakeholders, including early childhood coalitions. Efforts are made to develop awareness, and offer supports and resources that impact the root cause of risk factors that may lead to poor lifelong outcomes for children, youth, and families.

The FRN 'Hub-and-Spoke' network model approach enhances service delivery flexibility of 'Spoke' services which align to the three core service delivery domains. Flexible options include an all-inclusive approach where the 'Hub' delivers all 'Spoke' services; a combined approach where both the 'Hub' and formal collaborative partners deliver 'Spoke' services; as well as the ability for 'Spoke' services to support more than one 'Hub'. (Please see Figure 3: Hub-and-Spoke Model Examples)

Figure 3: Hub-and-Spoke Model Examples



3.5 Prevention and Early Intervention Continuum

The prevention and early intervention continuum is intended to support stronger outcomes by providing universal, targeted, and intensive programming that is responsive to the needs of all Albertans. FRNs will deliver a continuum of prevention and early intervention services and programs while ensuring that the needs of Alberta's most vulnerable infants, children, youth, and families are addressed.

- **Universal programs** are available to all infants, children, youth and families. Programs focus on building protective factors and prevent the development of risk factors and vulnerabilities.
- **Targeted programs** are designed to meet the needs of vulnerable infants, youth, and families who have risk factors associated with increased risk of child maltreatment. Programs strengthen protective factors and reduce the impact of risk factors.
- **Intensive programs** are specific to the needs of infants, children, youth and families who are experiencing significant adversity. Programs address multiple risk factors.

(Please see 'Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families')

3.6 Family Resource Network Principle-based Practices

Principle-based practices inform how FRNs engage with infants, children, youth and families. All directly delivered and coordinated FRN services must embed the following principle-based practices:

Indigenous experience

Indigenous peoples have always had their own ways of ensuring that vulnerable members, including children and youth, are safe, protected and nurtured. We honour this by recognizing their expertise in matters concerning their children, youth and families. Indigenous perspectives on well-being and resiliency, healing practices, and Indigenous ways of knowing guide service delivery for Indigenous communities, families, children, and youth.

FRNs offer culturally-rooted programming. The ability to be culturally responsive requires attention and awareness to attitude, approach, knowledge and skills (Diller, 2004; Lum, 2003). 'It requires a willingness to engage with culture, understanding community dynamics and the historical interventions that have impacted on children and families, particularly Indigenous peoples' (Connolly et al., 2017). It includes working in partnership with local communities to strengthen access to cultural networks of support, identifying traditional sources of knowledge, and thinking beyond the formality of professional care in ways that enable the nurturing of cultural knowledge (Fulcher, 2012). Culturally rooted services and supports are delivered to individuals with care and consideration to their unique family, community, and cultural context.

Preserve family

We believe children and youth should be safe, healthy and live with their families; therefore, we focus on preserving and reuniting families and building on the capacity of extended family and

communities to support children, youth and families.

In the context of prevention and early intervention programming, this means that FRNs have a focus on parent/caregiver-child interaction quality and building caregiver capacity. Young children's healthy development is facilitated within the context of supportive nurturing parent-child interactions. These supportive and nurturing parent-child interactions are characterized by exchanges that are warm, sensitive, responsive, and adaptive to the needs of the child (Mortensen & Mastergeorge, 2014). A parent-child relationship has a pervasive influence on the psychological, physical, social and emotional well-being of children from birth onwards. Emphasis on the quality of early parent-child interactions is the foundation of healthy child and youth development, and is guided by the theory that we must build the capabilities of adults in order to achieve significant outcomes for the children in their care (Harvard University-Center on the Developing Child).

Strength-based

Our approach is reflective, culturally responsive and strength-based. Because all families have strengths and resources, we recognize and support the right and responsibility of parents to share in the decision-making process for them and their children. Family strengths and resources can be drawn on to grow resiliency. FRNs embed a strength-based approach by implementing family-centered practices.

FRNs use family-centered practices - an approach to working with families that honors and respects their values and choices and which includes the provision of supports necessary to strengthen family functioning. A family-centered approach is characterized by practices that treat families with dignity and respect; information sharing so families can make informed decisions; family choice regarding involvement in and provision of services; and parent/professional collaborations and partnerships as the context for family-program relations (Dunst et al., 2007). Service delivery methods include ensuring a location in close proximity to participants, accessibility without physical, psychological, social, cultural, linguistic barriers, promotion of competence and self-sufficiency, full participation and partnership with the family, sensitivity to cultural, gender, and socio-economic issues and development driven by the need of children and families (Illbak, 1994). Family-centered service delivery supports and promotes familial wellness by focusing on the family unit and providing services and supports that build parental/caregiver/familial resiliency.

Connection

Children and youth are supported to maintain relationships that are important to them, to be connected to their own culture, to practice their religious or spiritual beliefs and, for those with involvement, to have a plan for their care where they are included in the decision making process. For FRNs, this means:

- Emphasis on early brain development and brain architecture - Brains are built over time and the foundations of brain architecture are built early in life. During the early years there is extremely rapid development of the brain and other key biological systems. The quality of

development in these early years has lifelong effects. Brain research shows that nurturing responsive and stable relationships are essential for healthy brain development. FRN services focus on promoting healthy caregiver interactions and experiences (serve and return interactions) as they shape the developing brain in positive ways.

- Positive Youth Development Approach (PYD) - A Positive Youth Development Approach (PYD) recognizes that infancy and early childhood are periods of profound neural development and that disruptions in a child's formative years and exposure to adverse childhood experiences has a significant negative impact on the developmental trajectory and well-being of a child. However, adolescence is another major developmental window of accelerated growth, changing capacities, with significant potential for social, emotional, neurological, cognitive, and psychological change. It also recognizes the vulnerability of this age group, the tendency to focus on a youth's 'presenting behaviours' without fully recognizing the impact of trauma and the risk of interpreting their age as a protective factor without recognizing that their brains are not fully developed. A youth should be treated as 'a still-forming individual with purpose and potential and ensure all young people have an equitable chance to reach that potential' (The Annie E. Casey Foundation, 2017). Young people need brain-building opportunities; 'opportunities to build relationships, exercise autonomy, take risks and grow in a supportive environment' (The Annie E. Casey Foundation, 2017).

Collaboration

We are child-focused and family-centred. We collaborate with families, community agencies and other stakeholders in building positive, respectful partnerships across integrated multidisciplinary teams and provide individualized, flexible and timely services to support these efforts.

FRNs participate in informal and formal community partnerships, collaborations and coalitions with community agencies and other stakeholders to help create synergy around a family and provide responsive, flexible, and individualized services promoting resiliency and well-being. This includes efforts to develop community and civil society's role in supporting the well-being of children, youth and families.

Continuous Improvement

Our practice is transparent and we share information appropriately. Our approach is outcome-oriented and evidence-based; therefore, we support innovative practice, evaluate our performance and strive for continuous improvement.

FRNs employ evidence-based practices, evidence-informed practices, and Indigenous methods and practices of wisdom seeking (*please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*) that contribute to intervention effectiveness and promote optimal outcome achievement.

- Evidence-based practices are 'approaches to prevention or treatment that are validated by some form of documented scientific evidence. This includes findings established through

controlled clinical studies, but other methods of establishing evidence are valid as well. Evidence-based programs use a defined curriculum or set of services that, when implemented with fidelity as a whole, has been validated by some form of scientific evidence.’ (Child Welfare Information Gateway)

- Evidence-informed practices ‘use the best available research and practice knowledge to guide program design and implementation.’ (Child Welfare Information Gateway) Practices are guided by diverse sources of information and ‘evidence’ which includes, the client, clinical expertise, best practice standards, legislation, regulations etc. Interventions involve the transparent and reflective use of sound assessments, identifying specific measurable intervention goals, monitoring progress toward the attainment of these goals, using critical thinking to select the most effective intervention, assessing whether or not positive outcomes have been achieved and ensuring that program delivery personnel have the skills and knowledge to meet all of these goals.
- Practice-based evidence model of program development, assessment, and evaluation focuses on Indigenous meaning, rather than Western ‘measurement’. Outcomes and performance measures are framed within Indigenous ways of knowing and living; focuses on the mental, emotional, physical and spiritual dimensions of well-being.

3.7 Family Resource Network Standards of Practice

FRN Standards of Practice will lay the foundation for how FRNs deliver quality services consistently throughout Alberta. The Family and Community Resiliency Division will develop the FRN Standards of Practice with collaborative input from successful proponents as a key post-grant awarding activity. These standards will:

- Promote provincial consistency in the delivery of FRNs while still enabling flexibility and creativity
- Clarify expectations and responsibilities
- Establish a common language to promote quality practice
- Promote a consistent outcome framework

3.8 Outcome & Performance Measurement

Family and Community Resiliency Division is committed to the achievement of optimal outcomes for infants, children, youth, and families. FRNs promote four program outcomes at the individual and family level:

- I.** Infants, children, youth and families are more socially connected and linked to culturally relevant supports.
- II.** Parents and caregivers have knowledge about parenting and child development.
- III.** Parents and caregivers are resilient.
- IV.** Infants, children and youth experience healthy social and emotional development.

Relevant indicators of outcome achievement under the three core service delivery domains

include (but are not limited to):

Core Service Delivery Domain	Indicators
Child development and well-being: Supports and services promote a child's social, physical, emotional, cognitive and spiritual well-being in order to assist the child to reach their developmental potential.	<ul style="list-style-type: none"> Children and youth meet developmentally appropriate milestones Children and youth experience increased executive functioning through social and emotional development
Caregiver capacity building support: Supports and services aimed at developing and strengthening caregivers and/or parenting skills and knowledge and building resiliency to enable them to create safe, responsive and nurturing environments and support healthy child development.	<ul style="list-style-type: none"> Parents and caregivers have knowledge about child and youth development and parenting skills Parents and caregivers have positive and nurturing parenting skills Parents and caregivers are resilient and know how to problem solve
Social connections and support: Supports and services that promote positive connections between infants, children, youth, parent, families, caregivers and communities. Programs may be universal, targeted or intensive but are intended to build protective factors primarily by developing natural, culturally relevant supports and creating responsive nurturing environments.	<ul style="list-style-type: none"> Parents and caregivers have increased connection to family, community, and natural supports Children and youth have increased connection to family, community, and natural supports Parents and caregivers know about and have access to relevant community supports and services and resources Families experience strong, supportive and responsive relationships

FRNs must demonstrate specific, relevant, timely, tangible, measurable results and outcomes. FRNs will identify standardized performance measurement/assessment tools to measure and demonstrate outcome achievement in the four individual and family level outcome areas. For more information relating to the evaluation framework including indicators, please view the *Well-being and Resiliency: Evaluation Framework*.

- A standardized performance measurement/assessment tool is an 'an in-depth questionnaire or procedure used to understand a child's/youth's and/or family's strengths and needs, such as functioning, family and individual history, symptoms, and the impact of trauma.' These tools do not require a clinical license to be used and interpreted and have established psychometrics relating to specificity, sensitivity, reliability and validity (<https://www.cebc4cw.org/assessment->

[tools/](#)). A standardized performance measurement/assessment tool has been assessed for reliability (the degree to which the measurement is free from measurement error and the extent to which the same result will be achieved when repeating the same measure) and validity (the degree to which an instrument measures the construct(s) it purports to measure) and are sensitive enough to measure change.

FRN programs supporting Indigenous communities, families, children, and youth should implement culturally-based practices and assess outcomes and program effectiveness in culturally meaningful ways. Western-based evaluation is not often effective when working with Indigenous communities. Indigenous organizations and Indigenous-serving programs should use Indigenous methods and practises of wisdom-seeking which embeds diverse knowledge and perspectives including client-based evidence, Elders, participatory research, ceremonies, Indigenous expert opinion, interviews etc. (*Please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin.*)

3.9 Reporting Requirements

The Grant Recipients will be required to submit:

- Monthly nominal roll - monthly nominal rolls will capture the direct deliverables of program activities (for example, # of program participants, # of education sessions provided, # of family support hours etc.)
- Annual Outcome Report - annual outcome report will demonstrate program alignment to the *Well-being and Resiliency: Evaluation Framework* and identify program impacts and outcomes achieved during the fiscal year
- 6-Month Interim Financial Report - reports actual program expenditures from April 1-September 30
- Annual Financial Reporting - reports actual program expenditures from April 1-March 31 prepared in accordance with Canadian generally accepted accounting principles; financial reporting requirement determined by grant value
- Other - other reporting requirements as determined during the term of the grant

3.10 Output & Outcome Reporting Process

Monitoring and evaluation are critical FRN processes that will be used to understand program outcomes, demonstrate program impact and areas of program design improvements. Measuring and reporting of outputs and outcomes based on the *Well-being and Resiliency: Evaluation Framework* and the *Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin* will be a Grant Agreement requirement. Following this EOI activity, the Family and Community Resiliency Division and successful proponents will develop, embed and implement the FRN output and outcome reporting processes that outline:

- 'Hub' and 'Spoke' responsibilities relating to reporting requirements
- FRN monthly output reporting process and expectations

- FRN annual outcome reporting completed by 'Hub' agencies for all direct and coordinated/integrated service delivery of programs, services, and supports ('Spokes')
- Quality assurance processes
- FRN conflict resolution processes

SECTION 4: LOCATION OF FRN NETWORKS

4.1 Network Areas

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. Network areas reflect both geographical ranges as well as unique cultural and linguistic communities. The distribution of FRNs throughout Alberta will ensure that:

- FRN services will be accessible and reasonably distributed across the province,
- The needs of unique cultural communities, specifically Indigenous peoples, Francophone, and new Canadians/immigrant/ethnocultural are addressed through distinct FRNs
- Services reflect the needs of their communities.

Methodological considerations for network areas include:

- Child/youth population statistics
- Acknowledgment of the higher proportion of children and youth in the 0-18 age range in the Indigenous population (26.7%) than the overall population of Alberta (17.3%)
- Large proportion of Indigenous peoples in Calgary and Edmonton (together these cities account for almost half 45.6% of the Indigenous population in the province)
- Recognition of the Government of Alberta's French Policy (June 14, 2017) which states, *'The Government of Alberta acknowledges the past, present and continued social, cultural and economic contributions of the province's significant and diverse French-speaking population. Through meaningful engagement, dialogue, and collaboration, the government is committed to enhancing services in French to support the vitality of the Francophonie in Alberta in a targeted and sustainable manner as resources allow.'*
- Size of the proposed geographical network area and travel distance between furthest points in the network area
- Unique cultural and linguistic communities
- Distinctive urban and rural community needs

IMPORTANT!

Two current established on-reserve centres (Siksika First Nation and Stoney Nakoda), and potential future state on-reserve FRNs are not included in this EOI activity as a future opportunity is being developed.

4.2 Regional Distribution

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. The following table outlines the estimated # of network areas in each Children's Services (CS) Region *(please see Appendix A: Map of Alberta Children's Services Regions and Appendix B: Network Area Size Considerations within CS Regions)*.

Estimated Number of Geographic Network Areas:

CS Region	Proposed # of Network Areas
Calgary Region	13 -15
Central Region	10 -12
Edmonton Region	13 -15
North Central Region	4 -5
Northeast Region	1 – 2
Northwest Region	4 – 5
South Region	4 – 6
Metis Settlements	3
Francophonie	1
Indigenous	Embedded within CS Regional #s
New Canadian & Immigrant	Embedded within CS Regional #s
Totals	53-64

These estimates are inclusive of one Francophonie network that is not geographically based as well as Indigenous serving and new Canadian/immigrant/ethnocultural serving FRNs that are embedded within CS Regional numbers.

The geographic network areas vary in size from small to large based on the methodological considerations mention above in Section 4.1. The Family and Community Resiliency Division recognizes that agencies in the community have more intimate knowledge of families' needs and travel patterns within their communities and may wish to propose alternate network areas. We are receptive to these proposals with the caveat that the end result of this EOI must be that FRN services have provincial coverage and are accessible to all Albertans. Funding will be allocated based on the considerations noted in Section 4.1 above and smaller network areas will receive less funding than larger network areas.

IMPORTANT!

The geographic distribution of 53-64 potential geographic network areas provides a draft demarcation of potential FRN locations; actual distribution may change based on proposal submissions and opportunities to promote greater efficiency (i.e. service delivery may cross CS Regional boundaries).

Size range definitions for geographic network areas were determined based on the child population within each area. The Indigenous child population was given double weighting to acknowledge the exceptional needs of Indigenous children and families. Finally, large geographic areas with driving distances of more than 149 kilometres were increased to acknowledge the additional operational costs in rural and remote areas. *(Please see Appendix B: Network Area Size Considerations Within CS Regions.)*

SECTION 5: BUDGET & FUNDING FRAMEWORK

5.1 Total Provincial Budget

Total provincial budget for this FRN EOI activity is **\$57,000,000.00** annually. Grant agreement annual funding will be pro-rated for any partial years of the term of the grants.

5.2 Regional Budget Allocation

Family and Community Resiliency Division has identified small to large network areas with proposed funding allocation ranges and estimated budgets to ensure that each FRN supporting the network area has the resources and viability to sustain service delivery. FRN funding ranges below reflect total program costs of FRN 'Hub-and-Spoke' service delivery model (inclusive of 'Hub' services and 'Spoke' services). Estimated FRN service funding:

- **Small** - \$350,000.00 - \$499,999.00
- **Medium** - \$500,000.00 - \$749,999.00
- **Large** - \$750,000.00 - \$1,000,000.00

IMPORTANT!

As the identified FRN funding ranges reflect total costs of FRN service delivery, grant awarding will appropriately apportion funding to 'Hub' services and 'Spoke' services.

Proposed Regional CS funding allocations identified below are estimates of total FRN costs; this regional allocation may change based on proposal submissions and opportunities to promote greater efficiency.

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

Estimated # of FRNs and Estimated Total Funding in CS Regions:

CS Region	Proposed Network Areas	Estimated Total Proposed Funding
-----------	------------------------	----------------------------------

Calgary Region	13-15	\$16,000,000
Central Region	10-12	\$9,100,000
Edmonton Region	13-15	\$15,400,000
North Central Region	4-5	\$3,600,000
Northeast Region	1-2	\$1,200,000
Northwest Region	4-5	\$4,600,000
South Region	4-6	\$5,100,000
Metis Settlements	3	\$1,500,000
Francophonie	1	\$500,000 - \$1,000,000

SECTION 6: GRANT INFORMATION

6.1 Grant Information

The Province requires the services as set out in Section 3: Service Specifications. The anticipated duration of Services is from **April 1, 2020 – March 31, 2023**. The Province, in its discretion, will confirm actual start and end dates for the services upon finalizing the Grant. The Grant Recipient shall be paid in accordance to a quarterly pay schedule and based on fulfillment of reporting requirements. Release of payments is made as soon as reasonably possible after April 1, July 1, October 1, and January 1 within each fiscal year. Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

The Province may extend the Grant under the same terms and conditions, for up to three single year extensions to perform the services.

SECTION 7: MANDATORY REQUIREMENTS

7.1 Mandatory Requirements

The Proponent must demonstrate that it meets the mandatory requirements for their proposal to move forward to the evaluation phase of this EOI.

Mandatory requirements include:

- ☒ Proposals must be received by the date and time listed on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional Office identified in Section 8.3 CS Regional Office Locations. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,
- ☒ Proponents must send three (3) hard copies of their proposal and also include a USB disk with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,

- ☒ Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,
- ☒ Submission must include completed Proposal Cover Page (*please see Appendix D - Proposal Submission Cover Page*) and include signature from appropriate signing authority.
- ☒ Proposal submission must be completed on Proponent Response Form (*please see Appendix F - Proponent Response Form*).
- ☒ Submission must include signed Proponent Commitment Statement (*please see Appendix E- Proponent Commitment Statement*)
- ☒ Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form.
- ☒ Proponent's submission must be accompanied by 3 formal letters of support from collaborative partners that help to establish the organizational capacity of the proponent.

SECTION 8: PROPOSAL SUBMISSION

8.1 Proposal Response Form

Proponents must submit their proposal/s using the Proponent Response Form (*please see Appendix F - Proponent Response Form*). Proponents may not alter the Proponent Response Form or submit an alternative form. There are three parts to the Proponent Response Form:

- **Part A Scope Information** - must be completed by all Proponents
- **Part B 'Hub' Services** - must be completed by Proponents interested in delivering 'Hub' Services
- **Part C 'Spoke' Services** - must be completed by Proponents interested in delivering 'Spoke' Services

IMPORTANT!

Proponents may submit proposals to deliver:

- ☒ A combination of 'Hub-and-Spoke' Services
- ☒ 'Hub' Services or,
- ☒ 'Spoke' Services

8.2 Proposal Submission Instructions

Please complete your submission by:

1. Completing and signing the Proposal Cover Page (3 copies)
2. Completing and signing the Proponent Commitment Statement (3 copies)

3. Completing the Proponent Response Form, and all required sections (3 copies)
4. Including 3 formal letters of support (3 copies) from collaborative partners that help to establish the organizational capacity of the proponent. Relevant content includes, description of relationship with Proponent, Proponent's suitability for FRN service delivery, identified strengths and formal and informal collaborations with Proponent.
5. Proponents may include an Appendix to their Proponent Response Form. The suggested length is 2 single-sided pages.
6. Saving all above documentation on a USB disk.
7. Including in submission package all above documentation (3 hard copies) and USB disk
8. Submitting the EOI package to the appropriate CS Regional Office

IMPORTANT!

- !** *If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form (and distinct package) for each CS Region and submit each proposal in distinct packages to the appropriate CS Region.*
- !** *If your organization is proposing to deliver multiple 'Hub' locations in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location and submit as distinct/separate packages.*
- !** *If your organization is proposing to deliver a 'Hub' only service, you will be required to submit Part A Scope Information and Part B FRN "Hub" Services of the Proponent Response Form.*
- !** *If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services in a single Region, you will be required to submit Part A Scope Information, Part B FRN 'Hub' Services, and Part C 'Spoke' Services of the Proponent Response Form and submit as a single package.*
- !** *If your organization is proposing to deliver only 'Spoke' services you will be required to submit both Part A Scope Information and Part C 'Spoke' Services*
- !** *Multiple 'Spoke' services within a single CS Region can be identified on a single Proponent Response Form in Part C FRN 'Spoke' Services and submitted in one proposal/package. Please note that each distinct 'Spoke' service needs a distinct budget.*

8.3 CS Regional Office Locations

Completed EOI packages should be submitted to the appropriate CS Regional Office. Proponents

should submit completed packages to the CS Regional Office where their proposed network area is located.

Calgary Region Address:

Children's Services
Attn: Lana Rogozinsky
300, 1240 Kensington Road NW
Calgary, Alberta T2N 3P7

South Region Address:

Children's Services
Attn: Shelley Orr
Lethbridge Centre, 709, 400 4 Avenue South
Lethbridge, Alberta T1J 4E1

Central Region Address:

Children's Services
Attn: Joleen Losness
3rd Floor Bishops Place, 4826 Ross Street
Red Deer, Alberta T4N 1X4

Northeast Region Address:

Children's Services
Attn: Robert Andrews
Provincial Building, 8th Floor, 9915 Franklin Avenue
Fort McMurray, Alberta T9H 2K4

Edmonton Region Address:

Contracts and Program Supports
Children's Services – Edmonton Region
Attn: Fayanne Perry
7th Floor, Park Plaza
10611 – 98 Avenue NW
Edmonton, Alberta T5K 2P7

Northwest Region Address:

Children's Services
Attn: Sabrina McConnell
214 Place South, 4th floor, 10130 99 Avenue
Grande Prairie, Alberta T8V 2V4

Metis Settlements Address:

Metis Settlements Children's Services
Attn: Angie Pinder
210, 10335 172 Street
Edmonton, Alberta T5S 1K9

North Central Region Address:

Children's Services
Attn: Robert Andrews
Admin Building, 2nd Floor, 5143 50St
Barrhead, Alberta T7N 1A6

SECTION 9: PRICING

9.1 Pricing

The Proponent's budget for FRN services including 'Hub' and 'Spoke' services must be included as part of the Proponent Response Form (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form). Budget charts (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form) must be completed separately for 'Hub' services as well as each unique 'Spoke' service (i.e. individual programs such as Home Visitation, Youth Mentorship etc.).

The content and value of the budget is driven by the program and service expectations being purchased. The Budget Chart identifies 6 expenditure categories; see below for descriptions of each category.

EXPENDITURE CATEGORY	DESCRIPTION
I. SERVICE DELIVERY STAFFING COSTS	Costs associated with direct client programming. Client Development staffing salaries including salaries/wages and benefits (EI, CPP, vacation pay, WCB etc.) of staff participating in direct client programming.
II. 'OTHER' SERVICE DELIVERY COSTS	Supplies and services associated directly with services, supports, and programming provided to clients including: <ul style="list-style-type: none"> • supplies and materials • program staff training • program staff travel/mileage etc.
III. PROGRAM COSTS	Costs associated with program operations. Program costs are inclusive of insurance costs (general liability, errors and omissions, automobile insurance, board liability, employer liability, and property insurance) and licensing costs.
IV. FACILITY COSTS	Facility costs are associated with the operation of the facility and are inclusive of rent/mortgage/loan payment/lease costs, property taxes, utilities, maintenance /repairs, supplies, janitorial services, 'other'.
V. ADMINISTRATION STAFFING COSTS	Salaries and benefits of positions that are not directly participating in direct program services. (i.e. Executive functions, financial support, human resources, communications, fund raising)
VI. 'OTHER' ADMINISTRATIVE COSTS	Administrative costs (office materials) that are required by the program as well as to perform role of administrative staff (i.e. office supplies, telecommunications, IT support, staff recruitment, advertising, legal fees, accounting/ audit fees, bank charges, consultant fees, organizational memberships, 'other')

SECTION 10: EOI EVALUATION

10.1 Screening

After receiving the Proposals, the Evaluation Teams will screen each proposal to determine if the Proponent meets the mandatory requirements of this EOI (*please see Section 7.1 Mandatory Requirements*). The Evaluation Teams will then evaluate Proposals that have passed the initial mandatory requirement screening.

10.2 Evaluation

Each submission will be evaluated for the minimum requirement. The evaluation process is a 3-

step review process which will enable the Evaluation Teams to assess the continuum of services being proposed and capacity to promote collaborations and partnerships:

1. Evaluation of proposals that propose a combination of 'Hub' and 'Spoke' services
2. Evaluation of proposals that propose distinct/separate 'Hub' services
3. Evaluation of proposals that propose distinct/separate 'Spoke' services

The following sections of the Proponent Response Form (*please see Appendix F – Proponent Response Form*) will be evaluated:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**
- **3 Formal Letters of Support from collaborative partners**

Each Section will be evaluated separately using a 6-Point Likert Scale.

10.3 Proposal Evaluation Criteria

a) Likert Scale:

A Likert Scale has an inherent positive and negative dimension. A 6-Point Likert Scale will enable the Evaluation Teams to measure not only *direction* (positive and negative) but also the *strength* of that direction (i.e. 'fair' versus 'very good'). The Scale starts at '1' rather than '0' to mitigate a response bias of not wanting to rate a proposal too critically. Half points can be awarded.

EOI Proposal Evaluation Likert Scale		
SCORE	DESCRIPTOR	ADDITIONAL GUIDANCE
1	Very poor	Does not meet basic requirements, significant gaps in content, details, and quality. Demonstrates little understanding of the requirements.
2	Poor/marginal	All content areas may be addressed however significant gaps in content, details, understanding and quality.
3	Fair	Basic understanding of requirements, moderate challenges in content, content meets basic expectations.
4	Good	All content areas addressed. Includes strengths and some minor challenges in content, quality, and details.
5	Very Good	Strong content; essentially no challenges.
6	Exceptional	Exceptionally strong content. Content exceeds expectations and requirements, clearly demonstrates an understanding of service requirements. Incorporates innovative and new ideas.

Proponent Response Form Section	Score
Part A- Scope Information	3. /6 points 4. /6 points 5. /6 points
Part B- 'Hub' Services	1. /6 points 2. /6 points 3. /6 points 4. /6 points 5. /6 points 6. /6 points
Part C- 'Spoke' Services	1. /6 points 2. /6 points 3. /6 points 4. /6 points 5. /6 points
Formal Letters - 3 formal letters of support from collaborative partners that help to establish the organizational capacity of the proponent	/6 points

10.4 Qualified Proponent Identification and Selection

Proponents must achieve a minimum score of 3.5 points out of 6 points on each of the relevant sections to be considered for grant awarding. For Proponents applying to provide a combination 'Hub' and 'Spoke' services relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**

For Proponents applying to provide 'Hub' only service relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**

For Proponents applying to provide 'Spoke' only service/s relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part C – Sections 1, 2, 3, 4, 5**

Grant awarding is not based on achieving the highest score. Grant awarding will be determined based on Proponent achieving a minimum score of 3.5 on each relevant section, quality of responses, as well as other key considerations including:

- Appropriate distribution of FRNs that address the needs of Indigenous children, youth, and families as well as other distinct cultural identities and communities within Alberta

- Capacity of FRN to provide a comprehensive continuum of prevention and early intervention programming and services for families and children and youth aged 0-18 years either directly or through coordinated service delivery
- Accessible and reasonably distributed FRN services across the province
- Services are adequately resourced to meet the need of their communities
- Addressing the urban and rural community needs
- Matching of FRN services and programs to the communities unique needs
- Proponent submitted budgets

10.5 Resource Replacement

This EOI is an iterative multi-phased process that involves service delivery development and negotiation. There could be circumstances following the EOI Closing Date and Time and during the negotiation phase where proposed resources may be replaced. The Province reserves the right to deny any request for replacement and reject any proposed resource replacement requested by a proponent.

10.6 Proposal Clarifications

At any time during the evaluation process, the Province may ask the Proponent to clarify statements made in its Proposal.

SECTION 11: EOI TERMS & CONDITIONS

11.1 EOI Schedule of Events

EOI Activity	Date
1. EOI Release	Thursday November 7, 2019
2. Live Q&A Session	Thursday November 14, 2019 10:00 am MT
3. Live Q&A Session	Thursday December 12, 2019 10:00 am MT
4. EOI Closure	Thursday January 16, 2020 by 2:00 pm MT
5. EOI Evaluation	January 27 - February 14, 2020
6. Service & Program Development and Negotiation	February 17 - March 20, 2020
7. Grant start date and opening of FRNs	April 1, 2020

The above dates are provided for information only and are subject to change at the sole discretion of the Province.

11.2 Question & Answer Session

Two ***Proponent Question & Answer Sessions*** have been scheduled to provide an opportunity for questions or clarification regarding EOI requirements. Interested proponents can join the

Question & Answer Sessions either through teleconference or Zoom Webinar (proponents cannot attend in person). Information regarding teleconference coordinates and Zoom login will be uploaded on the APC website soon.

Save the Date!

Session 1 - Thursday November 14, 2019

Session 2 - Thursday December 12, 2019

Time: 10:00 am

Please submit written questions to the EOI Facilitators, Lana Rogozinsky & Robert Andrews, at **CSprocurement@gov.ab.ca** so that comprehensive answers can be given during the Q&A sessions. Participation in the session is not mandatory, but is highly recommended.

Verbal responses to questions are not binding on any party. Written confirmation of statements made at the Proponent Question & Answer Session will be uploaded on the APC website with the weekly Q&A Updates.

11.3 Proposal Submission

Proposals must be delivered to the Province in hardcopy format (paper). To assist the Evaluation Teams to perform searches within the Proposal, however, Proponents must also provide an electronic copy of the Proposal in Microsoft Word or Adobe Acrobat format on a USB disk (flash drive). This electronic copy, when provided, will not be accepted in place of the hardcopy version. If there are any conflicts, discrepancies, errors or omissions between the electronic and hardcopy versions of the Proposal, the hardcopy version will take precedence and govern.

Proposals may be delivered by hand, courier or mail.

Canada Post only delivers Government of Alberta mail with Edmonton addresses to the main Canada Post depot in Edmonton. The Government of Alberta then picks up the mail and distributes it in accordance with the address label. It is the Proponent's responsibility when choosing the method of delivery for their Proposal, to ensure that its Proposal is received before the EOI Closing Date and Time at the location specified in this EOI.

In responding to this EOI, the Proponent's attention is drawn to the following:

- a) Proposals received after the EOI's Closing Date and Time will be rejected.
- b) Ambiguous, unclear or unreadable Proposals may be rejected.
- c) Proposals should be delivered in a sealed, self-addressed package clearly marked with the Proponent's name, EOI's title and Closing Date and Time.
- d) Proposals should be delivered to the appropriate CS Region:

Calgary Region Address:

Children's Services
Attn: Lana Rogozinsky
300, 1240 Kensington Road NW
Calgary, Alberta T2N 3P7

Central Region Address:

Children's Services
Attn: Joleen Losness
3rd Floor Bishops Place, 4826 Ross Street
Red Deer, Alberta T4N 1X4

Edmonton Region Address:

Contracts and Program Supports
Children's Services – Edmonton Region
Attn: Fayanne Perry
7th Floor, Park Plaza
10611 – 98 Avenue NW
Edmonton, AB T5K 2P7

South Region Address:

Children's Services
Attn: Shelley Orr
Lethbridge Centre, 709, 400 4 Avenue South
Lethbridge, Alberta T1J 4E1

Northeast Region Address:

Children's Services
Attn: Robert Andrews
Provincial Building, 8th Floor, 9915 Franklin
Avenue
Fort McMurray, Alberta T9H 2K4

North Central Region Address:

Children's Services
Attn: Robert Andrews
Admin Building, 2nd Floor, 5143 50St
Barrhead, Alberta T7N 1A6

Northwest Region Address:

Children's Services
Attn: Sabrina McConnell
214 Place South, 4th floor, 10130 99 Avenue
Grande Prairie, Alberta T8V 2V4

Metis Settlements Address:

Metis Settlements Children's Services
Attn: Angie Pinder
210, 10335 172 Street
Edmonton, Alberta T5S 1K9

- e) The time and date of receipt of Proposals will be recorded on the Proposals upon delivery to the above address. Proposals must be received prior to the EOI's Closing Date and Time.
- f) Submit three (3) paper copies (bound in such a manner that the pages lie and remain flat when opened) and one (1) electronic copy of the Proposal on a USB disk.

11.4 Multiple Proposals

A Proponent must submit individualized proposals in the following instances:

- If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form for each CS Region.
- If your organization is proposing to deliver multiple 'Hub' locations (multiple FRNs) in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location.

- If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services, you will be required to submit Part A Scope Information, Part B FRN Hub Services, and Part C FRN Spoke Services of the Proponent Response Form.

If a Proponent submits more than one Proposal, the Proponent must submit each Proposal separately in the same format as outlined in this EOI. Each Proposal submitted by the same Proponent must meet the mandatory requirements of this EOI. The Evaluation Teams will decide the acceptability of each Proposal separately.

11.5 Proponent Team Proposals

In the case of a Proponent Team Proposal, the Province requires that the Prime Proponent has responsibility for all terms and conditions of the Grant. If a Proponent Team is selected as the successful Proponent, only the Prime Proponent will be identified as the Grant Recipient in the Grant.

11.6 Price

Prices proposed shall be in **Canadian funds** and exclusive of the Goods and Services Tax and the Harmonized Sales Tax.

In the event of any inconsistency between words and numbers, words shall govern.

11.7 Proponent Questions

Unless otherwise advised by the EOI Facilitator, all questions and any form of communication between the Proponents and the Province in relation to this EOI must be submitted in writing via email to the EOI Facilitator (as identified on the front page of this EOI). All questions and responses will be documented.

The Province intends to disseminate all questions and their corresponding responses to all Proponents. No question or answer will be confidential.

Weekly Q&A Updates - the Province intends to post Q&A updates weekly. These updates will be made every Friday and posted on APC (Alberta Purchasing Connections) website.

Link: <http://www.purchasingconnection.ca/>

The Proponent has the responsibility to notify the Province, in writing, of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this EOI, as it is discovered, and to request any instruction, decision, or direction necessary to prepare the Proposal.

Q&A Updates will be posted on APC on the following days:

November 15, 2019
November 22, 2019
November 29, 2019
December 6, 2019
December 13, 2019

December 20, 2019
January 3, 2020
January 10, 2020
January 15, 2020

Questions or concerns must be communicated in writing to the EOI Facilitator at least three Business Days prior to the EOI's Closing Date and Time (by Monday, January 13, 2020). Questions received after this time will be answered if, in the opinion of the Province, time permits.

Verbal responses to enquiries are not binding on any party.

11.8 Proposal Alterations and Irrevocability

Proponents may only amend or rescind their Proposal before the EOI Closing Date and Time by submitting a clear and detailed written notice to the Province via the EOI Facilitator.

All Proposals become irrevocable after the EOI Closing Date and Time.

In either of the following circumstances:

- the Proponent has rescinded a Proposal before the EOI Closing Date and Time; or
- the Province has received the Proposal after the EOI Closing Date and Time;

such a Proposal will, at the Proponent's choice, either be returned to the Proponent at the Proponent's expense after the EOI Closing Date and Time, or destroyed by the Province after the EOI Closing Date and Time.

11.9 Period of Commitment

Proposals shall be final and binding on the Proponent for ninety (90) days from the EOI's Closing Date and Time and may not be altered by subsequent offerings, discussions, or commitments unless the Proponent is asked to do so by the Province.

11.10 Proposal Irregularity or Non-compliance

The Province reserves the right to waive an irregularity or non-compliance with the requirements of this EOI where the irregularity or non-compliance is minor or inconsequential. The determination of what is or is not a minor or inconsequential irregularity or non-compliance, and the determination of whether to waive or not waive the irregularity or non-compliance, shall be at the Province's sole discretion.

11.11 Proposal Return

Proposals and accompanying documentation, upon receipt by the Province, will become the

property of and will be retained by the Province.

11.12 Confidentiality and Security of Information

The Proponent, the Proponent's employees, subcontractors, and agents shall:

- keep strictly confidential all information concerning the Province or third parties, or any of the business or activities of the Province or third parties acquired as a result of participation in the EOI; and
- only use, copy or disclose such information as necessary for the purpose of submitting a Proposal or upon written authorization from the Province.

The Proponent shall maintain security standards, including control of access to data and other information, consistent with the highest standards of business practice in the industry.

No press release or other public announcement relating to this EOI shall be issued without the prior written consent of the Province.

11.13 Freedom of Information and Protection of Privacy ACT (Alberta) (FOIP)

The Proponent acknowledges that:

FOIP applies to all information and records relating to, or obtained, generated, created, collected or provided under, the EOI or the Grant and which are in the custody or under the control of the Province. FOIP allows any person a right of access to records in the Province's custody or control, subject to limited and specific exceptions as set out in FOIP; and

The Proponent, if it considers portions of its Proposal to be confidential, shall identify those parts of its Proposal to the Province considered to be confidential and what harm could reasonably be expected from disclosure. The Province does not warrant that this identification will preclude disclosure under FOIP.

11.14 Consent to the use of Personal Information

The purpose of collecting Personal Information for this EOI is to enable the Province to ensure the accuracy and reliability of the information, to evaluate the Proposal, and for other related program purposes of the Province. Authority for this collection is the *Government Organization Act* (Alberta), as amended from time to time and section 33 (c) of FOIP. The Proponent may contact the EOI Facilitator identified in the EOI regarding any questions about collection of Personal Information pursuant to this EOI.

The Proponent consents, and has obtained the written consent from any individuals identified in the Proposal, to the use of their Personal Information in the Proposal by the Province, the Province's employees, subcontractors and agents, to enable the Province to evaluate the Proposal

and for other program purposes of the Province. The Proponent must provide those written consents within two Business Days of a request by the Province to do so.

11.15 Conflict of Interest

On or before the Closing Date and Time of this EOI, Proponents must fully disclose to the EOI Facilitator, in writing, the circumstances of any actual, possible or perceived conflict of interest in relation to the Proponent, all Proponent Team members or any employee, sub-contractor or agent, if the Proponent were to become the Contractor pursuant to this EOI. The Province shall review any submissions by Proponents under this provision and may reject any Proposal where, in the opinion of the Province, the Proponent, any Proponent Team member, employee, sub-contractor or agent is, could be, or could be perceived to be in a conflict of interest if the Proponent were to become the Contractor pursuant to this EOI.

11.16 *Lobbyists Act*

The Proponent acknowledges that:

- a) the *Lobbyists Act* (Alberta), as amended from time to time, establishes certain obligations and prohibitions with respect to lobbying and contracts for paid advice, as those terms are defined in the *Lobbyists Act*; and
- b) it is responsible for complying with the *Lobbyists Act* (Alberta) during the EOI process, and if the successful Proponent, during the Grant.

11.17 Modified EOI Process

If no compliant Proposals are submitted in response to this EOI, the Province reserves the right to undertake a modified EOI process in order to select a successful Proponent. The modified EOI process, if used, will be conducted as follows:

All Proponents submitting non-compliant Proposals, other than those who submitted Proposals after the EOI Closing Date and Time, will be asked to prepare a "Modified Proposal". The necessity, scope and the timing of such a modified EOI process will be solely at the Province's discretion;

Details regarding the manner and form of the modified EOI process and the expected deliverables to be included therein will be provided in advance to all Proponents who submitted a non-compliant Proposal;

Modified Proposals and accompanying documentation, upon receipt by the Province, will become the property of and be retained by the Province; Proponents submitting Modified Proposals must meet the mandatory requirements identified in the modified EOI process; and

At the conclusion of the modified EOI process, following the Proponents' submission of the Modified Proposals, the Evaluation Teams will evaluate Modified Proposals in accordance with an

evaluation plan developed for the modified EOI process.

11.18 EOI Terms and Conditions

By submitting a Proposal, the "EOI Terms and Conditions" contained in this Section 11 of this EOI are deemed to be accepted by the Proponent in their entirety and without any changes.

11.19 Extension, Amendment to or Cancellation of EOI

The Province may extend the EOI Closing Date and Time, or the Province may amend, suspend, postpone or cancel this EOI.

11.20 Costs of the Proposal

The Proponent is responsible for all costs of preparing and presenting its Proposal and, if applicable, entering into the Grant Agreement.

11.21 Grant Agreement Awarding

Following the final selection, if any, the Province and the successful Proponent will enter into the Grant Agreement. If, in the opinion of the Province, it appears that a Grant Agreement will not be entered into with the successful Proponent within 30 days, the Province may negotiate with other Proponents who met the mandatory requirements and minimum scoring requirements.

11.22 Representations and Warranties

Statements made in a Proposal may be incorporated into, attached to, or otherwise included in Schedule A to the Grant Agreement, and shall constitute representations and warranties of the successful Proponent and shall form part of the Grant Agreement.

11.23 Release of Proposal Information

The Province reserves the right to disclose the names of responding Proponents and any summary cost information deemed appropriate by the Province.

11.24 Proponent Debriefing

At the written request of an unsuccessful Proponent, the Province will conduct a debriefing to tell the Proponent why its Proposal was not selected. The unsuccessful Proponent's written request for a debriefing must be received by the Province within 10 Business Days of notification to the Proponent that it was unsuccessful.

11.25 Claims for Damages or Compensation

Notwithstanding any other provision in this EOI, a Proponent who responds to this EOI agrees that any claim for damages or compensation of any kind related directly or indirectly to a breach of grant or other cause of action arising from:

- the EOI process;
- the evaluation of Proposals;
- the awarding of the Grant Agreement; or
- a decision by the Province not to award the Grant Agreement

shall be limited to the Proponent's actual Proposal preparation costs. "Proposal preparation costs" are the actual costs borne by a Proponent to prepare and submit its Proposal. By submitting a Proposal a Proponent acknowledges and accepts this limitation.

11.26 Proposal Acceptance/Rejection

The Province is not required to accept the lowest cost Proposal, and may reject any or all Proposals.

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APPENDIX A – Map of Alberta Children’s Services Regions



APPENDIX B – Network Area Size Considerations Within CS Regions

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0- 18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21- 35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Calgary NW and West, and West Central	Calgary	32,968	34,310	Large	< 149	Large
Calgary - Deep South and South Central and SW	Calgary	32,968	34,310	Large	< 149	Large
Calgary Downtown	Calgary	32,968	34,310	Large	< 149	Large
Calgary East and North East (including North of McKnight)	Calgary	32,968	34,310	Large	< 149	Large
Calgary North Central	Calgary	32,968	34,310	Large	< 149	Large
Calgary - Indigenous	Calgary	32,968	34,310	Large	< 149	Large
Calgary- Indigenous	Calgary	32,968	34,310	Large	< 149	Large
Calgary Additional	Calgary	32,968	34,310	Large	< 149	Large
Calgary Additional	Calgary	32,968	34,310	Large	< 149	Large
Airdrie and North Rocky View (Crossfield, Beiseker, Irricana, Keoma) Distance: Beiseker to Airdrie	Calgary	20,235	21,053	Large	< 149	Large
Chestermere and Langdon, Strathmore and Wheatland County (Rockyford, Standard, Hussar) Distance: Carseland to Dorothy	Calgary	10,205	10,592	Small	< 149	Small
Okotoks	Calgary	9,105	9,408	Small	< 149	Small
Cochrane, Bragg Creek	Calgary	6,770	7,060	Small	< 149	Small
Canmore and Banff	Calgary	3,920	4,021	Small	< 149	Small
High River, MD of Foothills (Black Diamond, Blackie, Turner Valley, Longview, Cayley); Nanton; Vulcan	Calgary	5,450	5,714	Small	< 149	Small
Red Deer (city)	Central	24,715	26,099	Large	< 149	Large
Lloydminster, County of Vermilion River (Kitscoty, Marwayne, Blackfoot, Paradise Valley), Vermilion and area (Mannville, Clandonald, Dewberry)	Central	7,425	7,962	Small	< 149	Small

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0- 18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21- 35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Camrose and Area (Hay Lakes, Kingman, Round Hill, Armena, Bittern Lake, Ohaton, Bawlf, Edberg, Bashaw); Flagstaff County (Bruce, Daysland, Strome, Killam, Sedgewick, Loughheed, Hardisty Forestburg, Galahad, Heisler, Alliance); Beaver County (Tofield, Ryley, Viking, Holden)	Central	7,101	7,503	Small	> 149	Medium
Sylvan Lake, Eckville, Benalto	Central	4,670	4,924	Small	< 149	Small
Lacombe, Blackfalds and Lacombe County (Alix, Clive, Blackfalds, Bentley)	Central	7,135	7,531	Small	< 149	Small
Wetaskiwin and County (Alder Flats, Winfield, Gwynn) Ponoka and Rimbey	Central	5,549	6,190	Small	< 149	Small
Drumheller, Morrin, Munson, East Coulee, Delia, Rosebud, and Hanna; Three Hills, Huxley, Torrington, Linden, Acme, Swalwell, Carbon (Kneehill and Area)	Central	3,665	3,833	Small	< 149	Small
Innisfail and Red Deer County (Delburne, Elnora, Lousana, Bowden, Springbrook, Penhold, Markerville) Distance: Raven to Ardley	Central	3,950	4,188	Small	< 149	Small
Drayton Valley and Brazeau County (Breton, Lodgepole), Rocky Mountain House and Clearwater County (Leslieville, Caroline)	Central	3,925	4,247	Small	> 149	Medium
Wainwright, Chauvin, Irma, Edgerton, Provost, Hayter, Cadogan, Czar, Hughenden, Amisk, Hardisty	Central	2,705	2,826	Small	< 149	Small
Stettler and County of Stettler (Donalda, Erskine, Botha, Gadsby, Big Valley) ; Castor, Coronation, Consort	Central	2,190	2,302	Small	> 149	Medium
Olds, Didsbury, Carstairs, Cremona, and Sundre	Central	5,165	5,413	Small	< 149	Small
Edmonton- Central/City Centre	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton SE (including Mill Woods)	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton - North Central-	Edmonton	30,767	32,685	Large	< 149	Large

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0- 18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21- 35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Edmonton North East	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton South West and West	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton Indigenous	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton Indigenous	Edmonton	30,767	32,685	Large	< 149	Large
Sherwood Park and Strathcona County	Edmonton	25,205	26,241	Large	< 149	Large
St. Albert	Edmonton	16,570	17,326	Medium	< 149	Medium
Stony Plain and Parkland County	Edmonton	12,460	13,328	Medium	< 149	Medium
Leduc County (Thorsby, Warburg, Calmar, New Sarepta) , Devon and Beaumont	Edmonton	12,160	12,845	Medium	< 149	Medium
Fort Saskatchewan, Morinville and Sturgeon County (Red Water, Gibbons, Bon Accord, Legal)	Edmonton	11,335	12,140	Medium	< 149	Medium
Spruce Grove	Edmonton	9,690	10,390	Small	< 149	Small
Leduc	Edmonton	8,050	8,481	Small	< 149	Small
Hinton, Jasper and Grande Cache , and Edson including Yellowhead County (Evansburg, Wildwood, Marlboro, Peers)	North Central	6,650	7,407	Small	> 149	Medium
Cold Lake, Athabasca County (Boyle, Athabasca) and Lac La Biche and Plamondon	North Central	5,920	6,625	Small	> 149	Medium
Bonnyville and District MD (and Ardmere, and Fort Kent, and Glendon), St. Paul, Elk Point, Vilna, Ashmont	North Central	3,690	4,241	Small	< 149	Small
Vegreville, Lamont County (Lamont, Mundare, Chipman, Andrew); County of Two Hills (Two Hills, Willingdon, Myrnam, Derwent), Innisfree, Mannville	North Central	2,900	3,090	Small	< 149	Small
Westlock and Westlock County (Busby, Vimy, Pibroch, Fawcett); Barrhead, Thorhild, Smoky Lake, Waskatenau	North Central	2,545	2,801	Small	< 149	Small

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0- 18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21- 35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Fort McMurray, Anzac, Sapre Creek, Gregoire Lake Estates, Conklin	Northeast	18,380	19,854	Medium	> 149	Large
Grande Prairie and Grande Prairie County No. 1	Northwest	24,005	25,754	Large	22	Large
Whitcourt, Mayerthorpe, Onoway, Swan Hills, Fox Creek, Valleyview	Northwest	4,840	5,406	Small	> 149	Medium
Peace River, Red Earth Creek, St. Isidore, Nampa, Manning, Grimshaw and Fairview, Bluesky, Whitelaw	Northwest	3,835	4,484	Small	< 149	Small
Slave Lake, Canyon Creek, Widewater, Big Lakes County (Includes High Prairie, Kinuso, Faust, Jousard, Enilda) MD of Smoky River (McLennan, Donnelly, Falher, Girouxville), Wabasca-Desmarais	Northwest	4,855	6,397	Small	> 149	Medium
McKenzie County (High Level, Rainbow Lake, Fort Vermilion, La Crete)	Northwest	1,615	1,933	Small	> 149	Medium
Lethbridge	South	21,435	22,847	Large	< 149	Large
Medicine Hat and Bow Island, Redcliff, and Oyen	South	17,205	18,107	Medium	> 149	Large
Coaldale, Lethbridge County (Barons, Nobleford, Shaughnessy, Diamond City, Iron Springs, Turin, Coalhurst, Picture Butte), Stirling, Raymond, Magrath (Cardston county but not Cardston)	South	7,195	7,493	Small	< 149	Small
Brooks, County of Newell (Rosemary, Duchess, Patricia, Tilley, Scandia, Rolling Hills)	South	6,570	6,762	Small	< 149	Small
Taber, Vauxhall, Grassy Lake and County of Forty mile No. 8 (Foremost and Bow Island)	South	4,180	4,249	Small	< 149	Small
Pincher Creek, Crowsnest Pass (Hillcrest Mines, Frank, Blairmore), MD Pincher Creek (Cowley, Lundbreck, Beaver Mines), Fort Macleod,	South	3,945	4,331	Small	< 149	Small

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0- 18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21- 35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Porcupine-Willow Creek (Claresholm, Stavely, Granum), Cardston						
Metis Settlements area #1	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Metis Settlements area #2	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Metis Settlements area #3	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Total Child Population		881,195	930,986			
Average Per Network Area		15,193	16,051			
# SMALL				34		23
# MEDIUM				6		15
# LARGE				21		23
TOTAL GEOGRAPHIC NETWORK AREAS				61		61

APPENDIX C – Mandatory Requirements

Mandatory Requirements

Mandatory requirements for this EOI include:

- ☒ Proposals must be received by the date and time identified on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional office. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,
- ☒ Proponents must send three (3) hard copies of their proposal and also include a USB disk (flash drive) with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,
- ☒ Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,
- ☒ Submission must include completed Proposal Cover Page (*please see Appendix D - Proposal Submission Cover Page*) and include signature from appropriate signing authority,
- ☒ Submission must be completed on Proponent Response Form (*please see Appendix F - Proponent Response Form*),
- ☒ Submission must include signed Proponent Commitment Statement (*please see Appendix E - Proponent Commitment Statement*),
- ☒ Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form,
- ☒ Proponent's submission must be accompanied by three (3) formal letters from collaborative partners that establish the organizational capacity of the proponent.

APPENDIX D - Proposal Submission Cover Page

(Date , 2020)

Name of EOI:	Family Resource Network EOI (2019)
Proponent's Legal Name:	
Mailing Address:	
Name of Chief Executive Officer/Executive Director:	
Contact Person and Position for current EOI:	
Telephone:	
E-mail Address:	
Are you a sole proprietor?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you a legally incorporated organization?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If so, what year was your organization incorporated?	
How many years have you or your organization provided services in Alberta?	
Is your organization not-for-profit or for-profit?	<input type="checkbox"/> not-for-profit <input type="checkbox"/> for-profit
Name and Position of Authorized Signing Officer:	

I am authorized to sign on behalf of the proponent to bind the proponent to statements made in response to this EOI.

Name of Authorized Signing Officer

Signature

APPENDIX E - Proponent Commitment Statement

Declaration	
1. The grant recipient commits to FRN service delivery starting without delay on April 1, 2020.	Yes <input type="checkbox"/> No <input type="checkbox"/>
2. The grant recipient commits to EOI development and embedding of FRN Standards of Practice.	Yes <input type="checkbox"/> No <input type="checkbox"/>
3. The grant recipient commits to EOI development and embedding of output and outcome monitoring and reporting processes.	Yes <input type="checkbox"/> No <input type="checkbox"/>
4. The Grant Recipient will maintain the following insurance requirements for the full term of the grant: 'general liability insurance, in accordance with Alberta's <i>Insurance Act</i> , in an amount not less than \$2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss of use thereof.'	Yes <input type="checkbox"/> No <input type="checkbox"/>

Certification

I hereby certify that the responses I have made to all of the 'Proponent Commitment Statement' on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, if any of the information I provide is inaccurate, or if I have indicated 'No' to any of the above statements I will not have met all of the mandatory requirements for this EOI and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I hereby acknowledge that I have the authority to make this certification on behalf of the organization referenced below.

Signature

Date

Print Name

APPENDIX F

Proponent Response Form

PART A. SCOPE INFORMATION

Instructions: All proponents are required to complete Part A of the Proponent Response Form.

Section 1: Location Identification

Instructions: Part A Section 1 must be completed by all Proponents. Please identify the Children's Services (CS) Region for your proposed service delivery.

CS Region	Identify 1 CS Region
Calgary Region	<input type="checkbox"/>
Central Region	<input type="checkbox"/>
Edmonton Region	<input type="checkbox"/>
North Central Region	<input type="checkbox"/>
Northeast Region	<input type="checkbox"/>
Northwest Region	<input type="checkbox"/>
South Region	<input type="checkbox"/>
Metis Settlements	<input type="checkbox"/>

Section 2: Service Identification

Instructions: Part A Section 2 must be completed by all Proponents. Please clarify your proposed service delivery (select one option):

Proposed Service	Option
My organization is proposing to deliver a combination of FRN 'Hub-and-Spoke' services.	<input type="checkbox"/>
My organization is proposing to deliver FRN 'Hub' services only.	<input type="checkbox"/>
My organization is proposing to deliver FRN 'Spoke' services only.	<input type="checkbox"/>

Section 3: Organizational Profile

Instructions: Part A Section 3 must be completed by all Proponents.

Please describe your understanding of the scope, objectives, and priorities of this EOI. Provide a brief organization profile that elucidates your strengths, organizational capacity, innovative practices, experience in delivering similar services, specializations etc.

Click or tap here to enter text.

Section 4: Community Needs Assessment

Instructions: Part A Section 4 must be completed by all Proponents. Please respond to the following Community Needs Assessment questions. Clarify and provide details relating to:

A. Describe the targeted/benefitting community, neighborhood, area (community being defined both as a geographic area and also as a social unit with shared norms, religion, values, customs, and/or identity). Include any relevant statistics, demographic information, identified vulnerabilities.

Click or tap here to enter text.

B. Describe the community assets (factors within the community that improve the quality of community life for families, children, and youth) that currently exist within your proposed service delivery network area. What is already being done to address the needs?

Click or tap here to enter text.

C. What support needs, risk factors, challenges have you identified relating to the families, infants, children, and youth within the proposed community?

Click or tap here to enter text.

Section 5: Collaborative Partnerships

Instructions: Part A Section 5 must be completed by all Proponents.

Describe your formal and informal collaborations and partnerships and how they would contribute and support successful service delivery. Describe any complementary efforts, including other multisector collaborations in your community or region that could potentially enhance or align with the proposed work.

Click or tap here to enter text.

PART B. 'HUB' SERVICES

Instructions: Only proponents interested in delivering 'Hub' services are required to complete Part B of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Hub' locations, Part B must be completed for each individual 'Hub'.

Section 1: FRN 'Hub' Services

Please specify address of proposed FRN 'Hub'. If currently unknown, please identify community.

Click or tap here to enter text.

Section 2: FRN 'Hub' Responsibilities

Section 3.2 'Hub-and-Spoke Service Delivery Components' of this EOI outlines 10 FRN 'Hub' responsibilities. Please describe how your proposed service delivery of 'Hub' services will accomplish, fulfill, and exceed these outlined responsibilities.

Click or tap here to enter text.

Section 3: FRN 'Hub' Approach

Please describe how your proposed FRN 'Hub' will implement, embed, and accomplish:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

Section 4: FRN 'Hub' Performance/Outcome Measurement

Relating to FRN 'Hub' Services, please describe your outcome and performance measurement approach and how it is aligned to the Well-being and Resiliency Framework.

Click or tap here to enter text.

Section 5: FRN 'Hub' Budget

For 'Hub' services (not including 'Spoke'-related programs and supports) please complete the below budget outline. Please note: if the Proponent is proposing both 'Hub' and 'Spoke' services, 'Spoke' programming budgets will be identified in a separate section.

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
Service/program (please specify program): 'Hub' Services	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.

	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

Section 6: FRN 'Hub' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Hub' Services.

Click or tap here to enter text.

PART C. 'SPOKE' SERVICES

Instructions: Only proponents interested in delivering 'Spoke' services are required to complete Part C of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Spoke' services, please identify all separately in the chart below.

Section 1: FRN 'Spoke' Services

Please provide a description and details relating to your proposed FRN 'Spoke' services and programming:

Identify Key Activity/Program	Core Service Delivery Domain (Identify primary domain)	Universal/Targeted/Intensive	Specify Age Cohort (please specify)
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other (explain below) Click or tap here to enter text.
Please provide description of activity/program (include information relating to evidence-informed/supported and best practice approaches): Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other (explain below) Click or tap here to enter text.
Please provide description of activity/program (include information relating to evidence-informed/supported and best practice approaches): Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other (explain below) Click or tap here to enter text.

Please provide description of activity/program <i>(include information relating to evidence informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
Please provide description of activity/program <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
Please provide description of activity/program <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
Please provide description of activity/program <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
Please provide description of activity/program <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			

Section 2: FRN 'Spoke' Services Implementation

Please describe how your proposed FRN 'Spoke' service/s will implement, embed, and contribute to the following:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (Section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

Section 3: FRN 'Spoke' Performance/Outcome Measurement

Relating to FRN 'Spoke' Services, please describe your outcome and performance measurement approach and how it is aligned to outcome areas identified in Section 3.8 'Outcome & Performance Measurement' and the Well-being and Resiliency Framework.

Click or tap here to enter text.

Section 4: FRN 'Spoke' Budget

For 'Spoke' services (not including 'Hub'-related services and supports) please complete the below budget outline. Please note: if the Proponent is proposing multiple 'Spoke' services and programs (i.e. Home Visitation, Youth Mentorship, Literacy Program etc.) the budget chart must be completed for each unique program/service. Add additional charts as needed.

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients	\$Click or tap here to enter text.

including supplies and materials, program staff training, program staff travel etc.	
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

EXPENDITURE CATEGORY	<u>ANNUALIZED EXPENDITURE</u>
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	

Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

Section 5: FRN 'Spoke' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Spoke' Services.

Click or tap here to enter text.

Proponent Response Package

Family Resource Network Expression of Interest 2019



**Alberta Children's Services
Family and Community Resiliency Division**

Proposal Submission Cover Page

(Date , 2020)

Name of EOI:	Family Resource Network EOI (2019)
Proponent's Legal Name:	Click or tap here to enter text.
Mailing Address:	Click or tap here to enter text.
Name of Chief Executive Officer/Executive Director:	Click or tap here to enter text.
Contact Person and Position for current EOI:	Click or tap here to enter text.
Telephone:	Click or tap here to enter text.
E-mail Address:	Click or tap here to enter text.
Are you a sole proprietor?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you a legally incorporated organization?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If so, what year was your organization incorporated?	Click or tap here to enter text.
How many years have you or your organization provided services in Alberta?	Click or tap here to enter text.
Is your organization not-for-profit or for-profit?	<input type="checkbox"/> not-for-profit <input type="checkbox"/> for-profit
Name and Position of Authorized Signing Officer:	Click or tap here to enter text.

I am authorized to sign on behalf of the proponent to bind the proponent to statements made in response to this EOI.

<i>Name of Authorized Signing Officer</i>	<i>Signature</i>
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APPENDIX E - Proponent Commitment Statement

Declaration	
1. The grant recipient commits to FRN service delivery starting without delay on April 1, 2020.	Yes <input type="checkbox"/> No <input type="checkbox"/>
2. The grant recipient commits to EOI development and embedding of FRN Standards of Practice.	Yes <input type="checkbox"/> No <input type="checkbox"/>
3. The grant recipient commits to EOI development and embedding of output and outcome monitoring and reporting processes.	Yes <input type="checkbox"/> No <input type="checkbox"/>
4. The Grant Recipient will maintain the following insurance requirements for the full term of the grant: 'general liability insurance, in accordance with Alberta's <i>Insurance Act</i> , in an amount not less than \$2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss of use thereof.'	Yes <input type="checkbox"/> No <input type="checkbox"/>

Certification

I hereby certify that the responses I have made to all of the 'Proponent Commitment Statement' on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, if any of the information I provide is inaccurate, or if I have indicated 'No' to any of the above statements I will not have met all of the mandatory requirements for this EOI and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I hereby acknowledge that I have the authority to make this certification on behalf of the organization referenced below.

Click or tap to enter a date.

Signature

Date

Click or tap here to enter text.

Print Name

Proponent Response Form

PART A. SCOPE INFORMATION

Instructions: All proponents are required to complete Part A of the Proponent Response Form.

Section 1: Location Identification

Instructions: Part A Section 1 must be completed by all Proponents. Please identify the Children's Services (CS) Region for your proposed service delivery.

CS Region	Identify 1 CS Region
Calgary Region	<input type="checkbox"/>
Central Region	<input type="checkbox"/>
Edmonton Region	<input type="checkbox"/>
North Central Region	<input type="checkbox"/>
Northeast Region	<input type="checkbox"/>
Northwest Region	<input type="checkbox"/>
South Region	<input type="checkbox"/>
Metis Settlements	<input type="checkbox"/>

Section 2: Service Identification

Instructions: Part A Section 2 must be completed by all Proponents. Please clarify your proposed service delivery (select one option):

Proposed Service	Option
My organization is proposing to deliver a combination of FRN 'Hub-and-Spoke' services.	<input type="checkbox"/>
My organization is proposing to deliver FRN 'Hub' services only.	<input type="checkbox"/>
My organization is proposing to deliver FRN 'Spoke' services only.	<input type="checkbox"/>

Section 3: Organizational Profile

Instructions: Part A Section 3 must be completed by all Proponents.

Please describe your understanding of the scope, objectives, and priorities of this EOI. Provide a brief organization profile that elucidates your strengths, organizational capacity, innovative practices, experience in delivering similar services, specializations etc.

Click or tap here to enter text.

Section 4: Community Needs Assessment

Instructions: Part A Section 4 must be completed by all Proponents. Please respond to the following Community Needs Assessment questions. Clarify and provide details relating to:

A. Describe the targeted/benefitting community, neighborhood, area (community being defined both as a geographic area and also as a social unit with shared norms, religion, values, customs, and/or identity). Include any relevant statistics, demographic information, identified vulnerabilities.

Click or tap here to enter text.

B. Describe the community assets (factors within the community that improve the quality of community life for families, children, and youth) that currently exist within your proposed service delivery network area. What is already being done to address the needs?

Click or tap here to enter text.

C. What support needs, risk factors, challenges have you identified relating to the families, infants, children, and youth within the proposed community?

Click or tap here to enter text.

Section 5: Collaborative Partnerships

Instructions: Part A Section 5 must be completed by all Proponents.

Describe your formal and informal collaborations and partnerships and how they would contribute and support successful service delivery. Describe any complementary efforts, including other multisector collaborations in your community or region that could potentially enhance or align with the proposed work.

Click or tap here to enter text.

PART B. 'HUB' SERVICES

Instructions: Only proponents interested in delivering 'Hub' services are required to complete Part B of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Hub' locations, Part B must be completed for each individual 'Hub' and submitted as a separate and distinct submission package.

Section 1: FRN 'Hub' Services

Please specify address of proposed FRN 'Hub'. If currently unknown, please identify community.

Click or tap here to enter text.

Section 2: FRN 'Hub' Responsibilities

Section 3.2 'Hub-and-Spoke Service Delivery Components' of this EOI outlines 10 FRN 'Hub' responsibilities. Please describe how your proposed service delivery of 'Hub' services will accomplish, fulfill, and exceed these outlined responsibilities.

Click or tap here to enter text.

Section 3: FRN 'Hub' Approach

Please describe how your proposed FRN 'Hub' will implement, embed, and accomplish:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

Section 4: FRN 'Hub' Performance/Outcome Measurement

Relating to FRN 'Hub' Services, please describe your outcome and performance measurement approach and how it is aligned to the Well-being and Resiliency Framework.

Click or tap here to enter text.

Section 5: FRN 'Hub' Budget

For 'Hub' services (not including 'Spoke'-related programs and supports) please complete the below budget outline. Please note: if the Proponent is proposing both 'Hub' and

'Spoke' services, 'Spoke' programming budgets will be identified in a separate section.

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
Service/program (please specify program): 'Hub' Services	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.

	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

Section 6: FRN 'Hub' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Hub' Services.

Click or tap here to enter text.

PART C. 'SPOKE' SERVICES

Instructions: Only proponents interested in delivering 'Spoke' services are required to complete Part C of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Spoke' services, please identify all separately in the chart below.

Section 1: FRN 'Spoke' Services

Please provide a description and details relating to your proposed FRN 'Spoke' services and programming:

Identify Key Activity/Program	Core Service Delivery Domain (Identify primary domain)	Universal/Targeted/Intensive	Specify Age Cohort (please specify)
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other (explain below) Click or tap here to enter text.
Please provide description of activity/program (include information relating to evidence-informed/supported and best practice approaches): Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other (explain below) Click or tap here to enter text.
Please provide description of activity/program (include information relating to evidence-informed/supported and best practice approaches): Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other (explain below) Click or tap here to enter text.

Please provide description of activity/program <i>(include information relating to evidence informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
Please provide description of activity/program <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
Please provide description of activity/program <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.
Please provide description of activity/program <i>(include information relating to evidence-informed/supported and best practice approaches):</i> Click or tap here to enter text.			
Click or tap here to enter text.	<input type="checkbox"/> Child Development and well-being <input type="checkbox"/> Caregiver capacity building support <input type="checkbox"/> Social connections and supports	<input type="checkbox"/> U <input type="checkbox"/> T <input type="checkbox"/> I	<input type="checkbox"/> 0-6 years <input type="checkbox"/> 7-13 years <input type="checkbox"/> 14 + years <input type="checkbox"/> Other <i>(explain below)</i> Click or tap here to enter text.

Section 2: FRN 'Spoke' Services Implementation

Please describe how your proposed FRN 'Spoke' service/s will implement, embed, and contribute to the following:

- Appropriate program distribution relating to age cohorts (Section 3.3)
- Core Service Delivery Domains (Section 3.4)
- Appropriate distribution of Prevention and Early Intervention Continuum (Section 3.5)
- Family Resource Network Principle-based Practices (Section 3.6)

Click or tap here to enter text.

Section 3: FRN 'Spoke' Performance/Outcome Measurement

Relating to FRN 'Spoke' Services, please describe your outcome and performance measurement approach and how it is aligned to outcome areas identified in Section 3.8 'Outcome & Performance Measurement' and the Well-being and Resiliency Framework.

Click or tap here to enter text.

Section 4: FRN 'Spoke' Budget

For 'Spoke' services (not including 'Hub'-related services and supports) please complete the below budget outline. Please note: if the Proponent is proposing multiple 'Spoke' services and programs (i.e. Home Visitation, Youth Mentorship, Literacy Program etc.) the budget chart must be completed for each unique program/service. Add additional charts as needed.

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients	\$Click or tap here to enter text.

including supplies and materials, program staff training, program staff travel etc.	
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

EXPENDITURE CATEGORY	<u>ANNUALIZED EXPENDITURE</u>
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	

Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
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TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

EXPENDITURE CATEGORY	<u>ANNUALIZED EXPENDITURE</u>
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.

B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
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TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

EXPENDITURE CATEGORY	<u>ANNUALIZED EXPENDITURE</u>
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits	\$Click or tap here to enter text.

and relief)	
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
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	\$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

EXPENDITURE CATEGORY	<u>ANNUALIZED EXPENDITURE</u>
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	

Client Development Staffing Salaries (include benefits and relief)	\$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	\$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	\$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	\$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	\$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	\$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
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	\$Click or tap here to enter text.
	\$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	\$Click or tap here to enter text.

Section 5: FRN 'Spoke' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Spoke' Services.

Click or tap here to enter text.



STAFF REPORT

Title: Alberta Capital Finance Authority (ACFA) Letter

Meeting Date: November 19, 2019

Executive Summary:

The Government of Alberta (GoA) released the 2019 Provincial Budget on October 24, 2019. In the budget GoA indicates it will introduce legislation to dissolve the ACFA. The City has received a letter from Alberta Capital Finance Authority (ACFA) indicating the dissolution of the Authority and ensuring that lending and loan administration would continue in the same manner during the transition to the GoA. Administration has reached out to the ACFA and Alberta Treasury Board and is currently awaiting further information regarding the dissolution of ACFA.

Background:

The ACFA is a provincial authority and acts only as an agent of the Alberta crown. Its business is to provide local entities with financing for capital projects. ACFA is able to borrow in capital markets at interest rates which would not be available to local authorities acting independently. ACFA makes loans to Alberta municipalities, school boards and other local entities at interest rates based on the cost of its borrowings.

The Authority was established in 1956 and is continued under the authority of the Alberta Capital Finance Authority Act, ACFA Regulation and ACFA Allotment of Shares Regulation.

At this time, we have not been able to contact ACFA to ascertain any additional information.

Alternatives:

Informational

Recommended Action:

That the Corporate Priorities Committee of Council accept the letter as information.

Budget Implications (Yes or No):



No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

November 7, 2019

To All Shareholders of Alberta Capital Finance Authority,

The Government of Alberta (GOA) released the [2019 Provincial Budget](#) on Thursday, October 24. In the budget, government indicates it will introduce legislation to dissolve the Alberta Capital Finance Authority (ACFA). The program of providing low-cost loans to local authorities would be continued by the province. (For more detail, please refer to Page 168 of the [2019–23 Fiscal Plan](#)).

The dissolution of the ACFA would not occur immediately but in phases. ACFA would continue to grant new loans and administer existing loans until the transition is complete. At the same time, government and ACFA staff would identify, and implement where possible, the actions required to transfer lending and loan administration responsibilities to government.

As part of the transition process, all classes of Shareholders (with the exception of the Crown) will be refunded the par value of their share(s) at \$10/share, in the future. As such, it will be imperative to ensure that ACFA has up-to-date contact and banking information for all our Shareholders. If you are unsure if your local authority's banking and contact information is up-to-date with ACFA, please email webacfa@acfacapital.ca or call (780) 427-9711.

ACFA is working diligently to gather information about the transition process and will endeavor to share any updates as they become available. What remains unchanged is ACFA's commitment to its borrowers during the transition. The loan issuance process will continue as usual during the transition and ACFA will continue to provide the level of service delivery our borrowers expect.

Further questions or comments can be directed to either the [Alberta Capital Finance Authority](#) or to the [Government of Alberta Treasury Board and Finance](#).

Sincerely,



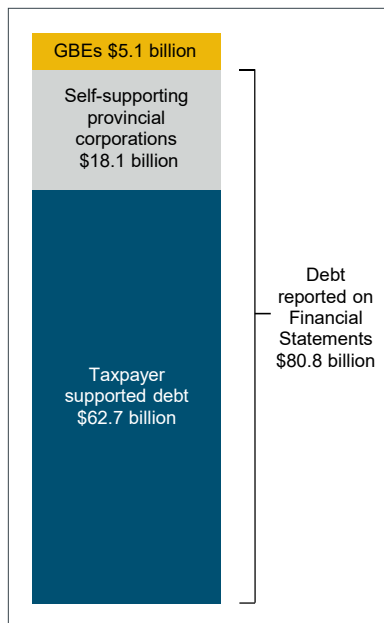
Bernadiene Hsie
Vice President and Senior Financial Officer

In 2007-08, total debt service costs were \$208 million, or 0.6 per cent of total revenues. That went up to \$728 million in 2014-15, representing 1.5 per cent of total provincial revenues.

During 2018-19, the province paid \$2.0 billion in consolidated debt service costs. This amount includes \$1.5 billion of interest paid on taxpayer supported debt, which is equal to 3.1 per cent of total revenues. Spending to pay the interest on outstanding taxpayer supported debt in 2018-19 was greater than the budgets of all but four departments (Health, Education, Advanced Education, and Community and Social Services).

Under the previous government's plan, taxpayer supported debt was forecast to rise to \$97.1 billion by the end of 2022-23. Under the new fiscal plan, debt will rise at a much slower pace. This will lower taxpayer supported debt to \$93.2 billion at the end of 2022-23. Reducing the amount borrowed and the interest that needs to be paid means more provincial revenues can be used to support program spending. When the budget is balanced in four years, government will develop a plan to repay debt.

Composition of Alberta Debt March 31, 2019



Provincial Debt Outstanding

On March 31, 2019, Alberta had \$85.9 billion in total debt outstanding. This includes all debt issued by the Province of Alberta, money borrowed directly by the Alberta Capital Finance Authority, and P3 contracts.

Of the total, \$5.1 billion is lent to government-business enterprises (or GBEs). GBEs' debt is listed on their financial statements and is not consolidated with provincial debt on the province's financial statements. The remainder of \$80.8 billion is shown in government's consolidated statement of financial position. It is comprised of \$62.7 billion in taxpayer supported debt and \$18.1 billion in loans to self-supporting provincial corporations.

The province borrows money for a number of reasons: to support its fiscal and capital plans, to manage short-term cash movements, to build and maintain its cash reserve and to lend money to various provincial corporations. These provincial corporations include two self-supporting lending organizations, the Alberta Capital Finance Authority⁵ and the Agriculture Financial Services Corporation. It also includes three government business enterprises: ATB Financial, the Alberta Petroleum Marketing Commission and the Balancing Pool. These five corporations have income producing assets used to make payments on the debt, so their debt is not considered part of taxpayer supported debt.

Management of the debt aims to minimize interest costs while prudently managing interest rate, refinancing, liquidity and other risks.

There are three key strategies. Maintaining access to multiple markets reduces interest costs and enhances liquidity. And managing the maturities of the debt

⁵ It is proposed in budget legislation that the Alberta Capital Finance Authority (ACFA) be dissolved. The program of providing low cost loans to local authorities will be continued by the province. The assets and liabilities of ACFA will be transferred to the province. Existing and new loans will continue to support the debt incurred to finance them.



STAFF REPORT

Title: Federation of Canadian Municipalities (FCM) - Western Economic Solutions Taskforce

Meeting Date: November 19, 2019

Executive Summary:

The Federation of Canadian Municipalities (FCM) has created a subgroup called the Western Economic Solutions Taskforce (WEST), announced in a statement from FCM President Bill Karsten on November 8, 2019.

The taskforce will focus on the economic downturn facing western Canada and the western provinces' "...feeling of isolation...." FCM has called on the government to assist the west with nation building energy projects, including those which would help with the transition to renewable energy. Its mandate is focused on liaising between western municipalities and the federal government to find solutions to the ongoing economic crisis in the west.

The formation of the task force comes on the heels of the Federal Election, in which a minority government was elected with no representation in either Alberta or Saskatchewan. Both prior to the election and in the aftermath of the results, several municipalities in Western Canada have voiced concerns in regards to a perceived sense of growing isolation in the west. Some have also voiced discontent with FCM as a means of engaging their concerns with the Federal Government and other municipalities across the country.

Background:

FCM's Executive Committee approved the establishment of the Task Force, including the following members:

- FCM Prairies and Territories Regional Caucus Chair (Randy Goulden, City of Yorkton, SK) – Chair
- FCM President (Bill Karsten, City of Halifax)
- FCM Third Vice-President (Darren Hill, City of Saskatoon)
- President of Rural Municipalities of Alberta (Al Kemmere)
- President of Saskatchewan Association of Rural Municipalities and FCM Rural Forum Chair (Ray Orb)
- President of Alberta Urban Municipalities Association (Barry Morishita)
- President of Saskatchewan Urban Municipalities Association (Gordon Barnhart)
- President of Association of Manitoba Municipalities (Ralph Groening)



- Mayor of Edmonton and Big City Mayors Caucus Chair (Don Iveson, City of Edmonton)
- Mayor of Saskatoon (Charlie Clark)
- Mayor of Calgary (Naheed Nenshi)
- Mayor of Regina (Michael Fougere)
- Mayor of Winnipeg (Brian Bowman)
- FCM First Vice-President (Garth Frizzell) *ex-officio
- FCM Second Vice-President (Joanne Vanderheyden) *ex-officio
- FCM Past President (Vicki-May Hamm) *ex-officio

FCM represents more than 2,000 municipalities with over 90 per cent of Canada's population. Its active programs include the Green Municipal Fund, the Municipal Asset Management Program, Municipalities for Climate Innovation Program, Women in Local Government, First Nations-Municipal collaboration, International Programs, Partners for Climate protection, the FCM Innovation Network and the Global Covenant of Mayor in Canada.

The CLRUSC/City of Cold Lake recently received an 80/20 grant from the Green Municipal Fund to commence the Waste Water Treatment Plant (WWTP) – Moving Bed Bio Reactor (MBBR) Pilot Plant Project. This project is commencing this month.

The federation has established 10 standing committees and forums, as well as five (5) regional caucuses to provide debate and offer solutions in a variety of policy areas.

Alternatives:

- The committee may direct administration to prepare correspondence with FCM and/or the Western Economic Solutions Taskforce.
- The committee may accept this report as information.

Recommended Action:

Administration recommends that the committee accept this report as information.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

[HOME](#) > [NEWS & MEDIA](#) > [NEWS RELEASES](#) > **STATEMENT CREATION MUNICIPAL
WESTERN ECONOMIC SOLUTIONS TASKFORCE**

Statement from FCM President Bill Karsten on the creation of a municipal Western Economic Solutions Taskforce

November 8, 2019

“The Federation of Canadian Municipalities (FCM) has long understood that—for Canada to thrive—its communities need to thrive. Yet right now, countless communities in western Canada are hurting. When the economic downturn hit there, the impacts touched all of us.

“No order of government has been closer to the impact of this downturn than our municipalities, as the government closest to the daily lives of Canadians. No matter the size of the community—both urban and rural—we see Canadians losing their livelihoods, losing their homes, and worrying about their family’s future.

“For over a century, FCM has united the cities and communities that millions of Canadians call home. When they confront a crisis like the economic downturn facing western Canada today, it is a shared one. There is no doubt that this crisis has left families and workers in these provinces feeling alone in the search for solutions, and we are now facing growing concern about that feeling of isolation within our proud Confederation.

“FCM knows the challenges that come with trying to speak with one voice from coast to coast to coast. When federal or provincial politics leave us feeling at odds with our fellow Canadians, municipal leaders are able to step beyond the politics to share solutions. Local governments are the bridge builders.

“Right now, this national conversation about unity and how best to support western communities struggling with the economic downturn demands engagement from every level of government. That is why FCM has struck a subgroup of municipal leaders from western Canada and beyond, called the Western Economic Solutions Taskforce (or WEST). Together, this group of elected officials will convene important conversations between the municipal and federal orders of government to ensure the perspectives of western communities are voiced, and to drive new solutions on how to best support them through this economic crisis.

“This taskforce will, in the coming weeks, seek to engage a respectful direct dialogue with the federal government on how to support communities impacted by this economic crisis. FCM has already called on the Government of Canada to support our country’s energy producing regions through nation-building energy infrastructure projects, including projects that support a

responsible transition to renewable energies. Now, we are taking the next step by actively fostering more of those solutions to this complex array of challenges.

“We look forward to those conversations as we do what local governments often do, reach across traditional and regional boundaries to collectively address a national challenge.”

For more information, please contact:

FCM Media Relations, (613) 907-6395, media@fcm.ca





STAFF REPORT

Title: Rural Municipalities of Alberta (RMA) Resolution Libraries Act Review and Rural Library Services

Meeting Date: November 19, 2019

Executive Summary:

The Rural Municipalities of Alberta (RMA) passed a resolution at its fall convention held last week, calling on the government to review the *Libraries Act* with a view to eliminating what its members feel are legislated requirements that place unnecessary stress on rural library services. The resolution received just over 87 per cent support from the RMA membership.

The RMA states that specifically, a requirement in the *Libraries Regulation* that necessitates the hiring of a professional librarian with a postgraduate qualification for municipalities or intermunicipal library boards that serve populations over 10,000 “...adds further stress to already limited rural libraries...” due to rural library systems’ budget constraints and the challenge of servicing a large area with low population densities.

The RMA thus requested a review of the act and regulation that would take into consideration the challenges faced to provide library services in a rural setting.

In addition to the above concern, the RMA also states that the Public Library Grants Program is using population figures that are outdated, resulting in a number of systems being underfunded.

Background:

In addition to municipalities and library boards, library systems are also subject to hiring regulations: For every 25,000 people the library system serves, it must hire one professional librarian with a postgraduate qualification. The systems are given credit for any municipality or board within its jurisdiction that must directly hire a professional librarian. For example, the Northern Lights Library System serves 174,000 people, but must hire based on a population of about 159,000 people because Cold Lake is within its boundaries and, with a population of over 10,000, is required to hire one professional librarian.

The RMA states that, in a rural setting where population density is very low and urban centres are relatively small, libraries are often much smaller, tend to be open for fewer hours, and often operate from several locations to provide service to large, sparsely



populated areas. They also must do so with relatively small staffs. With the unique challenges in service delivery then, the added requirement to hire a professional librarian can have a significant impact on a board's budget.

In its background information, the RMA uses the Northern Lights Library System as it example, since it is the only provincial library system that does not have a major urban centre located within its boundaries, despite the fact that it serves about 174,000 people, according to the population figures used.

Other library systems in areas with higher population densities have as much as 2/3 of their population taken out of the hiring regulations' requirements by urban centres that are within their area. Thus, in the RMA's view, the regulations as they currently exist inadvertently penalize systems that serve areas with sparse populations and are likely facing the greatest challenges to provide sufficient points of service and staff across a large area.

Alternatives:

- The committee may accept this report as information.
- The committee may direct Administration to prepare correspondence in support of the RMA resolution by lobbying the Government of Alberta to address the challenges its resolution identifies.

Recommended Action:

Administration recommends that the Committee accept the report as information.

Budget Implications (Yes or No):

No

Submitted by:

Kevin Nagoya, Chief Administrative Officer

Libraries Act Review and Rural Library Services

Athabasca County and County of Wetaskiwin

*Simple Majority Required
Endorsed by District 3 (Pembina River)*

WHEREAS libraries are an important service in rural communities and play a key role in community development; and

WHEREAS rural libraries are distinctly different in size, scope, and service level from libraries in large urban centres; and

WHEREAS the *Libraries Act* provides the legal framework for public library service in Alberta; and

WHEREAS the current version of the *Libraries Act* was adopted in 2007; and

WHEREAS section 14(1) of the *Libraries Regulation* requires a municipal board of any municipality with a population of 10,000 or more to employ a professional librarian that is a graduate of a postgraduate library program; and

WHEREAS the *Libraries Regulation* does not take into consideration population density, distance between service points or number of service points within a municipality; and

WHEREAS the Public Library Grants Program uses the 2016 Alberta Municipal Affairs population lists which do not include the results from the 2016 federal census, and, therefore, 49 rural municipalities receive funding based on their 2011 federal census numbers; and

WHEREAS regional library boards and systems are concerned about the restrictions placed on them by the *Libraries Act*, *Libraries Regulation*, and current library funding mechanisms;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request that the Government of Alberta review the the *Libraries Act* and *Libraries Regulation* through a comprehensive public consultation process;

FURTHER BE IT RESOLVED that the review include a focus on amending population density and service point indicators related to requirements for hiring professional librarians;

FURTHER BE IT RESOLVED that RMA requests that the Government of Alberta update population lists to the most recent census information to ensure proper funding is provided to rural library boards.

Member Background

Libraries play an important role in community development. They serve as a meeting place for people to learn and socialize. Libraries provide a variety of services that are often hard to access in rural and remote areas. These include internet access, literacy education, access to physical and digital books, as well as programming for hard to reach demographics such a new mothers or seniors. Libraries are community hubs and are a critical service to support community development. In rural Alberta, libraries are also a service point for the Alberta Supernet. This allows patron access to reliable high-speed internet that can help bridge the digital divide. These services and the others provided by libraries are important to rural communities. However, rural communities also face unique challenges when trying to optimize their library services.

Alberta's library system is operated by municipalities based on requirements in the *Libraries Act* and *Libraries Regulation*. This resolution requests a review of the Act and Regulation to ensure they properly address the challenges faced by rural libraries. The resolution also specifically calls for changes to two current components of the library system that are problematic for library boards; one within the Act itself and one outside the scope of the Act but still crucial to the sustainability of rural libraries. These are explained below:

Professional Librarian Requirements

Rural libraries are often smaller and provide services to fewer patrons over a greater distance. Furthermore, rural municipalities may have multiple service points that are often open shorter hours and have fewer staff members than their urban counterparts. The requirement in the *Libraries Regulation* that municipalities with a population above 10,000 must hire a professional librarian adds further stress to already limited rural libraries. In some cases, the cost of hiring a professional librarian would take the entire library board budget. This cost could also lead to the closure of rural service points and a reduction in the library services in an area. This can also have unintended impacts for library boards with dispersed populations and few large urban members.

An example of this challenge can be seen in the Northern Lights Library System (NLLS), which is the only one of Alberta's seven library systems with no large urban centres. For every 25,000 persons it serves, NLLS must employ one professional librarian. Therefore, for the 174,000 persons within the NLLS geographic area, NLLS is required to hire seven professional librarians.

If a library system has a member library with a population over 10,000 then that municipality is required to hire a professional librarian. As a result, the library system can deduct that population from the overall system population; therefore, reducing the overall requirement of hiring a professional librarian at the system level.

For Instance, Marigold Library System, with a population of just over 300,000, have several municipalities that are required to directly hire professional librarians. These local libraries hiring professional librarians eliminate over 200,000 persons from the system population. Therefore, with a population reduced to 100,000, the Marigold Library System, according to current legislation, is only required to hire five professional librarians at the system level.

Northern Lights Library system on the other hand only has one member municipality with a population over 10,000. The City of Cold Lake has a population of just under 15,000, which reduces the NLLS total population to 159,000. This reduces the required number of professional librarians to six for the system

NLLS currently has eight professional librarians serving in libraries hired by their municipalities; just because the population served is lower than the 10,000 should not negate the fact that these people have been trained at a master's degree level and they are not being recognized for it due to a change in the interpretation of the *Library Regulation*.

Numerous system directors and system board members have expressed that at one time all professional librarians hired at the municipal level were taken off from the system population count, no matter how many persons lived in that municipality.

The requirement for NLLS to employ at least six professional librarians (master's degree a requirement) has significant impact on budget, operations and service, including the following:

1. Employing six professional librarians has major budget implications, as these positions are in a high wage category; therefore, other areas of operations are not being sufficiently staffed. For instance, NLLS has only one staff member in the inter-library loans department handling over 1,362,842 books a year, compared to three to five staff members in other systems doing the same job. This understaffing can lead to repetitive stress and OH&S problems.
2. Recruiting library professionals with master's degrees to small rural settings poses a significant human resources challenge.
3. Employing more professional staff than any other system impacts on the level of system services, programs and resources (such as delivery services) that NLLS can offer.

4. At system meetings it has also become apparent that municipalities in other systems are opposing the 10,000 threshold and want to raise the requirement to 15,000 before they must hire a professional librarian. Again, this would significantly impact the budget, staffing and services as NLLS will not have any municipality that they could deduct from the overall population count.

Current Population Lists

Another challenge facing rural library boards is inaccurate funding from the Public Library Grants Program. This has occurred because Alberta Municipal Affairs has not updated their population lists since 2016. According to the *2016 Municipal Affairs Population List* 49 rural municipalities and one specialized municipality have population numbers from the 2011 federal census. Therefore, these municipalities are receiving per capita funding based on numbers that are eight years old. This adds another challenge to rural library boards as they are not receiving accurate funding to support their rural library.

While this issue would be outside the scope of the Act and Regulation, it is still a crucial advocacy priority to ensure rural libraries are properly funded and can operate sustainably.

RMA Background

RMA has no active resolutions directly related to this issue.