



Land Planning and Transportation Committee

Council Chamber
9909 Franklin Avenue, Fort McMurray

Wednesday, March 09, 2016
4:30 p.m.

Agenda

Call to Order

1. Adoption of Agenda

Minutes of Meeting

2. Minutes from Land Planning and Transportation Committee Meeting - February 10, 2016

Presentation

3. Bryce Kumka, Chair re: Land Planning and Development Advisory Committee Report and Recommendations

New and Unfinished Business

4. Update on Highway 63 - Fort McMurray Section - Speed Limit Increase
5. Update on Intersection Improvements - Sapræ Creek Trail (formerly Highway 69) and MacKenzie Boulevard
6. Crosswalk Standards within the Regional Municipality of Wood Buffalo

7. Expansion of Franklin Avenue - Four Lane Traffic
8. Funding for Rural Roads - Fort Chipewyan
9. Review of Downtown Parking Study
10. Municipal Transit Services to Fort McMurray Airport
11. Potential Development of Linkages - Highway 686 to Northern Oilsand Projects
12. City Centre Area Redevelopment Plan

Adjournment

Unapproved Minutes of a Meeting of the Land Planning and Transportation Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, February 10, 2016, commencing at 4:30 p.m.

Present: K. McGrath, Chair
T. Ault, Councillor
A. Vinni, Councillor

Administration: K. Scoble, Deputy Chief Administrative Officer
B. Couture, Executive Director
B. Moore, Executive Director
A. Rogers, Senior Legislative Officer
A. Hawkins, Legislative Officer
A. Delisle, Municipal Legal Counsel

Call to Order

Chair K. McGrath called the meeting to order at 4:30 p.m.

Adoption of Agenda

Moved by Councillor T. Ault that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes of Meeting

1. Minutes from Land Planning and Transportation Committee Meeting - November 18, 2015

Moved by Councillor A. Vinni that the Minutes of the Land Planning and Transportation Committee meeting held on November 18, 2015 be approved as presented.

CARRIED UNANIMOUSLY

New and Unfinished Business

2. Amendment to the Land Planning and Development Advisory Committee Bylaw (4:32 p.m. – 4:34 p.m.)

Brad Evanson, Director, Planning and Development and Bryce Kumka, Chair of the Land Planning and Development Advisory Committee, explained this request is to extend the deadline by which the Advisory Committee is to present its report to the Land Planning and Transportation Committee.

Moved by Councillor T. Ault that the following be recommended to Council:

- That Council approve all three readings of Bylaw No. 16/006, being an amendment to the Land Planning and Development Advisory Committee Bylaw.

CARRIED UNANIMOUSLY

3. Residential Street Safety Update

(4:34 p.m. – 4:58 p.m.)

Mohammed Amin, Manager, Transportation and Infrastructure Planning, and Mazhar Hajhossein, Senior Transportation Engineer, reported that the request for proposal (RFP) relative to the parking study is closing on February 16, 2016. The main components of the study involve an inventory of the streets, analysis of the streets based on safety and delivering a practical plan for the Municipality to endorse. It is expected that the final report will be presented to Council for discussion and approval by the end of August, 2016.

Dale Bendfeld, Manager, Municipal Law Enforcement and RCMP Support Services, referenced the Parking Enforcement Plan, which contains both awareness and education components, has been in place since 2015. Weekly reports are provided to the public through media releases.

4. Highway 63 - Fort McMurray Section - Speed Limit Increase

(4:58 p.m. – 5:06 p.m.)

Kelly Colbourne, Manager, Public Works, Roads, and Muhammed Jamal Arif, Superintendent Traffic & Rural, were present to address this matter.

M. Arif indicated noted speed limits on Highway 63 fall under Alberta Transportation's authority. Administration has already brought forward the concern to Alberta Transportation regarding multiple speed limits within the Urban Service Area. Administration will follow up and report back to the Committee on Alberta Transportation's position and/or recommendation in this matter.

It was suggested that Saprae Creek Trail (the old Highway 69), specifically the section between Prairie Creek and the Airport Road be included in this speed limit review. M. Arif mentioned the speed limits are posted based on the road plan/design, adding this area can also be looked at and a report brought back to the Committee.

5. Parsons Creek - Land Sale Progress

(5:06 p.m. – 5:10 p.m.)

Erin O'Neill, Manager, Land Acquisition & Issues Management, advised the tender in this endeavor closed on January 22, 2016. Three proposals were received which have been reviewed by an evaluation team consisting of the Deputy Chief Administrative Officer, Executive Director of Planning and Development, Legal Services, Engineering, Economic Development and Land Administration. The next steps will be to finalize the details of the bid, select a bidder, and draft an agreement for presentation to Council and to the Deputy Minister of Infrastructure as per the terms of the Master Agreement.

6. Safety Plan - Hospital Street Overpass

(5:10 p.m. – 5:21 p.m.)

Kelly Colbourne, Manager, Public Works, Roads, and Muhammed Jamal Arif, Superintendent Traffic & Rural, were present to discuss this matter.

Chair K. McGrath noted this matter has been brought forward as a concern based on the number of incidents which have occurred in this location, noting that the Hospital Overpass is the only access to Abasand and Grayling Terrace.

It was noted that Administration has already raised this matter as a safety issue with Alberta Transportation, who are actively looking at mitigation measures.

R. McCloy, RCMP Superintendent, indicated the RCMP is planning to do a media program to address this safety concern which will include drivers' education and working with Alberta Transportation. Once Alberta Transportation has determined how they can address this safety concern and put an alarm process in place, the RCMP can work with them to implement it.

Motion to Move In Camera

Moved by Councillor A. Vinni that the Land Planning and Transportation Committee move in camera.

CARRIED UNANIMOUSLY

7. Policy Options re: Municipally Owned Lands

(In Camera pursuant to Section 24 of the *Freedom of Information and Protection of Privacy Act*)

Motion to Reconvene in Public

Moved by Councillor A. Vinni that the Land Planning and Transportation Committee reconvene in public.

CARRIED UNANIMOUSLY

The Committee met in camera between 5:21 p.m. and 5:41 p.m.

Adjournment

As all scheduled business matters had been concluded, Chair K. McGrath declared the meeting adjourned at 5:41 p.m.

Chair

Chief Legislative Officer



Council Meeting Presentation Request

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

Presentation Information	
Preferred Date of Presentation	March 9, 2016
Name of Presenter(s)	Bryce Kumka
Organization Represented	Land Planning & Development Advisory Committee
Topic	Plan "B" Options for the Development of Land in the Downtown Core that were originally intended for the Sports and Entertainment Centre
Please List Specific Points/Concerns	
Action Being Requested of Council	To Be Accepted As Information
<p>Are you providing any supporting documentation (ie: Powerpoint)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to Legislative.Assistants@woodbuffalo.ab.ca.</p>	

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



LAND PLANNING & DEVELOPMENT ADVISORY COMMITTEE

Presented by:

Bryce Kumka, Chair re: Land Planning & Development
Advisory Committee

March 9, 2016

COMMITTEE MEMBERS

Stakeholder Groups Represented

1. Northeastern Alberta Aboriginal Business Association (NAABA)
2. Fort McMurray Chamber of Commerce
3. Downtown business owners
4. Public at Large
5. Fort McMurray Construction Association (FMCA)
6. Oil Sands Community Alliance (OSCA)
7. Urban Development Institute of Wood Buffalo (UDIWB)
8. Regional Municipality of Wood Buffalo – stakeholder reference (RMWB)

COMMITTEE MEMBERS

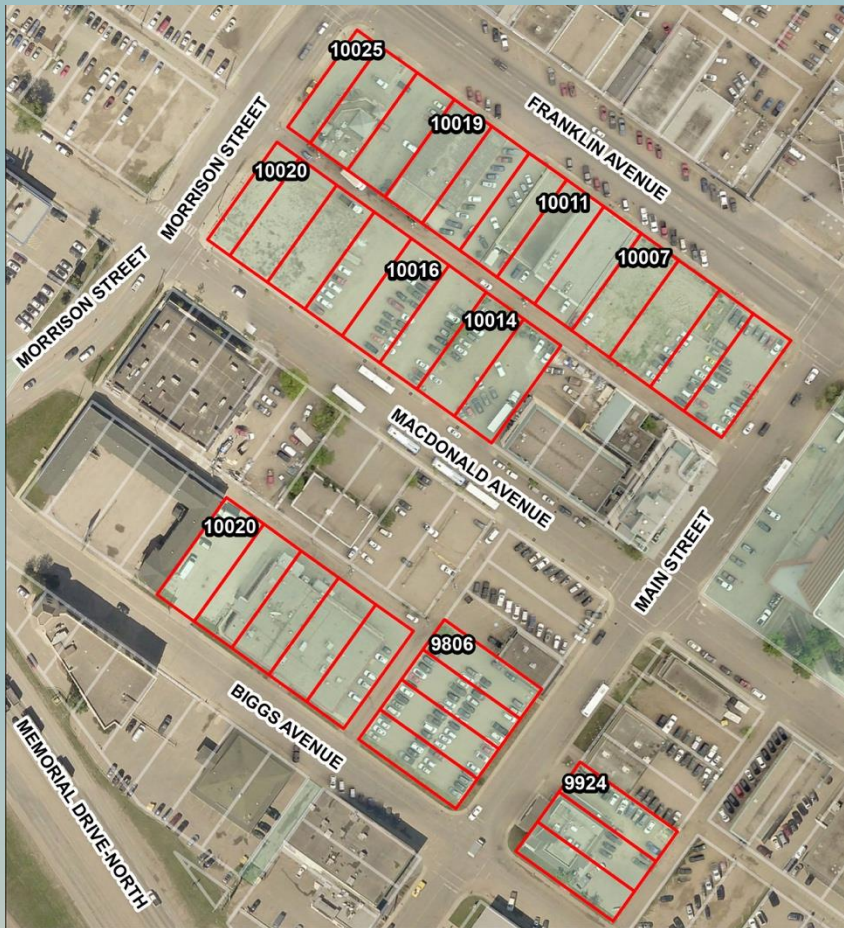
- Richard Saari –NAABA
- Sohini Sarvaiya – Public at Large
- Wesley Holodniuk – FMCA
- Bob Barrett – Downtown Business Owner
- Adrienne Bennett – Public at Large
- Elliot White - UDI
- Diana Noble – Public at Large
- Carmelo Daprocida – Downtown Business Owner
- Bryce Kumka –Chamber of Commerce
- Kara Flynn – OSCA
- Bradley Evanson – RMWB Planning & Development

OBJECTIVE / MANDATE

The Committee was initially formed at a time when a proposed Sports Entertainment Centre (SEC) for downtown land was being contemplated. Council established the Land Planning & Development Advisory Committee mandated to...

Provide a written report to Council containing recommendations for one or more alternatives to develop the “Subject Lands” in the event that a Sports and Entertainment Centre is not constructed at that location, and the reasons for the recommendations.

SUBJECT LANDS – IDENTIFIED AREA



The “Subject Lands” are defined as:

municipally owned lands in the City block bounded by Franklin Avenue, MacDonald Avenue, Morrison Street and Main Street and other municipally owned lands in the immediate vicinity, other than lands acquired for the purpose of facilitating construction of roadways, utility infrastructure, or flood mitigation infrastructure.

ESTABLISHING GUIDING PRINCIPLES

- What are the desirables from a community perspective
- What are the drivers from each members representative
- Guiding principles
 - Catalyst for other retail/commercial Development
 - Earliest/expedited Development possible
 - Minimize additional fiscal burden to tax payers/no long term debt
 - Maximize consumer traffic on a consistent usage basis
 - Can be developed in phased approach
 - Alignment with all stakeholder groups/public need
 - Adequate parking can be accommodated within development

ESTABLISHING GUIDING PRINCIPLES

- Does not compete with existing community services
 - Opportunity for Historical/cultural component
 - Allows for Residential usage
-
- The largest risk that was not resolved is funding models or process for funding
 - The lands in the nearby vicinity are not presently included in the report
 - Zoning was not formally considered in our review. Any land use conflicts between current zoning and a potential development concept can be addressed during the land development application process through the Regional Municipality of Wood Buffalo

REVIEW CONDUCTED BY COMMITTEE

Presentations were given by the following entities / individuals to provide the Committee with additional information to assist in their mandate:

- Land Administration
- Transit
- Engineering Parking
- Reviewed other cities
- Reviewed available documents from RMWB, land use, Redevelopment plan
- Waterfront Steering Committee report

REVIEW CONDUCTED BY COMMITTEE

- Member did a canvas for public comments
- Discussion with representative groups
- Internet search

It was important in our review that we obtained as much relevant data and information as possible to enable us to fulfill our mandate.

This process also included reporting back to our individual stakeholder groups and gaining the input of the members from each group.

OPTIONS CONSIDERED

While we have developed a series of five proposed suggestions of which were weighted using a Kepner Tregoe (KT) Analysis, there were many other suggestions considered including:

OPTIONS CONSIDERED

- Structured Proposal (RFI)
- Create a park on entire space
- Hold land and develop parking for down town
- Multi-plex movie theatre
- Future Events Centre/Arena/Concert venue
- Sell land in parcel /whole
- High rise complex with commercial professional office and residential
- Transit centre

OPTIONS CONSIDERED

While there were a plethora of options to consider, our primary focus was the following:

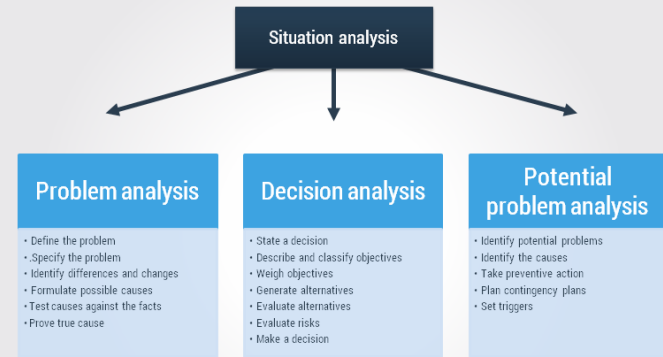
- Whether the option provided a quality of life for all those impacted
- How each option measured against the criteria established
- Narrowing the options down to a number that provided sufficient options, but that was manageable from a decision-making standpoint
- Whether the project assisted in the attraction/retention of current and future employees for business/industry

KT ANALYSIS

The Committee expended significant time and effort on the KT Analysis portion of our process.

Nearly four weeks were spent with regards to weighting the proposed suggestions against the criteria identified, discussing the outcomes, making revisions, and ultimately arriving at a consensus amongst the Committee Members.

KT method • Kepner & Tregoe



Read more: www.toolshero.com

NEW UPDATES
   

PROPOSED RECOMMENDATIONS

Urban Park



The development of an urban park on the Subject Lands would allow for the development of a long term investment in the community and provide additional character to the community.

PROPOSED RECOMMENDATIONS

Future Event Centre / Arena / Theatre (Performing Arts)



A facility of this nature could be constructed to co-anchor future downtown development and provide a catalyst for the future growth.

PROPOSED RECOMMENDATIONS

Future Event Centre / Arena / Theatre (Performing Arts)

The concept would promote additional restaurants, coffee shops, and professional buildings to produce a location where the community is provided with several entertainment/dining options to choose from on any given visit.



PROPOSED RECOMMENDATIONS

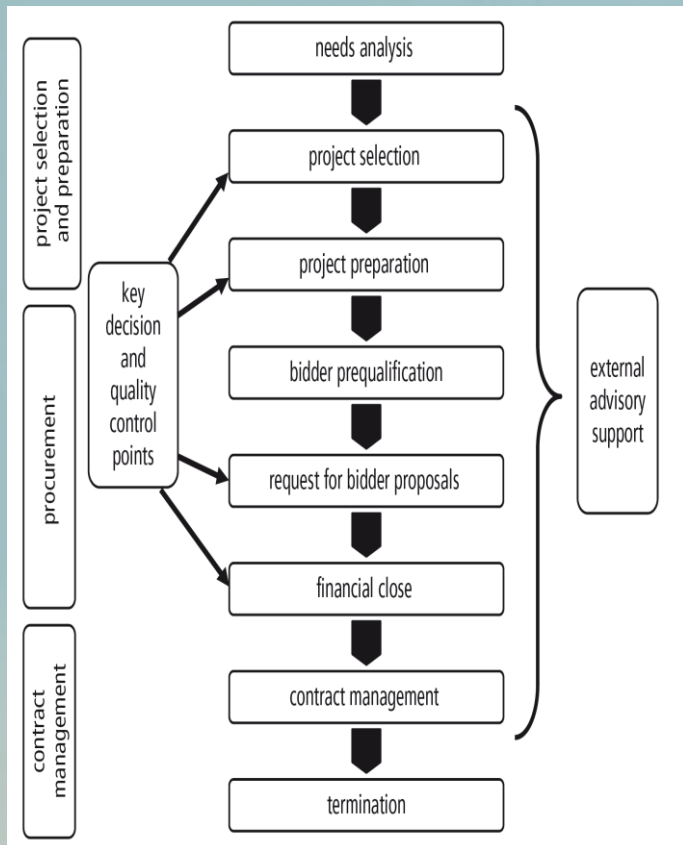
Sell Land in Whole or Smaller Parcels

The Subject Lands can be sold as a whole unit or as individual parcels to an interested party. Selling the Subject Land in parcels would involve advertising the land for sale and accepting offers under whatever parameters are decided upon.

It would be expected that the sale of the Subject Lands would be in accordance with the criteria utilized to determine a satisfactory disposition of the Subject Lands as noted earlier in this report. The Subject Lands would be sold at a price point reflective of fair market value so as to not negatively impact other properties within the region.

PROPOSED RECOMMENDATIONS

Municipal / Private Partnership

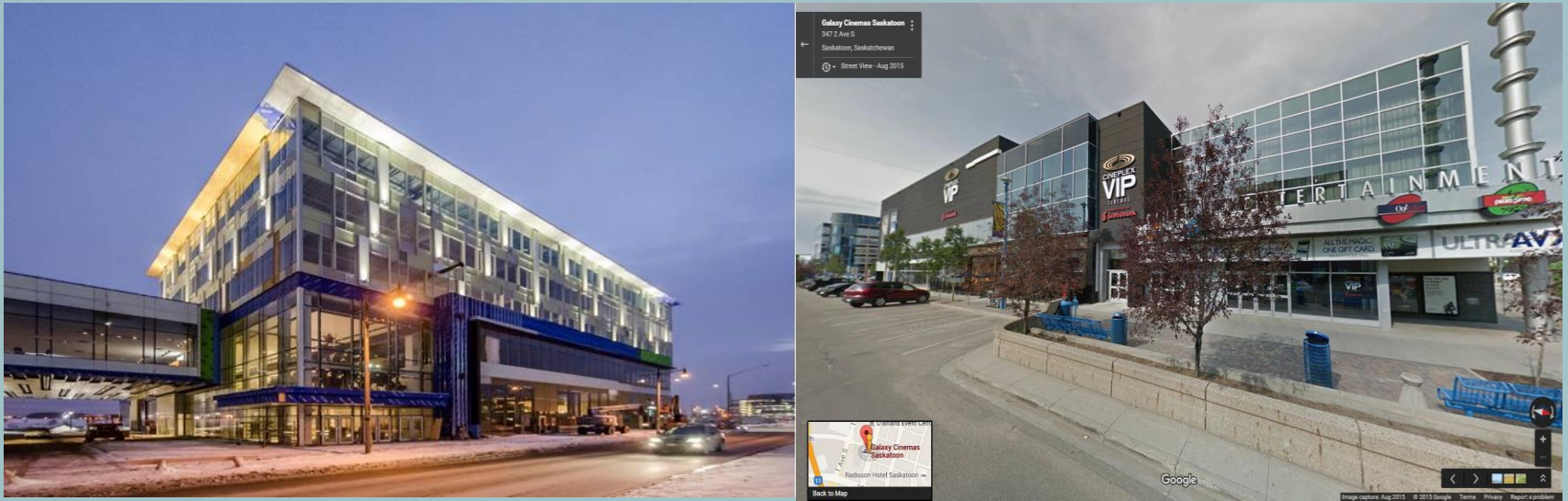


Private companies would submit proposals for what they perceive can be developed on the Subject Lands that meet the criteria of the Committee.

The purpose behind P3s is to achieve better “value for money” for taxpayers. Proponents must demonstrate the most efficient use of resources to meet or exceed service delivery goals, while protecting the public interest.

PROPOSED RECOMMENDATIONS

Multi-Plex Movie Theatre



Cities comparable to Fort McMurray have modern theatres featured in their downtown core, thus drawing people to the downtown region to spend money within the facility itself, as well as at surrounding businesses.

PROPOSED RECOMMENDATIONS

Multi-Plex Movie Theatre

A multi-plex theatre design that incorporates other entertainment components is both functional and an untapped market in our region and, as a result, would inevitably be a successful endeavour for the Subject Lands. This is also an option that industry supports.



SUMMARY

After careful contemplation in regards to the possible options, the multi-plex movie theatre was deemed to be the preferred option when weighted against the criteria, and would achieve many of the same results originally intended for the Subject Lands.

It would draw residents into the downtown core, encourage people to spend time and money downtown, and would be a catalyst for redevelopment in the heart of our city. By incorporating a further entertainment component of the multi-plex, such as billiards, bowling, food vendors, arcade, restaurant or bar, it would encourage use of the facility throughout all times of the day by all people of all ages.

SUMMARY - CONTINUED

Whether arranging a fun outing for the family, going for date night with your significant other, spending time with the grandkids, or showing appreciation for your employees – this suggestion works for all types of people.



QUESTIONS?





THANK YOU FOR YOUR TIME!



LAND PLANNING & DEVELOPMENT ADVISORY COMMITTEE - PROPOSAL

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PREAMBLE

Preamble

This committee was formed on July 14, 2015 with a mandate and direction from Bylaw 15-020 [Appendix #1] as follows:

MANDATE OF THE COMMITTEE

5. *The initial mandate of the Committee is to identify and assess options for redevelopment of municipally owned lands in the City block bounded by Franklin Avenue, MacDonald Avenue, Morrison Street and Main Street and other municipally owned lands in the immediate vicinity, other than lands acquired for the purpose of facilitating construction of roadways, utility infrastructure, or flood mitigation infrastructure. [Referred to herein as the "Subject Lands"]*

The Committee shall provide a written report to Council not later than November 24, 2015 containing recommendations for one or more alternatives to develop these lands in the event that a Sports and Entertainment Centre is not constructed at that location, and the reasons for the recommendations.

In regards to our mandate, the primary focus for this committee was to come up with an idea that would be a catalyst to the downtown region, intriguing community residents to want to spend time and money in the core of our community. The original intent for the Subject Lands was to create a space that would help revitalize the downtown core, and with this in mind, we have proposed in this report a final suggestion that would do exactly that.

The Committee met for the first time on September 18, 2015 and on a number of other dates.

The Committee considered [reviewed and discussed] several reports and other documentation on related items as provided by Administration or as requested by the Committee. This included the directed consideration of the Waterfront Steering Committee Report of Feb. 10 2015 report and Administration's review thereof.

The Committee interpreted its mandate to mean it was tasked with preparing a purposeful report, recommending some form and extent of development of the Subject Lands. This was considered by the Committee to be a call for what could be described as a "high level",

PREAMBLE

conceptual or visionary plan for such development. It was not a critique or analysis of the proposed Sports & Entertainment Complex [SEC] development plan.

Fiscal or financial consideration in how the envisioned development could be perceived should be reviewed by a subject matter expert.

It was also not considered to be a call for a detailed description of what could be the structures, infrastructure or operations that will be necessitated by the development. However, in envisioning this development, the Committee did consider a wide spectrum of aspects including: general land uses, structural elements of design and architecture, desired tenancies, internal users and other detailed features to represent the character of the envisioned building or complex of buildings, for the Subject Lands.

At the September 15, 2015 RMWB Council Meeting a motion was passed such ...

“THAT the findings of the initial downtown parkade feasibility analysis be presented to the Land Planning & Development Advisory Committee for consideration through its Council established mandate to identify and assess options for redevelopment of municipally owned lands in the downtown core, with recommendations to be included in the Committee’s final report to Council on November 24, 2015.”

The authors of the Parking Engineering Report presented to Council attended the October 21, 2015 Committee meeting.

CRITERIA UTILIZED IN THE DECISION-MAKING PROCESS

Criteria Utilized in the Decision-Making Process

The Committee spent considerable time and effort in deliberating how to decide the best possible use for the Subject Lands. The following criteria were compiled and inserted into a Kepner Tregoe (KT) Analysis that was used as a method of weighting each of the possible concepts against said criteria:

Catalyst to other retail/commercial development – to promote economic growth in the downtown core of Fort McMurray, continuing on with the downtown redevelopment plan.

Earliest/expedited development possible – to ensure that the Subject Lands do not remain vacant for a continuous period of time which, in effect, may negatively impact the downtown core.

Minimize additional fiscal burden to tax payers/no long term debt – as a result of the acquisition of the Subject Lands, minimization of additional tax burden to the residents of Fort McMurray shall be a strong consideration.

Maximize consumer traffic on a consistent usage basis – ensure the Subject Lands are being utilized as much as possible throughout the course of the year as opposed to a concept that may result in sporadic utilization of the Subject Lands.

Can be developed in a phased approach – minimizes risk for development partners, allows flexibility in the process.

Alignment with all stakeholder groups/public needs – discussion with the various groups that were selected with the board, ensuring that each group consults with their various stakeholders.

Adequate parking can be accommodated within development – all proposals must address the need for parking for their intended use.

Does not compete with existing community services – non-competitive catalyst, ensuring non-duplication of community services such as education centres, entertainment facilities, performing arts theatre, etc...

Opportunity for Historical/Cultural component – aspect of design that is relevant to the community.

CRITERIA UTILIZED IN THE DECISION-MAKING PROCESS

Allows for residential usage – giving consideration that there is a potential for a residential component within the concept

With regards to the above noted criteria, the following guiding principles and general parameters were also considered:

1. That the Subject Lands be available for public use;
2. That redevelopment of the Subject Lands is conducted in such a way that reflects the dramatic growth in our region but adjusted for a more stable and predictable growth going forward;
3. That the development is respectful of the current neighbouring land owners and will not negatively impact them as a result.

PROPOSED CONCEPTS

Proposed Concepts

Given the importance of the mandate of this Committee, the Committee felt that it was appropriate to propose several various concepts that could be implemented with respect to the Subject Lands. The following are the top five recommendations that were selected from the plethora of options that were contemplated. To summarize, the proposed concepts are as follows:

Concept #1 – Urban Park

Concept #2 – Future Event Centre / Arena / Performing Arts Theater

Concept #3 – Sell Land in Whole or Smaller Parcels

Concept #4 – Public-Private Partnership (P3)

Concept #5 – Multi-Plex Movie Theater

PROPOSED CONCEPTS – CONCEPT #1

Concept #1 – Urban Park

Land Disposition Proposed: Subject Lands held by RMWB

Many scientific studies on urban parks start with stressing the multiple benefits of parks and other green areas. There is general agreement, at least within the sector, that urban parks are essential for livable and sustainable cities and towns. Urban parks include a wide range of different components such as common areas, plazas, trees, community gardens, water features, seating and lounge areas, picnic and play areas, recreational areas and facilities.

Parks can be divided into active and passive recreation areas. Active recreation is that which has an urban character and requires intensive development, often involving cooperative or team activities, including playgrounds and other recreational type facilities. Passive recreation, also referred to as low intensity recreation, is that which emphasizes the open-space aspect of a park and allows for the preservation of natural habitat and usually involves a low level of development. Passive recreation typically requires little management and can be provided at very low costs.

The benefits to urban parks include:

- Human health and wellbeing, i.e. positive impacts of parks and park use on human health (both mental and physical) and wellbeing, either through direct or indirect effects such as recreation and leisure activities;
- Social cohesion / identity: the role of urban parks in strengthening social ties, relations and cohesion;
- The value of urban parks as part of the living environment is reflected in higher real estate prices;
- Biodiversity: the role of parks in harboring and promoting biodiversity, and species diversity in particular;
- Positive impacts to air quality and carbon sequestration.

For the purpose of this document, an urban park is defined as a delineated open space area, mostly dominated by vegetation and hardscapes, and reserved for public use.

PROPOSED CONCEPTS – CONCEPT #1



The development of an urban park on the Subject Lands would allow for the development of a long term investment in the community and provide additional character to the community.



Given the available area afforded in the Subject Lands, an urban park can be developed with a multitude of available options, and designed with smaller delineated pocket areas with the Subject Lands.

PROPOSED CONCEPTS – CONCEPT #2

Concept #2 – Future Event Centre / Arena / Theatre (Performing Arts)

Land Disposition: Hold Land / Lease Land

A future event centre/arena/performing arts theatre could be constructed to co-anchor future downtown development and provide a catalyst for the future growth. The concept would promote additional restaurants, coffee shops, and professional buildings to produce a location where the community is provided with several entertainment/dining options to choose from on any given visit.

There is a potential that the entertainment components would drive the addition of future restaurants, hotels, office buildings and possible mixed-use residential as the community becomes comfortable with the offerings of the new downtown core.

The following characteristics would comprise a facility model for maximizing its capabilities to allow for a variety of uses including, but not limited to concerts, theatre, trade shows, exhibitions, banquets, other sporting events such as curling, hockey, basketball, volleyball, tennis, rodeos, and possibly the existing AJHA team:

- 4300 fixed seats. In a concert mode this would be expandable to accommodate approximately 6,000 spectators. Note this is a reduction of approximately 1,700 seats from the original sports and entertainment concept;
- Construction of the facility could be “slab on grade” versus a “sunken bowl” (original concept) thus providing a considerable construction savings while maintaining functionality and versatility;
- A horseshoe design (seating on three sides) allowing for better floor access at concerts while reducing construction costs and maintaining the physical comfort of spectators;
- A reduction in the number of luxury suites and the introduction of more loose seats at a more affordable price point for the consumer and a reduction in overall construction costs;
- An expandable floor allowing for a much larger footprint and ability for dirt events (rodeos, monster trucks, and motocross), trade shows, exhibitions, conventions and conferences. With the ground level design this facility would have easier access for all user groups and stakeholders.

Conceivably this facility would not require the entire 3.5 acres of land and would allow other attraction point of destination structures to coexist with the entertainment district.

PROPOSED CONCEPTS – CONCEPT #2



A building of this description (4300 seats) was constructed in Wenatchee, Washington whose size is best suited for its population base (80,000). The facility hosts a multitude of events from trade shows, high school basketball tournaments, concerts, ice shows and select performing arts events.



PROPOSED CONCEPTS – CONCEPT #3

Concept #3 – Sell Land in Whole or Smaller Parcels

Land Disposition: RMWB Sells Land

The Subject Lands can be sold as a whole unit or as individual parcels to an interested party. Selling the Subject Land in parcels would involve advertising the land for sale and accepting offers under whatever parameters are decided upon. There are two basic tracks that could be pursued, each with its own pros and cons relative to the other:

1. The first, and most basic, option would be to simply place every single parcel up for individual sale. Some parties might come in and purchase a single parcel, others might pursue multiple parcels. One positive aspect of this is it will likely generate greater interest, due to the much lower price point individual parcels would carry. This could potentially lead to more revenue generated than by a single combined sale, where the larger “price of entry” could result in a purchase agreement that includes development allowances to make the overall deal more palatable to a buyer.

A negative aspect of this route would be the likelihood that sales of individual parcels with individual development proposals and timelines would result in “patchwork” development activity in the Subject Lands, and prevent the development of a cohesive, integrated project. Another potential negative would be the public relations of having expropriated or acquired all of these parcels for one specific purpose at a high point in the market, and then effectively selling them back at a loss to the taxpayer, given the lower real estate values relative to the time of acquisition. Any sale of the lands could be subject to this argument, but selling individual lots almost amounts to the Municipality admitting it would be unable to come up with a development concept for the Subject Lands.

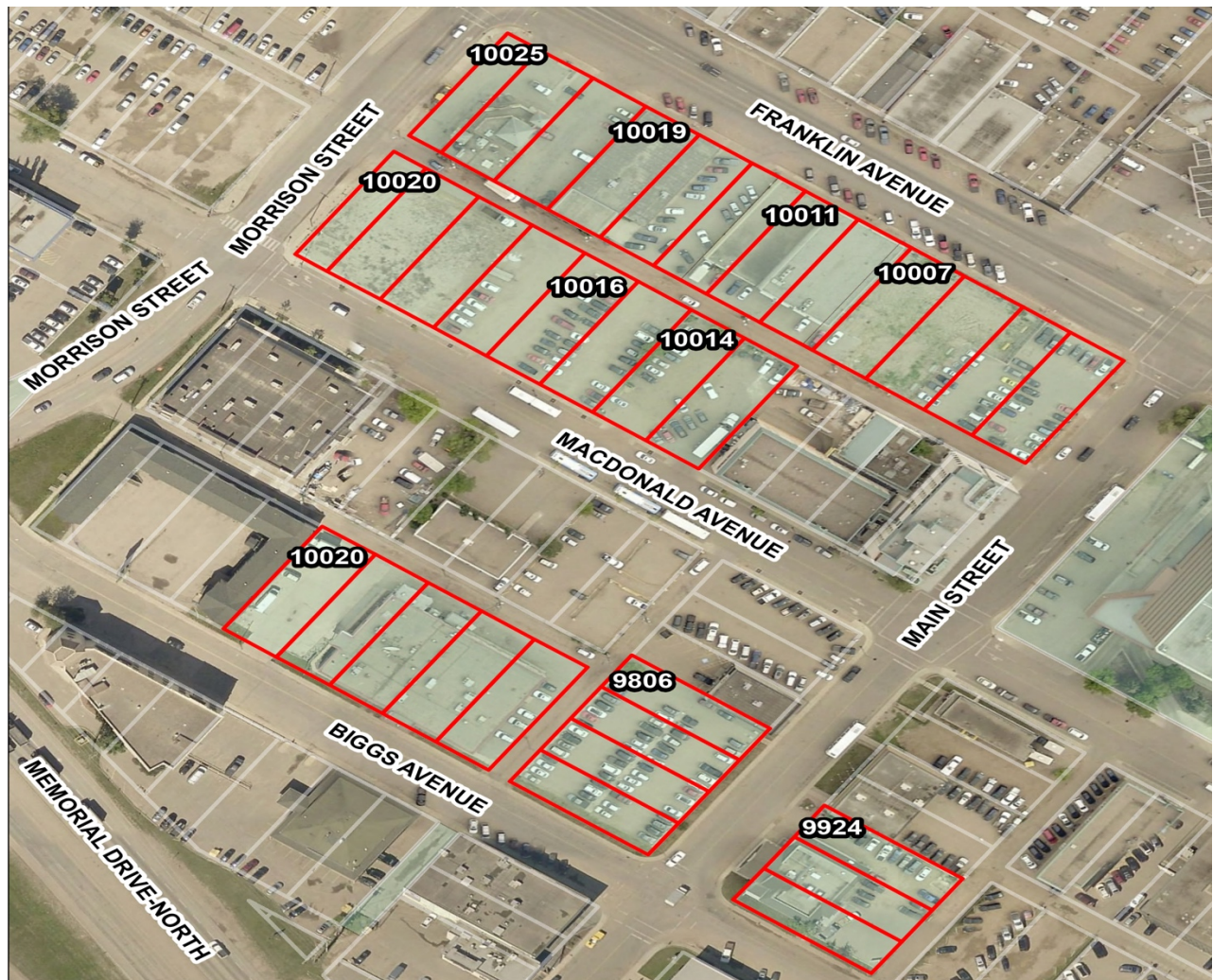
2. The second option would be to sell the lands as one comprehensive package, with no overt development direction provided. Obviously the Land Use Bylaw and Area Redevelopment Plan land use designations are still in place, but any interested party could certainly propose whatever concept they felt suitable, and would be required to process the necessary statutory amendments to entitle the lands for the proposed development concept. One positive of this is there would only be one party for the Municipality to negotiate with, as opposed to multiple individual buyers of varying means. Another positive would be that there would likely be a cohesive development concept envisioned for the entirety of the site, facilitating the Municipality’s land planning and redevelopment efforts downtown.

On the negative side, one large, consolidated parcel will have a larger price point than the individual parcel model, and would likely generate less interest. Likewise, there would be a greater expectation of the Municipality making concessions on

PROPOSED CONCEPTS – CONCEPT #3

development fees, off-site levies, provision of infrastructure, etc., to support a larger, cohesive development.

It would be expected that the sale of the Subject Lands would be in accordance with the criteria utilized to determine a satisfactory disposition of the Subject Lands as noted earlier in this report. The Subject Lands would be sold at a price point reflective of fair market value so as to not negatively impact other properties within the region.



PROPOSED CONCEPTS – CONCEPT #4

Concept #4 – Municipal/ Private Partnership

Land Disposition: Hold, Lease

The concept is for a proposed Municipal private partnership on the Subject Lands. Private companies would submit proposals for what they perceive can be developed on the Subject Lands that meet the criteria of the Committee.

It is a contractual model that has been considered and used by the government public sector in seeking to provide services essential to the functioning of the economy, in which the private partner consortium takes on many of the project risks and roles historically assumed by governments. The purpose behind P3s is to achieve better “value for money” for taxpayers. Proponents must demonstrate the most efficient use of resources to meet or exceed service delivery goals, while protecting the public interest.

Many forms of PPP exist and are continuously being developed to suit project characteristics. The main defining feature is the degree of private control over and involvement in financing. There is no unique model, each project will define what is suitable and what is required. Various types of PPP models are shown below which can be used for the site under review.

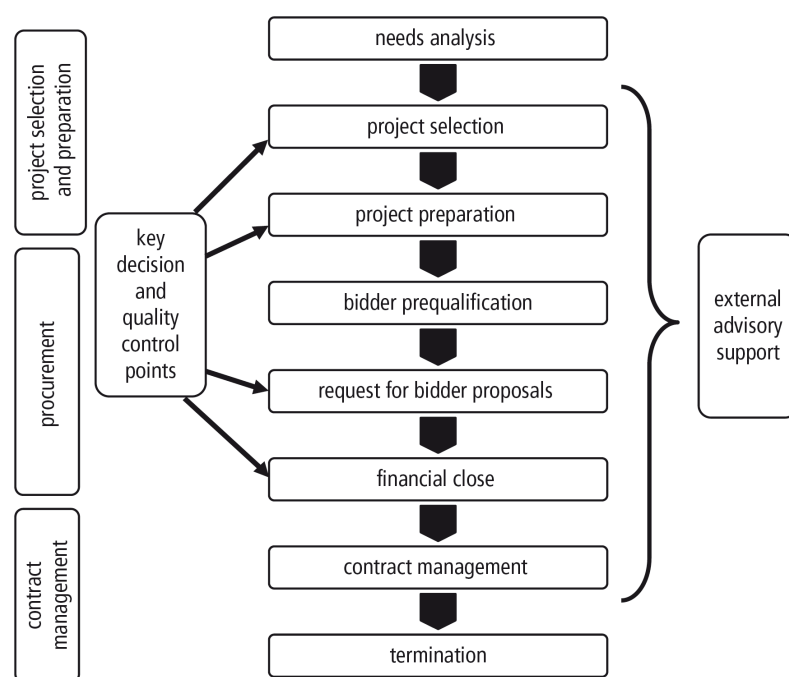
1. Traditional approach: The Owner contracts with the design professional to design the structure, and then the Owner hires the contractor to complete the project in accordance with the designer’s plans and specifications.
2. Construction Management: Refers to the firm that is responsible for managing the entire construction process.
3. Lease Contract: The government leases the assets to a private operator for a fee, while the private operator takes on the operational risk.
4. Design – Build: This obligation usually entails the land assembly, design, construction, supervision of construction, and commissioning of a fully operative facility.
5. Design Build Operate: Under this project delivery method, there is an obligation on the part of the consortium that is designing and building to also operate the project’s asset/service.
6. Design Build Operate Finance: It is an obligation on the part of the consortium that is designing and building to also finance the capital and operating requirements of the project, ideally without reliance on the Owner’s capital funds.
7. Build, Operate, Transfer
8. Build, Own, Operate
9. Build, Lease, Transfer

PROPOSED CONCEPTS – CONCEPT #4

10. Partial Divestiture: The government transfers part of the equity in the state-owned company to private entities (operator, institutional investors, and the like).
11. Full Divestiture: The government transfers 100 percent of the equity in the state owned company to private entities (operator, institutional investors, and the like).

Preparing and managing PPP projects take time, resources, and specific skills. Bringing sound PPP projects to the market and establishing an enabling environment that will contribute to their long-term sustainability are particularly important. Looking to the present requirement for the Subject Lands, the preferred option would be to go for the Design, Build, Operate, and Finance.

Key Phases in PPP:



Stage 1: Identification, Prioritization and Selection of the PPP Project.

Stage 2: Due Diligence and Feasibility Studies. This process includes activities and studies to ensure the selected project is well designed and can be successfully tendered and implemented. These include preparation of RFP (Request for Proposal) / RFQ (Request for Qualifications).

Stage 3: Procurement. This stage includes prequalification of bidders and the bidding and bid evaluation process and includes a section on Unsolicited Bids.

Stage 4: Contract Award. This stage gives advice on dealing with the preferred bidder(s) based on the financial outcomes.

PROPOSED CONCEPTS – CONCEPT #4

Stage 5: Contract Management. This deals with the construction and/or operation periods of a project including transfer back if relevant and later termination if required.

The role of the External Advisor is highlighted in order to obtain sound advice, geared to the users' particular needs and requirements, essential when developing and implementing PPP project contracts with long durations. Advisors can help avoid costly political and financial mistakes related to PPP projects.

PROPOSED CONCEPTS – CONCEPT #5

Concept #5 – Multi-Plex Movie Theatre

Land Disposition: Long term lease or sale of land

Studies conducted have shown that going to a movie theatre is a favourite pastime for people of all ages, and more specifically among the average age group seen in Fort McMurray.

In selecting this option, research was conducted into movie theatres that are located in similar density regions with a population consistent with the growth speculated in Fort McMurray, being 100,000 – 260,000. Consideration was also given with respect to the location of movie theatres, specifically with a downtown location or close proximity to high density residential surroundings, with the ability to integrate with buildings and businesses, either physically connected or economically supportive.

The following characteristics would comprise of a multi-plex movie theatre:

- Impressive lighting features in a dramatic building;
- Inclusion of other entertainment components similar to that seen in movie theatre collaborative venues throughout North America in such business models like Galaxy and Dave & Busters that include arcades, restaurants or fast food chains, pool tables, etc... resulting in people of all ages and family types drawn to the facility;
- Building design to be modern and functional while improving the city centre image;
- Smart use of space can integrate theatre with other businesses and buildings
- Dramatic street level entrance

Cities comparable to Fort McMurray have modern theatres featured in their downtown core, thus drawing people to the downtown region to spend money within the facility itself, as well as at surrounding businesses. A multi-plex theatre design that incorporates other entertainment components as highlighted above is both functional and an untapped market in our region and, as a result, would inevitably be a successful endeavour for the Subject Lands.

PROPOSED CONCEPTS – CONCEPT #5

Left: View of cinema in Markham, ON

Right: View of cinema in Saskatoon, SK



Photo from Dave & Busters multi-plex design that also includes billiards, arcade, sports bar, restaurant, etc...



ADDITIONAL CONSIDERATIONS

Additional Considerations

The following are a list of the additional considerations the Committee had with respect to the proposal for the Subject Lands, and specifically pertains to each individual suggestion made in this report.

Non-Competition Catalyst

The development of the Subject Lands is envisioned as a “catalyst project” which will hopefully stimulate and compliment development or redevelopment of other lands downtown. The Committee also recognized that there are a number of other developments existing and planned for downtown that neither need to be duplicated, nor competed with by a recommended development contained in this report.

One Recreation Corp. with the MacDonald Island complex, Syncrude Sport & Wellness Centre, Keyano College and Snye Point Park, Municipal and School Board parks and playfields are considered to have the community need for sports recreation well satisfied. Consequently, there is no component for sports recreation included in our recommended development.

The Committee is cognizant of expansion plans for Keyano College Theatre, gallery and other visual arts facilities at MacDonald Island which contribute to certain arts and cultural opportunities downtown.

The Committee is also cognizant of multi-purpose rooms and spaces at MacDonald Island [Shell Place] that can and do accommodate a measure of trade shows, conferences, performance events and banquets.

Parking

The Committee has now been formally tasked with consideration of the Downtown Parkade Feasibility Analysis. We received a presentation from RMWB Engineering which was the same information presented to Council.

ADDITIONAL CONSIDERATIONS

The Committee immediately had several generic and specific questions and comments as a result of the presentation. One of the very first such comments was that the size of parking stalls and driving lanes within the structure should be of sufficient size to accommodate larger vehicles [trucks]. This, of course, has implication to the yield of spaces from a given parcel of land, the estimates of costs for construction and for projected revenue. In their analysis, Engineering apparently used “industry standards” which we understand not to be of truck size.

The Committee is also aware of an initiative emanating from the Chamber of Commerce on the subject of downtown paid parking.

Overall, we have arrived at two conclusions. First, that the envisioned use of the Subject Lands should include accommodation for parking based on the established schedules for parking demand from these uses, and that accommodation should be served in some measure on site and may rely upon a contribution from the proposed parkade.

Secondly, if the Committee is to present a properly considered report on the parkade proposal and that report is to address considerably greater detail than this report, we will need more time to do so.

Engagement with Community Stakeholders

The entirety of this Committee is comprised of individuals who represent the following stakeholder groups:

1. Downtown land owners / Downtown business owners
2. Chamber of Commerce
3. Northeastern Alberta Aboriginal Business Association (NAABA)
4. Urban Development Institute (UDI)
5. Fort McMurray Construction Association
6. Oil Sands Community Alliance (OSCA)
7. Public at Large

Members of the Committee are representatives of a constituency of community stakeholders, as noted above, and were free to canvas that constituency for input. Our Committee meetings, while not advertised, were open to viewing by any interested people.

ADDITIONAL CONSIDERATIONS

The Committee invited various individuals from Administration and non-government agencies and groups to present and inform the Committee.

Each Committee member was tasked with engaging their individual sectors with respect to the suggestions brought forth in this report.

While members on this Committee were reflective of the public at large and minimal engagement was sought despite that this was not the mandate of the Committee, the Committee recommends to Council that further public engagement be sought with respect to the suggestions brought forth in this report, that the established format of Requests for Proposal [RFPs] and development proposals will follow and that format ensures a high degree of public engagement. prior to any definitive direction being taken so as to alleviate any further public concern and cost to taxpayers.

Innovative Tools to Foster Development

The committee is suggesting that the RMWB look at tools that could make the Subject Lands more attractive to developers for the purpose of reaching the goals that acquiring the Subject Lands set out to achieve in an expeditious manner given the depressed economic conditions. These suggestions include the following:

1. Reduced Development Charges
2. Parking Allowances to meet parking requirements in public adjacent to the Subject Lands
3. Land Swaps to make other lands in the RMWB easier to develop.
4. Smaller scale “Made in Fort McMurray” – local developer friendly
5. Strategic partnerships

SUMMARY

Summary

The primary focus for the task at hand was to develop a secondary suggestion for how the Subject Lands would be utilized in the downtown core. Consultations were made with each of the individual sectors' representative of the Committee members, and after much time, care and deliberation, the consensus of this Committee is that the Subject Lands should be used as a multi-plex theatre.

After careful contemplation in regards to the possible options, the multi-plex movie theatre was deemed to be the preferred option when weighted against the aforementioned criteria, and we feel that it would achieve many of the same results that were originally intended for the Subject Lands. A multi-plex theatre would draw residents into the downtown core, would encourage people to spend time and money downtown, and would be a catalyst for redevelopment in the heart of our city. By incorporating a further entertainment component of the multi-plex, such as billiards, bowling, food vendors, arcade, restaurant or bar, it would encourage use of the facility throughout all times of the day by all people of all ages.

Whether arranging a fun outing for the family, going for date night with your significant other, spending time with the grandkids, or showing appreciation for your employees – this suggestion works for all types of people.

APPENDIX

Appendix

Attached Documents & Reports

1. Bylaw 15t 020 in full [pdf]

Consultations

1. Brad Evanson: RMWB Planning & Development
2. Jeff Penny: RMWB Economic Development
3. Keith Smith: RMWB Land Administration
4. Ross Mayer: RMWB Economic Development
5. G. White Precise Parklink West Ltd.
6. D. Hill: GameHost Boomtown Casino
7. UDIWB Membership
8. Mike Allen: Expropriated landowner, downtown businessperson, former Councilor and MLA