



Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Tuesday, April 12, 2016
6:00 p.m.

Agenda

In Camera Session (5:00 p.m. – 6:00 p.m.)

- Legal Matters: Expropriation Issue
(In Camera pursuant to Section 27(1) of the Freedom of Information and Protection of Privacy Act)

Call To Order

Adoption of Agenda

Minutes of Previous Meetings

1. Regular Council Meeting - April 5, 2016

Delegations

2. Frank Creasey and Grant MacDonald, Fort McMurray Tourism re: Fort McMurray and Wood Buffalo - Sport Strategic Plan
 - Presentation
 - Business Arising Out of Delegation: Sustainable Development Committee Recommendation - Fort McMurray and Wood Buffalo Sport Strategic Plan

Reports

3. Community Identification Committee Recommendation
 - delegations

4. Sustainable Development Committee Recommendation – Wood Buffalo Sport Connection and Allocation of 2015 Western Canada Summer Games Legacy Funding
- delegations
5. Selection Committee Recommendation – Regional Recreation Corporation Appointment (Report to follow)
6. Sustainable Development Committee Recommendation – Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update
- delegations
7. Municipally Funded Commuting Policy
- delegations

Adjournment

In Camera Session (Upon adjournment, Council will reconvene in Boardroom 7)

- Legal Matters: Board Governance

(In Camera pursuant to Section 27(1) of the Freedom of Information and Protection of Privacy Act)

Unapproved Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, April 05, 2016, commencing at 6:00 p.m.

Present: M. Blake, Mayor
L. Bussieres, Councillor
S. Germain, Councillor
K. McGrath, Councillor
P. Meagher, Councillor
J. Stroud, Councillor
A. Vinni, Councillor
C. Voyageur, Councillor

Absent: T. Ault, Councillor
J. Cardinal, Councillor
C. Tatum, Councillor

Administration: M. Ulliac, Chief Administrative Officer
K. Scoble, Deputy Chief Administrative Officer
B. Couture, Executive Director
E. Hutton, Executive Director
M. Johnstone, Executive Director
D. Leflar, Chief Legislative Officer
A. Rogers, Senior Legislative Officer
R. Marshall, Legislative Officer
D. Soucy, Legislative Officer

Call To Order

Mayor M. Blake called the meeting to order at 6:00 p.m.

Presentations

1. **Linda Mywaart, Advisory Committee on Aging (ACoA) re: Committee Update**
(6:00 p.m. – 6:18 p.m.)

Linda Mywaart, Chair, Advisory Committee on Aging (ACoA), presented an update on the work and accomplishments of the Committee, as well as future plans.

Mayor M. Blake presented the Committee Chair with the World Health Organization (WHO) plaque recognizing the Municipality as a member of the WHO Global Network of Age-Friendly Cities and Communities (GNAFCC).

Adoption of Agenda

Moved by Councillor P. Meagher that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes of Previous Meetings**2. Minutes from Council Meeting - March 15, 2016**

Moved by Councillor J. Stroud that the Minutes of the Council Meeting held on March 15, 2016 be approved as presented.

CARRIED UNANIMOUSLY

3. Minutes from Special Council Meeting - March 22, 2016

Moved by Councillor P. Meagher that the Minutes of the Special Council Meeting held on March 22, 2016 be approved as presented.

Exit

Councillor L. Bussieres exited the Chamber at 6:21 p.m.

Discussion occurred with respect to the Special Meeting held on March 22, 2016, at which time it was noted that items other than those identified on the agenda were dealt with, and it was questioned whether this would comply with the *Municipal Government Act* (MGA). The Chief Legislative Officer, D. Leflar, indicated that the matters involved serving notices of motion which will be dealt with by Council at a future meeting, and, as such, are not considered substantive items of business.

Recess and Return

A brief recess occurred at 6:25 p.m. and the meeting reconvened 6:27 p.m., at which time Councillor L. Bussieres returned to the meeting.

CARRIED UNANIMOUSLY

Reports**4. Selection Committee Recommendations – 2018 Alberta Winter Games
(6:28 p.m. – 6:31 p.m.)**

Moved by Councillor K. McGrath:

- That Amanda Mercer and Mohamed Salem be appointed as Co-Chairs for the 2018 Alberta Winter Games Host Society;
- That the Selection Committee, in consultation with the Co-Chairs, be authorized to approve the appointment of Directors, and any replacement or additional Directors, as required from time to time, for the 2018 Alberta Winter Games Host Society; and
- That Administration facilitate the incorporation of a 2018 Alberta Winter Games Host Society once the selection and appointment process is complete.

CARRIED UNANIMOUSLY

Councillors' Motions**5. Plan for Reduction of Property Tax Burden for Oilsands Industry**

(6:31 p.m. – 8:09 p.m.)

Moved by Councillor A. Vinni that Regional Municipality of Wood Buffalo Council enter into discussions with the oilsands companies with a view to quickly formulating a plan that would both:

- (a) reduce the property tax burden on the oilsands companies; and
- (b) see oilsands companies expand the employment of residents of the RMWB with particular focus on elimination or reduction of costly fly-in, fly-out operations that exist at many of the oilsands operations in this Municipality.

Marty Giles, businessman, spoke in favour of the motion and indicated that this region has to be competitive and attractive for industry and workers.

Nick Sanders, Past President, Fort McMurray Chamber of Commerce, spoke in support of the motion and indicated that employment opportunities have to be provided for the citizens to allow this region to grow.

Jim Rogers, resident, indicated that spending large amounts of time travelling to and from work is a quality of life concern for workers.

Exit and Return

Councillor S. Germain exited the meeting at 6:56 pm and reentered at 6:58 p.m.

William Olynyk, resident, spoke in favour of the motion and indicated that the first step should be to engage in conversations as to what industry is seeking.

Exit and Return

Councillor McGrath exited the meeting at 7:07 p.m. and reentered at 7:09 p.m.

Byron Bailey, resident, spoke in favour of the motion and indicated that discussions should be expanded to include municipal service delivery, which will make the municipality viable to support the oil sands industry.

Reegan McCullough, Executive Director, Oil Sands Community Alliance (OSCA), spoke in support of the motion and suggested that the goal should be looking for ways to achieve a sustainable community, which is also the goal of the oil sands industry.

Don Scott, businessman, spoke in support of the motion and indicated that this is a critical issue for future security of employment and making this community viable.

CARRIED UNANIMOUSLY

Adjournment

As all scheduled business matters had been concluded, Mayor M. Blake declared the meeting adjourned at 8:10 p.m.

Mayor

Chief Legislative Officer

Fort McMurray & Wood Buffalo Region Sport Strategic Plan

GRANT MACDONALD, PRESIDENT – GM EVENT INC.

APRIL 12, 2016



Opportunity

Phased Approach

Roles and Responsibilities

Communication

Leadership

Partnership

Challenges

Leadership

Human Capital

Geography

Telling the Story

Accommodations

Engagement of Residents

Recommended Model

Calgary

- Sport Council Society – Community Led
- Sport Tourism Authority – Tourism Calgary



Vision

Wood Buffalo will be the future of sport in Canada.

Achieving the Vision

People

Resources

Communication

Development

Accountability

Roles and Responsibilities

	GOVERNMENT	SPORT TOURISM	SPORT DEVELOPMENT
Lead	RMWB Government of Alberta Government of Canada	Fort McMurray Tourism	Wood Buffalo Sport Connection
Development Phase	<ul style="list-style-type: none"> Public Policy Advocacy to Community Operational Funding and Support Impact Criteria <ul style="list-style-type: none"> Economic Social Brand Political Support Partner with industry 	<ul style="list-style-type: none"> Advocacy (Voice for Sport Events) Research/Prospect Information Hub Business Development Impact Based Assessment <ul style="list-style-type: none"> Feasibility/ Business Case Capacity Seasonality Partnerships (government, industry and community) 	<ul style="list-style-type: none"> Advocacy (Voice for Sport) Research/Prospect Partnerships (government, industry and community) Participation <ul style="list-style-type: none"> Clubs Athletes Coaches Officials Sport Development High Performance Volunteers Facility Specs
	<ul style="list-style-type: none"> Bid Assessment (Project go/no go) <ul style="list-style-type: none"> Bid Project Management Bid Communication 		
	<ul style="list-style-type: none"> Bid Funding Bid Support Mega and Multi-Sport Event Bids 	<ul style="list-style-type: none"> Bid Partnership Development Site Visit Planning and Execution 	<ul style="list-style-type: none"> Bid Technical Development

	GOVERNMENT	SPORT TOURISM	SPORT DEVELOPMENT
Lead	RMWB Government of Alberta Government of Canada	Fort McMurray Tourism	Wood Buffalo Sport Connection
Execution Phase	<ul style="list-style-type: none"> • Event Funding • Financial Guarantee • Facilities • Municipal Services • Economic/Business Development • Community Engagement • Community Image Building • Manage Dislocation 	<ul style="list-style-type: none"> • Sport Tourism Communication • Event Promotion • Brand Activation 	<ul style="list-style-type: none"> • Operations Planning • Technical Lead • Sport Promotion and Recruitment • Transfer of Knowledge • Sport Development • Planned Legacy
	<ul style="list-style-type: none"> • Evaluation <ul style="list-style-type: none"> ○ Economic Impact ○ Social/Resident ○ Brand and Media Impact 	<ul style="list-style-type: none"> • Evaluation <ul style="list-style-type: none"> ○ Economic Impact ○ Visitors 	<ul style="list-style-type: none"> • Evaluation <ul style="list-style-type: none"> ○ Participation ○ Sport Metrics

Measuring Success

Sport Tourism

Sport Development

Economic

Tourism

Brand

Social

Cultural

Information Session #1 January 12

Syncrude Sport and Wellness Centre

28 Participants :

- Amateur Sport Clubs
- Industry Partners
- Keyano College
- Hotel Partners
- Sport Development Professionals
- Facility Partners



Information Session #2 January 12

The McMurray Experience

18 Participants :

- Amateur Sport Clubs
- Public School District
- Industry Partners
- Media Outlet
- Hotel Partners
- Sport Development Professionals
- Facility Partners



Recommendations

- 1) Lead agencies for:
 - Sport Tourism – Fort McMurray Tourism
 - Sport Development – Establish the Wood Buffalo Sport Connection
- 2) Resourcing for Lead Agencies (Financial and Human)
- 3) Clarity around roles and responsibilities
- 4) Align public policy with sport outcomes
- 5) Establish rules of engagement for future sport bids and sport development
- 6) Create region-wide information sharing solution – SharePoint

Thank You

**Subject: Sustainable Development Committee Recommendation -
Fort McMurray and Wood Buffalo Sport Strategic Plan****Sustainable Development Committee Recommendation:**

THAT the Fort McMurray and Wood Buffalo Region Sport Strategic Plan be accepted as information.

Summary and Background:

At the February 2, 2016 Sustainable Development Committee meeting, Fort McMurray Tourism presented the Fort McMurray and Wood Buffalo Region Sport Strategic Plan. At that meeting, the Sustainable Development Committee passed the following resolution:

THAT the Fort McMurray and Wood Buffalo Region Sport Strategic Plan be referred to Council for consideration.

Attachments:

- I. Fort McMurray and Wood Buffalo Region Sport Strategic Plan – February 2, 2016
- II. Sustainable Development Committee Minutes – February 2, 2016

The Fort McMurray & Wood Buffalo Region SPORT STRATEGIC PLAN



2016-2026



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CONTENTS

Executive Summary	2
Planning Context	4
The Opportunity	6
The Challenge	11
Sport Tourism	14
Major Events	16
Sport Development	18
Strategic Framework	20
Mission	22
Vision	23
Strategic Goals	24
The Strategy at a Glance	26
Timing	28
Strategic Framework	29
People	29
Resources	31
Communication	32
Development	34
Accountability	36
The Wood Buffalo Sport Hosting Cycle	37
Roles and Responsibilities	38
Success for Wood Buffalo Sport	39
How we will Measure Success	40
Appendix	41

EXECUTIVE SUMMARY

The Wood Buffalo region (Wood Buffalo) has recently experienced unprecedented growth in the development of sport infrastructure, with the ability to encourage residents in the community to actively participate in sport and attract major sport events that can generate new business and help bring Wood Buffalo to Canada, and the world.

Over the past fifteen years, Wood Buffalo has hosted several significant sport events, including, most recently, the 2015 Canadian Ringette Championship and the 2015 Western Canada Summer Games – events with the potential to attract a large number of athletes, and their friends and family, all of whom can contribute to increased accommodations revenue and the economic impact created by longer stays.

These successes can be leveraged into a strategy for sport that will change the landscape for Wood Buffalo, and help contribute to a better way of life for residents. However, several key obstacles are currently barring the path forward.

Community leaders within Wood Buffalo agree that significant work is needed to bring all parties together before a plan of action can be successfully executed. Broad consultation identified several challenges to growth, including unclear roles and responsibilities, inconsistent communication among stakeholders, and uneven leadership.

This ten-year strategy is built on a phased approach that seeks to build trust and

engagement among stakeholders, and facilitate strong leadership, to build a true sense of partnership between sport development, including participation sport, sport tourism, and other key sectors. Working together, Wood Buffalo community members can effectively implement this plan for success.

This strategy has been developed with input from business and community members of Wood Buffalo, and a scan of international and national best practices. A thorough review revealed the Calgary model as an excellent model for the Wood Buffalo strategic plan. As in the Calgary strategy, the residents of Wood Buffalo will have a strong voice in the future of sport, advocacy for sport, and facility development; public policy will play a key role in success; and the system will be supported by a comprehensive information portal for stakeholders, parents, and participants. With tailoring for its specific environment and strong leadership to leverage existing resources, Wood Buffalo can use the Calgary plan as a framework for its own unique strategy for success.

As a truly integrated strategy, this is a landmark opportunity in Canada. The Wood Buffalo region can stand behind a unified vision and aligned structure to work proactively and ensure that sport is a major driver of growth in the region. If executed, and properly sustained, this strategy has the potential to set a new standard of excellence for communities across the country.



PLANNING CONTEXT

The Wood Buffalo region has undergone a period of significant growth over the last ten years, establishing a greater sense of community in the area. With a relatively young, well-educated, diverse, and prosperous population, Wood Buffalo has many factors in its favour. However, as the region grows up and the future of the oil sands evolves, there are also some major challenges ahead.

One of the ways that the region can leverage its assets, create a stronger community, and build for the future is through the business of sport. If done effectively, sport has the power to positively impact individuals and grow communities.

According to True Sport and Participation in *The State of Community Sport in Canada* (2014), "When community sport is based on the True Sport values of fairness, excellence, inclusion and fun, there are almost no limits to what sport can do...For communities, a thriving and positive sport culture helps reduce crime, supports newcomers, bolsters the economy, teaches youth valuable skills and life lessons, and brings people together."

In addition to its social value, sport is good business in Canada, with the gross domestic product (GDP) of sport industries in Canada in 2010 standing at \$5.2 billion, representing 0.3% of Canada's total GDP. In Alberta, the sport industry makes up \$620 million or 0.2% of Alberta's total GDP (*Statistics Canada: Economic Importance of Culture*

and Sport Across Canada (2010)). Sport in the Wood Buffalo region is currently at a critical point in its evolution. In late 2014 and early 2015, a preliminary study was commissioned by Fort McMurray Tourism and conducted by Grant MacDonald, Past Chair of the Canadian Sport Tourism Alliance, to determine how sport development and sport tourism might create positive impacts on the communities of Wood Buffalo.

Capitalizing on the recent development of over \$1 billion in sport and recreation infrastructure in Wood Buffalo and a 'perfect storm' of sporting events in 2015, the study identified an opportunity for the region to diversify its economy and enhance the way of life for residents. In fact, the community is poised for a period of new growth and opportunities through sport, if managed in a sustainable, measured way.

Based on input from members of existing sport groups and activities in Wood Buffalo, and the many organizations involved in bidding, planning, and executing sport events hosted in the region, this document provides the blueprint for the Wood Buffalo region to leverage that opportunity and become a leading sport region in Canada. The key to moving forward lies in the successful engagement and coordination of the region's sport community.

Though the sport development and sport tourism environments are very different,



If done effectively, sport has the power to positively impact individuals and grow communities.



the two must work together to achieve the shared success the Wood Buffalo community is longing for. One issue they hold in common is the challenges associated with human capital. Like many regions in Canada, the success of sport in Wood Buffalo is currently dependent on a few key individuals who carry most of the load. Without clear, accountable leadership that can leverage professional and volunteer capacity, there is risk of a reactive, uncoordinated approach to sport.

Both sport development and sport tourism require leadership to move forward – it is essential for these two functions to work together strategically to better engage, inform and leverage the talent and assets of the region. This strategy details how the shift will be made to an integrated, engaged, proactive, and strategic approach to sport.

Adopting a cohesive approach to sport development and sport tourism, *The Fort McMurray & Wood Buffalo Region Sport Strategic Plan* is one of the first truly integrated strategies for sport in Canada, and the first sport strategy for the Wood Buffalo region. While it is built with a ten-year time frame, significant growth is expected over the first five years. With that in mind, a review period is not just recommended but required to ensure that the ten-year outlook is relevant and realistic. As stated in phase one of this project, the system that is built must enable sustainable growth for both sport development and sport tourism. Integration is essential to our success.

THE OPPORTUNITY

Wood Buffalo boasts many advantages that can be leveraged to support the strategy and achieve significant growth.

INFRASTRUCTURE

With over \$1 billion in sport infrastructure development, Wood Buffalo is competitively positioned to attract major sport tourism events, while offering members of the community access to a wide range of sport and recreation options. When combined with the services required to support high-performance sport, these venues can also create opportunities for training hubs so that athletes from Northern Alberta, or other parts of Canada, can train, learn, and excel in sport in the Wood Buffalo region.

The community's impressive sport infrastructure continues to evolve, with a number of new facilities coming online in recent months. MacDonald Island Park and Keyano College and Anzac serve as both community and event venues, as do other multi-use facilities throughout the entire region. As sport development and sport tourism continue to grow, leaders will need to balance community use and sport tourism business development, managing such issues as dislocation of regular users. New facilities, such as Shell Place, will also need to be programmed effectively to ensure that they are net contributors to community participation, sport development, and sport tourism.

Infrastructure in the region is supplemented by the recent development of the new terminal at the Fort McMurray

International Airport, which provides scheduled air access to the Wood Buffalo region from all parts of Canada. The Government of Alberta has also invested \$1.2 billion in the twinning of Highway 63 between Grassland and Fort McMurray to improve market access.

SPORT COMMUNITY

In spite of some frustration among stakeholders, there is a real longing for better communication and engagement from members of the Wood Buffalo sport community, and a strong will to change things for the better.

COMMUNITY DEMOGRAPHICS

The region is a dynamic community of over 120,000, attracting people from more than 100 countries around the world. It benefits from a comparatively young average population, with more than 32% of residents under the age of 25.

Just over 30% of residents hold a university degree, and 70% of household incomes are at \$150,000 or more, while almost 40% of people have kids under six years of age.¹

Wood Buffalo also boasts a vibrant arts and culture scene. From galleries to theatres to festivals, the region celebrates its distinctive culture and the diverse backgrounds of the people who live there. All of these elements serve to provide a unique sport experience that extends beyond the field of play.

There is a real longing for better communication and engagement from members of the Wood Buffalo sport community and a strong will to change things for the better.







Substantial community investments are being made in science and technology, literacy, youth leadership, aboriginal education and training, culture, health, recreation, and other areas.

COMMUNITY SPIRIT

Wood Buffalo is known as a generous community, with almost half of the population actively volunteering for community organizations and causes – more than twice the national average. The United Way has recognized the region as the most giving community in Canada for five consecutive years.

Leveraging this great generosity and community spirit through volunteerism can be a game changer for the region.

INDUSTRY SUPPORT

The industry in Wood Buffalo is actively engaged in building the community's quality of life. Substantial community investments are being made in science and technology, literacy, youth leadership, and in aboriginal education and training, culture, health, recreation, and other areas.

SPORT STRATEGIC PLAN



To fulfill the requirements of the strategy, both sport development and sport tourism require a broad base of leaders and volunteers with a high standard of professional skills.

THE CHALLENGE

There are some significant challenges within the Wood Buffalo region that, if not addressed, could become obstacles to growth and success.

LEADERSHIP

The absence of clear and consistent leadership in both the areas of sport development and sport tourism is a serious obstacle to growth. The realities of work scheduling and other commitments can be a limiting factor in engaging and retaining potential leaders in sport. In the sport development arena, there are also limitations on attracting high-performance coaches and officials, and the inability to retain them can impede the opportunity for sustained growth.

HUMAN CAPITAL

To fulfill the requirements of the strategy, both sport development and sport tourism require a broad base of leaders and volunteers with a high standard of professional skills. It is unlikely that the necessary tasks can be adequately performed, and accountability standards met, by existing personnel, without introducing burnout and disengagement.

GEOGRAPHY

The location of Wood Buffalo can be a barrier for provincial organizations that may want to keep travel costs manageable for athletes and families.

Incentives may be required to attract national organizations and their event properties. Once an event is awarded to Wood Buffalo, the physical size and sprawl of the region may limit the degree to which it can be equitably hosted in the communities that make up Wood Buffalo.

STORY

Brand story is essential to the success of any destination. Currently, the common Wood Buffalo narrative is not being shaped by its own residents. Most commentary about the region reinforces old stereotypes about the community, particularly Fort McMurray. It is typically characterized as a wild frontier town – a story that does not reflect the realities of living and working in the region.

ACCOMMODATIONS

The prominence of industry in the area, and the higher than normal influx of business travellers, raises the price of hotel accommodations in Wood Buffalo, which can be perceived as costly by those outside the region. When industry is on the upswing, the availability of rooms is frequently limited during the regular business week.

VOLUNTEERS

While Wood Buffalo is renowned for its great volunteerism, the people supporting the amateur sport system describe

the experience as somewhat inconsistent. Volunteers can thrive when they are working in the right role, and some existing organizations excel at engaging people through participation and development. However, these successes are isolated and if a key volunteer leaves the sport or the region, it can have a downward effect on all participants.

DISENGAGEMENT

Currently, the sport community in Wood Buffalo is conducting business through a “siloeed” approach. There are many organizations working in, and contributing to, sport, however, there is a serious lack of communication among stakeholders and no coordinated approach to growing the sector. This is limiting the partnership and collaboration opportunities within the region and creating distrust and cynicism among potential collaborators. Inconsistent information sharing and communication is also causing a reactive approach among community partners and organizations.

Perhaps the biggest obstacle to future growth is the lack of strategic and coordinated efforts between sport tourism and sport development. To overcome this challenge, clear and accountable leadership and management is required, along with a willingness to focus efforts on moving forward together.

An integrated approach, in which sport tourism and sport development work together toward common goals, would create significant opportunities for growth.





SPORT TOURISM

Sport tourism is defined as any activity that attracts people to a particular location as sport event participants, spectators, or sport attraction or business visitors. It can be a stabilizing force during times of volatility in the travel and tourism industry. In fact, in the wake of past economic and other world events, sport tourism has continued to deliver results, while other business and leisure travel has been negatively impacted. Sport tourism is, at its core, economic and community development. By generating export revenues in an economy, host destinations are able to increase their gross domestic product (GDP) and provide much needed growth through sales across multiple industry sectors and through the generation of tax revenues. Moreover, sport can support local businesses, engage residents, and help bring the visitor experience to life.

The Canadian Sport Tourism Alliance (CSTA), the non-governmental organization that developed the widely-adopted industry standard model for projecting economic impact for sport events, has stated that sport tourism can:

- Stimulate economic, tourism, cultural, and social prosperity
- Add to the quality of life of local residents
- Showcase a positive community brand and image
- Provide enhanced exposure opportunities for a destination
- Build civic pride, an event hosting resume, and lasting legacies for the future

According to the CSTA, sport tourism is the fastest growing segment within

the tourism industry. Sport tourism in Canada is growing, with the most recent data from 2012 showing an increase of 5.3% in the value of visitor expenditures over 2011, and the total value of the sector surpassing \$5.2 billion CAD, according to data from the Travel Survey of Residents of Canada (TSRC) and the International Travel Survey (ITS).

Globally, sport tourism is a \$600 billion industry, and the World Tourism Organization (WTO) states that the global tourism market is projected to grow between 2 to 3% annually, while the sport tourism segment will grow by approximately 14%.

Destinations and host cities are increasingly looking to sport tourism to grow specific and measurable outcomes (or impacts) from hosting major sport events – to make them contributors to the community in a sustainable way. Sport tourism is a growing and highly competitive business, requiring proper resourcing, strategy, planning, and measurement. Host communities that do well in the sport tourism segment are investing resources to attract events, and leveraging them to increase benefits and awareness of the destination.

Currently, sport tourism in Wood Buffalo, like many other regions in Canada, can best be described as reactive, rather than proactive. There is no planned approach to the identification and attraction of events and, as a result, opportunities to attract visitors and generate significant economic, social, cultural, and environmental benefits are frequently lost.





Sport tourism events are categorized in the following segments:

- Competitive single sport & multi-sport events
- Invitational events
- Created events
- Non-competitive events
- Professional sport teams
- Sport meetings, conferences and exhibitions

MAJOR EVENTS

Communities that invest resources in the development of new business through sport tourism are wise to focus their efforts on major events.

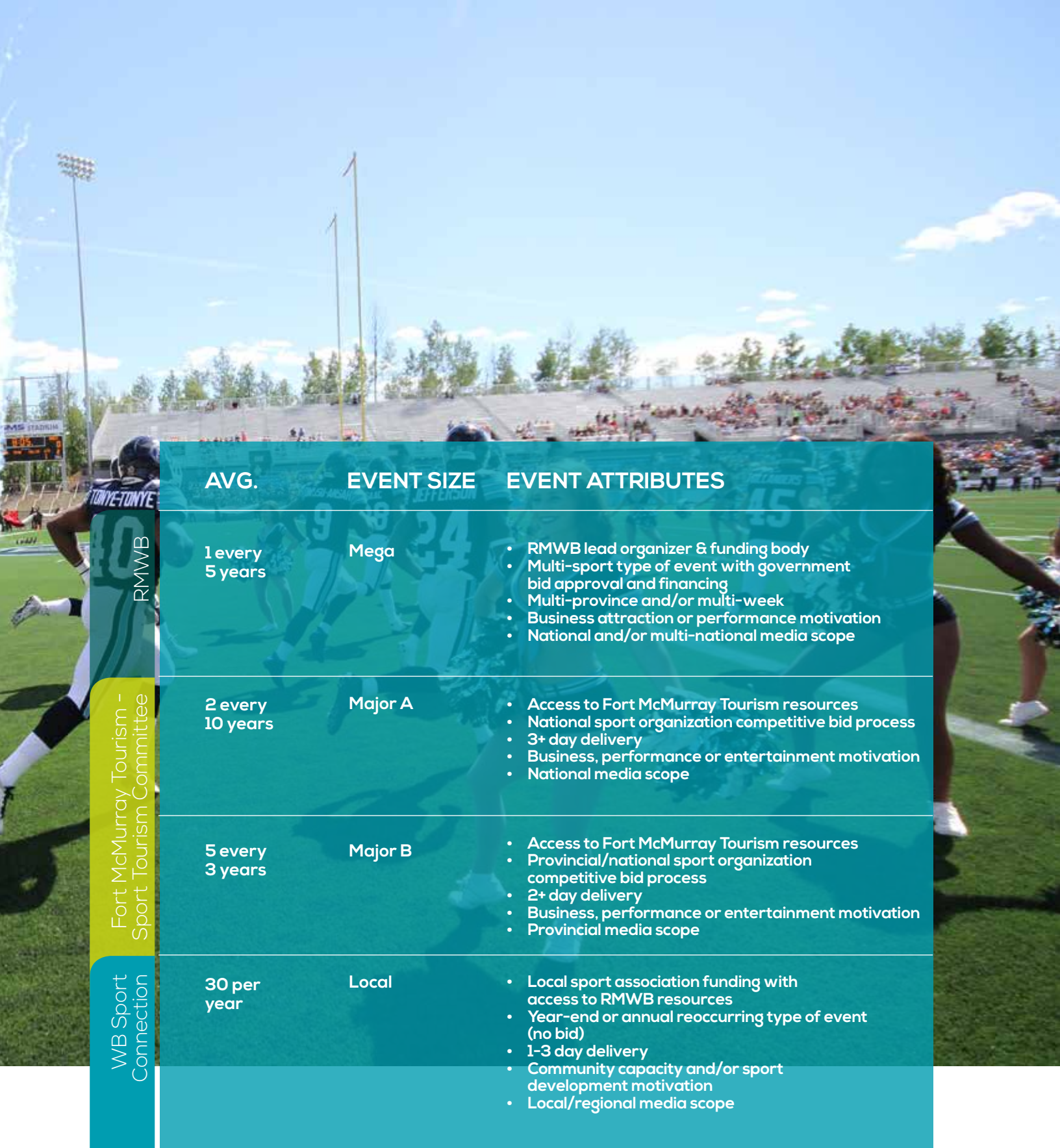
Major events can look different in each host city, depending on the size of the market and its readiness to serve as an event host. For the purpose of the *Fort McMurray and Wood Buffalo Region Sport Strategic Plan*, the term “major event” implies a project that meets the following criteria:

- Attracts visitors from outside the host region
- Generates significant immediate and long-term economic, social, and cultural benefits
- Provides the platform for targeted and measured media coverage or promotion of Wood Buffalo outside the region
- Generates economic and other returns greater than the initial expenditure
- Serves as a catalyst for the development of spinoff activity
- Requires the use of significant event-ready infrastructure
- Engages residents of Wood Buffalo and positively impacts the pride of place and quality of life
- Has a measurable impact on the brand and reputation of the host community/region
- Provides lasting legacies

While major events offer great potential benefits, existing annual events should also be maintained and supported so they continue to provide opportunities for residents and other groups. Local events are the fabric of the community and serve to engage residents and promote participation in sport and recreational pursuits.

Alternatively, mega events, which require multiple levels of government and significant resources, should not be the primary focus for the community, due to the relatively low direct return on investment. These mega events are significant undertakings and will require proper financial and human resourcing to attract and execute.





<div> <div>RMWB</div> <div>Fort McMurray Tourism - Sport Tourism Committee</div> <div>WB Sport Connection</div> </div>	AVG.	EVENT SIZE	EVENT ATTRIBUTES
	1 every 5 years	Mega	<ul style="list-style-type: none"> • RMWB lead organizer & funding body • Multi-sport type of event with government bid approval and financing • Multi-province and/or multi-week • Business attraction or performance motivation • National and/or multi-national media scope
	2 every 10 years	Major A	<ul style="list-style-type: none"> • Access to Fort McMurray Tourism resources • National sport organization competitive bid process • 3+ day delivery • Business, performance or entertainment motivation • National media scope
	5 every 3 years	Major B	<ul style="list-style-type: none"> • Access to Fort McMurray Tourism resources • Provincial/national sport organization competitive bid process • 2+ day delivery • Business, performance or entertainment motivation • Provincial media scope
	30 per year	Local	<ul style="list-style-type: none"> • Local sport association funding with access to RMWB resources • Year-end or annual reoccurring type of event (no bid) • 1-3 day delivery • Community capacity and/or sport development motivation • Local/regional media scope

To ensure efforts and resources are on target, major events are recommended to be the primary focus for sport tourism development in Wood Buffalo.

SPORT DEVELOPMENT

Sport development is the promotion of sports activities for the community and a major contributor to the social and emotional well being of the region. Successful sport development depends largely on effective partnerships and networking with a wide range of community groups, service providers, facility operators, national governing bodies, local authorities, and volunteer groups. In Canada, the responsibility for sport is a shared responsibility, with all levels of government playing a role. From health and wellness to economic and social development, it is widely agreed that sport strengthens communities along with our economy and society.

As positioned by Heritage Canada (Sport Canada), our country is a "leading sport nation influenced by a number of factors, including our four seasons and our geographical and social diversity." Our national sport system is designed to allow for participation by all Canadians, regardless of age or ability, which allows us to build healthier, more engaged communities.

The Canadian Sport Policy (2012-2022) aims to increase the number and diversity of Canadians participating and advancing through sport through five objectives:

- Introduction to sport – fundamental skills
- Recreational sport – sport for fun, health, and social interaction
- Competitive sport – improving and measuring performance in safe and ethical competition
- High performance sport – achieving world-class results through fair and ethical means
- Sport for development – a tool for

social and economic development and the promotion of positive values

The Canadian Sport for Life movement has increasingly impacted the ways in which sport and physical activity are developed in Canada, with a focus on quality. This approach links sport, education, recreation, and health from the community level through provincial and national programming. This long-term athlete development (LTAD) guides the participant experience from infancy through adulthood.

According to *Going the Distance: The Alberta Sport Plan (2016-2026)*, Alberta's vision is to be "the national leader in sport, with a coordinated and adaptive system that promotes excellence and fosters opportunities for life-long participation for all Albertans."

The Alberta sport system is defined as having the capacity to:

- Be recognized and valued as a key contributor to Albertans' quality of life
- Be cohesive and aligned
- Have increased capacity across the entire sport system
- Invest in sport at all levels and increase opportunities for all Albertans to participate in sport
- Increase the number of Albertans participating in programs and activities in the developmental, competitive, and recreational sport environments
- Have a great number of local, provincial, national, and international sporting events hosted in Alberta

Through the various community and volunteer organizations that deliver sport programming in Wood Buffalo, the region

has an opportunity to play a leadership role in supporting Alberta's vision and aligning with *The Canadian Sport Policy 2012*.

Communities across Alberta and Canada are developing and implementing needs-based sport delivery systems. These models are designed to increase participation and excellence, while ensuring supports and delivery systems are in place for the full spectrum of development, participation, and excellence.

Under its current system, sport development in Wood Buffalo is highly resource dependent; its ongoing success may be too reliant on a sport leader, coach, or volunteer being in the right role at the right time. Communication can be challenging, and delivery is inconsistent due to the unique work situation in Wood Buffalo.

Within the sport system in Wood Buffalo, as in most communities in Canada, sport organizations are primarily volunteer-led and self-governing. Due to the reliance on volunteer resources, they have varying degrees of expertise and continually reshape their programs based on available talent. For the purpose of this exercise, sport organizations have been categorized as Tier I, II, or III according to three primary criteria:

- 1) Capacity and ability to run their sport organization;
- 2) Capacity and ability to develop their sport from participation through to development and graduate athletes, and coaches and sport leaders to high performance sport; and
- 3) Capacity to lead bids for major provincial and national events and technical expertise to effectively plan and stage these events.



STRATEGIC FRAMEWORK

This strategy was created with the direct input of individuals and organizations with vested interest in building sport in the Wood Buffalo region. The first phase of strategic planning for this project was detailed in *A Strategic Approach: Sport Tourism and Sport Development - Fort McMurray & the Wood Buffalo Region*. The report outlined key themes generated from broad consultation with local community leaders. Those themes included:

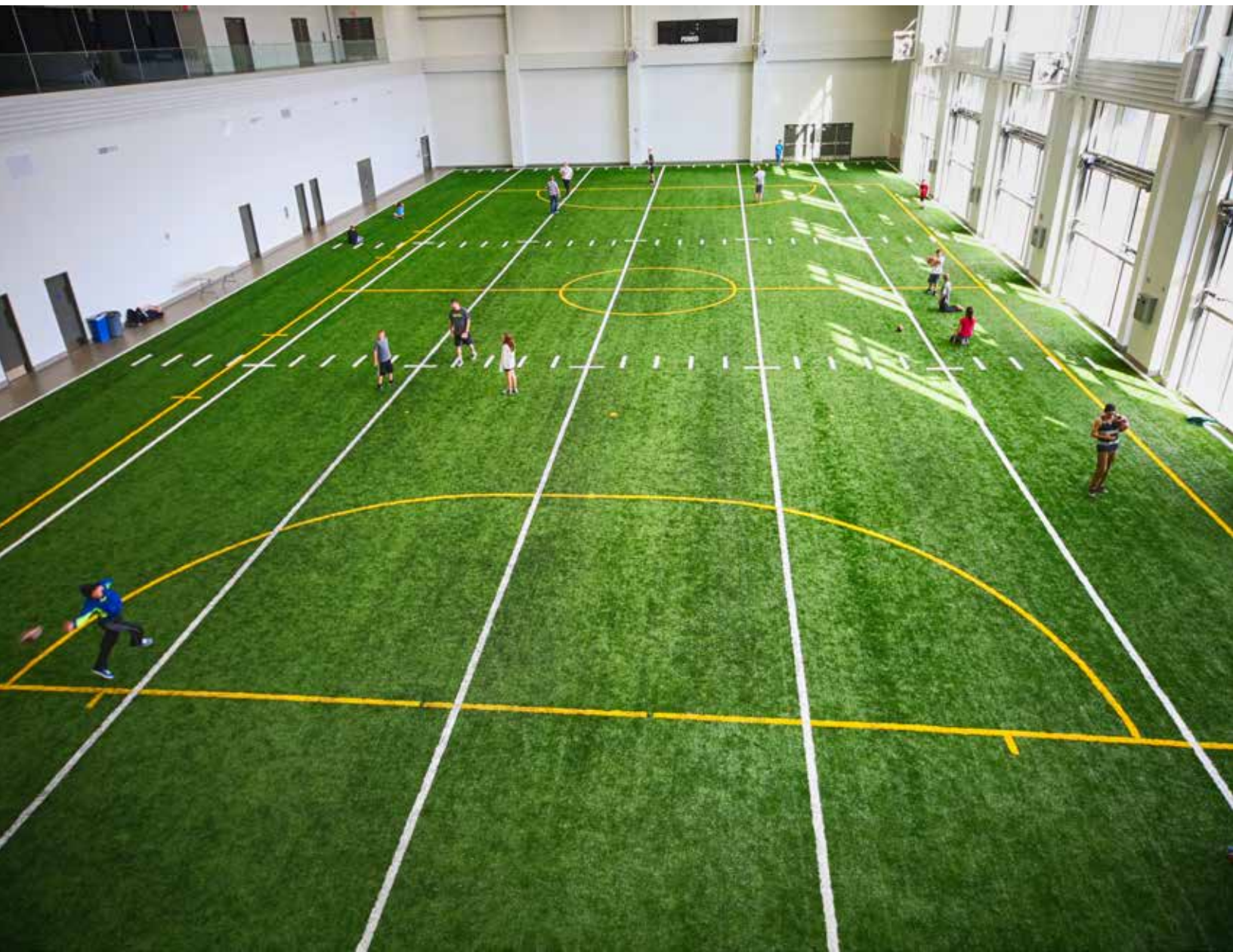
- Creative solutions to move forward and combat geographic realities
- Agreement that sport events can bring new business and engage the community
- Support for the economic and social potential for sport in the region
- Better alignment and communication among community members
- The need to own and reshape the Wood Buffalo narrative
- The importance of measurement to inform decision making and accountability

With support for phase one of this project, a mandate was issued to develop a ten-year strategy that would allow the region to set a new vision for the future and work collaboratively toward the identified goals.

This second phase of planning included an environmental scan of best practices from other jurisdictions, as well as further collaboration with community leaders. Outreach was conducted with a wide range of individuals and organizations through in-person focus groups, one-on-one interviews, and an online survey to invite further input on the direction of the strategy.

The results of the consultation were consistent and clear. The Wood Buffalo region requires a strategy that will facilitate greater collaboration, communication, engagement, leadership, and accountability, and allow the community to leverage the significant benefits of sport development and sport tourism for the benefit of all.

The Wood Buffalo region requires a strategy that will facilitate greater collaboration, communication, engagement, leadership, and accountability, and allow the community to leverage the significant benefits of sport development and sport tourism for the benefit of all.



MISSION

To engage and align the sport community, tourism industry, stakeholders, and users in fostering a strong sport delivery system that attracts new business and visitors, and improves the quality of life for residents.



VISION

A potential vision for this strategy has been much discussed among stakeholders. The vision 'Wood Buffalo will be the sport capital of Canada' was suggested as one possibility. While this vision is inspirational in its scope, significant consultation with stakeholders revealed that it is not something they can support or believe in, given the realities and challenges Wood Buffalo faces. Feedback generally concluded that this vision was not realistic.

To meet the objectives of this strategy, with the ultimate goal of unifying stakeholders behind one aspirational vision for the future, the following is recommended.

Wood Buffalo will be the future of sport in Canada.

When people talk about sport in Canada, they will be talking about Wood Buffalo. We are pioneering an innovative way of doing business that will lead the transformation of our sport community.

We will be nationally recognized for our high level of engagement, outstanding leadership, open, transparent communication, and our seamless integration of sport development and sport tourism goals. Our vision represents a sporting community that is fiercely proud of its unique attributes – our beautiful, northern landscape, our state-of-the-art infrastructure, and our can-do spirit.

As a coordinated, highly-effective team, with mass participation from all parties, we will work cohesively toward clearly defined outcomes, leveraging our financial and human resources, expertise, and facilities as efficiently as possible to realize our objectives.

We will be a passionate team of ambassadors, sharing our clear and authentic Wood Buffalo brand story with the world, secure in the knowledge that our invitation will result in unforgettable experiences for our visitors. Our residents and athletes will be the biggest winners of all, benefitting from our culture of success.

Regardless of our perspective, position, or sector, we will each hold the growth of our community as paramount. We will continue to consistently measure our success, hold ourselves accountable to established, reliable criteria, share the results, and integrate the learning. Above all, we are focused on partnership and collaboration as the ultimate means to our shared future success.

We will be a passionate team of ambassadors, sharing our clear and authentic Wood Buffalo brand story with the world.

STRATEGIC GOALS

While this is a ten-year strategy, designed to align with the Alberta Sport Plan for 2016 to 2026, significant growth is expected over the first five years. As previously stated, a review period is not just recommended but required to ensure that the ten-year outlook is relevant and realistic. Therefore, ten-year and five-year goals are outlined below.

LONG-TERM (2026) STRATEGIC GOALS:

- We offer a well-coordinated, participant-centred sport delivery system. Residents and athletes can understand and access the on-ramps to participating in sport, and a higher percentage of them are using the full range of our offering.
- We are leveraging our existing and future investments in sport facilities and infrastructure to anticipate and exceed the needs and expectations of residents, visitors, business, and athletes, and to ensure sport and sport events are contributing to the growth of the Wood Buffalo region in alignment with municipal plans.

SHORT-TERM (2018) STRATEGIC GOALS:

- We take a coordinated, collaborative, and accountable approach to attracting and hosting events, as evidenced by the success of our partnerships, our seamless event process, and our consistent, transparent measurement.
- We are hosting more major events that attract new business and visitors, and inspire more residents to actively participate in the community.
- We have a clearly defined approach to ensuring ongoing, inclusive consultation and collaboration with representatives of arts and culture, events and tourism, and other important sectors, recognizing the need for all to be aligned.



THE STRATEGY AT A GLANCE

VISION: WE WILL BE THE FUTURE OF SPORT IN CANADA

COMMUNICATION

PEOPLE

- Leadership
- Stakeholders & partners
- Volunteers
- Professional development

RESOURCES

- Integrated approach
- Financial support
- Information portal
- Facilities
- Technical standards
- Equipment

COMMUNICATION

- Brand
- Value of sport
- Tell the story

DEVELOPMENT

- Participant-centred
- Participation sport
- Major events
- Grow business
- Customer-focused

ACCOUNTABILITY

- Clear measures
- Outcome-based
- Legacy
- Risk and issue management

2018 PRIORITIES

- A coordinated, collaborative and accountable approach to attracting and hosting events
- Hosting more major events that attract new business and visitors, and inspire more residents to actively participate in the community
- A clearly defined approach to ensuring ongoing, inclusive consultation and collaboration

2026 PRIORITIES

- A well-coordinated, participant-centred sport delivery system
- Leveraging our existing and future investments in sport facilities and infrastructure to anticipate and exceed the needs and expectations of residents, visitors, business and athletes, and to ensure sport and sport events are contributing to the growth of the Wood Buffalo region.



TIMING

Due to the number of decisions and resources that will be required to ensure full implementation and the ultimate success of this strategy, the time measures are aligned with the funding from RMWB and the RMWB Strategic Plan.

- Short Term (2016-2018)
- Mid Term (2018-2020)
- Long Term (2020-2025)



STRATEGIC FRAMEWORK

The Fort McMurray & Wood Buffalo Region Sport Strategic Plan is built on five pillars for growth.

People

Objective:

We will clarify roles and responsibilities within the region so each individual and organization understands how they will support the strategy.

The structure for sport will be clear and promote high levels of strategic thinking and operational excellence

- Wood Buffalo Sport Connection will serve as the lead agency for development, advocating for sport and capacity impacts. It will support growth at all levels, including participation, high performance, and development
- Fort McMurray Tourism, in consultation with the Sport Tourism Committee, will form the lead agency for sport tourism. Serving as the advocate for the business of sport, it supports major sport event hosting, manages required partnerships at the provincial, national and international levels, and plans and executes business development and marketing in pursuit of growth
- Identify and engage community sport champions who can advise, support, and endorse sport in the region, and attract high-performing coaches, officials, sport leaders, and volunteers

Proactive partnership and stakeholder engagement will facilitate greater alignment and coordination

- Capture and communicate the business case for sport development and sport tourism to increase awareness and appreciation of the value of sport
- Enable opportunities for community sport champions to promote the value of sport in the region
- Identify integration and alignment opportunities with other organizations and strategies including, but not limited to:
 - RMWB Municipal Development Plan
 - RMWB Strategic Plan 2015-2017
 - Fort McMurray Tourism Strategic Plan (2011-2021)
 - Regional Recreation Corporation Strategic Plan
 - Going the Distance: Alberta Sport Plan (2016-2026)
 - A Pathway to Growth: Alberta Tourism Framework (2013-2020)
 - RMWB Active Living Strategy (2016-2018)
 - Regional Indoor Recreation and Facilities Master Plan (2015)

SPORT STRATEGIC PLAN



A region-wide volunteer program for sport will build capacity and create a thriving, self-sustaining community

- Develop an integrated online registration and information hub for volunteers in sport development programs and sport tourism events
- Create or purchase a volunteer management database to effectively administer a year-round program within the hub
- Develop recruitment campaigns on a quarterly basis
- Provide standards for volunteer organizations to ensure the safety of all participants and a positive volunteer experience, including a requirements map
- Establish a volunteer recognition program and other opportunities for appreciation

Our sport culture will build knowledge capacity for all volunteers and professionals

- Develop “Home Team Wood Buffalo” for information sharing on in-season sport activities or upcoming sport tourism events within the hub
- Conduct a gap analysis on coaches, officials, and sport leader requirements to develop and maintain a ‘live’ database within the information hub
- Through a funding matrix, provide access to training and certification
- Support professional or association affiliations or memberships
- Develop a succession plan for key roles to ensure continuity and advancement of sport

Resources

Objective:

We will build the necessary structure to support the strategy and ensure the required resources are in place to achieve success.

An integrated approach to sport will allow for greater, more rapid, growth

- Develop practices and operating procedures, and designate resources, to enable sport development and sport tourism to work together in a proactive and collaborative way

The financial resources we allocate to sport will reflect the contributions that sport development enhancement initiatives and sport tourism make to the economic, social, and cultural growth of the region

- Establish sustainable annual operating budgets for sport development and sport tourism that enable projected and targeted growth
- Create a diversified set of revenue streams that are sustainable and see financial legacies reinvested in sport

The comprehensive information hub (see above) will serve as a landing point for all residents, regional organizations, and external audiences

- Develop an intranet that allows sport partners and stakeholders to effectively share information around scheduling, opportunities, and resources
Based on the ease of use, relatively low cost of implementation, and use by Canada Games, Government of Alberta and the project team for this project, SharePoint is recommended
- Build a digital presence for the

sport industry and rights holders to position the unique value proposition of Wood Buffalo

- Develop a consumer-facing, integrated sports, entertainment, and lifestyle portal (within hub), delivering world-class sporting and entertainment events

Our facilities will balance the needs of residents and regular user groups with major events for the benefit of the entire region

- Develop standards and procedures for displacement of other business or dislocation of regular users
- Develop a plan by facility with an acceptable range of preferred number of event days
- Develop business case practices for facility development and major event attraction

We will strive to align our facility assets with technical standards for sports and major events

- Conduct a facility technical specification assessment based on Alberta and national sport organization standards
- Develop gap analysis for technical specifications specific to target sport event bid opportunities

We will capitalize on all existing equipment resources to enable the growth of sport

- Assess equipment assets to support all sport programs and sport events
- Identify equipment requirements to enable the growth of sport at all levels and host provincial, national, and international sport events

Communication

Objective:

We will create and share Wood Buffalo's authentic, compelling story to excite and attract our target audiences.

The Wood Buffalo brand for sport will connect with target audiences and create conversions

- Create brand and implement marketing communications strategy for external audiences, including rights holders for sport events, meetings and conferences, participants, friends and family, and media

All stakeholders will know the value of sport and will be able to share this story

- Create a communications strategy for internal audiences, including sport groups, facility operators, tourism representatives, airport staff, accommodations operators,

restaurant and bar staff, volunteers, arts and cultural organizations, all residents, etc.

- Develop standards for reporting by event, by season, and/or year

We will proactively tell the Wood Buffalo story

- Determine the brand activation for sport tourism events
- Develop the key messages for the sport community, sport development, and sport tourism
- Create opportunities to tell this story to internal audiences (within RMWB) and to external audiences (Alberta, Canada, and international)
- Create processes for regular and ongoing communication and information sharing with rights holders and potential customers



Development

Objective:

Sport will be a source of significant economic and social growth in the region.

Sport development will be participant-centred, with a focus on broadening the range of opportunities and growing the number of active participants

- Empower and advocate growth of participation-based sport by promoting Canadian Sport for Life and providing equitable access for all residents of the region
 - Develop specific programs and events for under-represented groups including:
 - ~ Girls and women
 - ~ Aboriginal people
 - ~ Disabled or “para” sport participants
 - ~ At risk youth
 - ~ Lesbian Gay Bisexual Transgender (LGBT) participants
 - ~ Masters or seniors
 - ~ New Canadians
- Promote **Development** sport by providing athletes with access to quality programs and activities at all levels
 - Ensure supports are in place to advance their skills and competitive experiences
 - Recruit trained, skilled, professional coaches who have access to professional development and advancement
 - Provide quality officiating at the competitive levels
 - Deliver competitive opportunities at home and support to compete within Alberta and throughout Western Canada
- Enable **High Performance** sport

- Ensure facility access for training and competition
- From the Alberta Sport Development Centre Northeast through to provincial and national team programs, promote seamless access for athletes, coaches, and officials to sport science and other supports required to train, compete, and officiate at the highest levels of sport in Alberta, Canada, and internationally
- Integrate high-performance opportunities with sport hosting plans so Wood Buffalo and Alberta athletes can compete at home, with home field advantage
- Investigate potential for hosting high-performance training and competitive programs in Wood Buffalo

Wood Buffalo will attract and host major events that bring visitors and profile to the region, while developing new business and diversifying the region's economy.

The region will attract and host:

- Five or more provincial single-sport events per year
- One provincial multi-sport event every 3 years
- Three to five national single-sport events per year
- One national multi-sport event every 5 years
- One international single-sport event every 5-8 years
- One international multi-sport event every 10 years
- Develop sales and marketing plans for sport tourism events, and the associated visitors, that achieve objectives of seasonality, venue and organizational readiness, and financial capacity

SPORT STRATEGIC PLAN



- Ensure all required technical and sales resources are in place for bid processes, site visits, and planning for major sport events
- Target events by sport or segment using an 'escalator' approach that targets a long-term goal, and the gradual and incremental events that will build capacity toward the ultimate objective
 - Align target events with event-ready facility infrastructure, priority segments, or based on the development of specific sports

The region will grow business from sport in the local economy

- Develop an 'open for sport business' program to support information sharing and advanced planning
- Develop a sport tourism activation plan to proactively promote packages and unique experiences in Wood Buffalo
 - Training camps
 - Spinoff events
- Examine the potential for a 'sport business club' to centralize information on the goods and services requirements for sport and connect it with local suppliers

Sport development and sport tourism will be seamless in the eyes of rights holders and potential customers

- Adopt and promote a united approach

Accountability

Objective:

We will plan for success, measure our progress, and hold ourselves accountable.

Sport development and sport tourism performance measures will be clear and applied consistently

- Establish relevant measures for priority impact areas
- Evaluate the performance of each sport program and sport event

Wood Buffalo will use an outcome-based approach to sport

- Develop consistent business case methods that inform decision making for sport tourism, sport development, and all partners and stakeholders
- Develop a scorecard for each event that will standardize the projected impacts so evaluation becomes more objective
- Conduct third-party, industry accepted and recognized post-event economic impact assessment models using survey data collected during events for national and international sport events that receive municipal funding of \$500,000 or more

- Conduct media valuations for national and international sport events

We will plan event legacies, from bid process to post-event wrap-up

- Develop planned legacy approach for each sport and community so that each event has the potential to provide lasting benefits to the region, including:
 - Finance
 - Infrastructure
 - Volunteers
 - Transfer of Knowledge for sport tourism and sport development

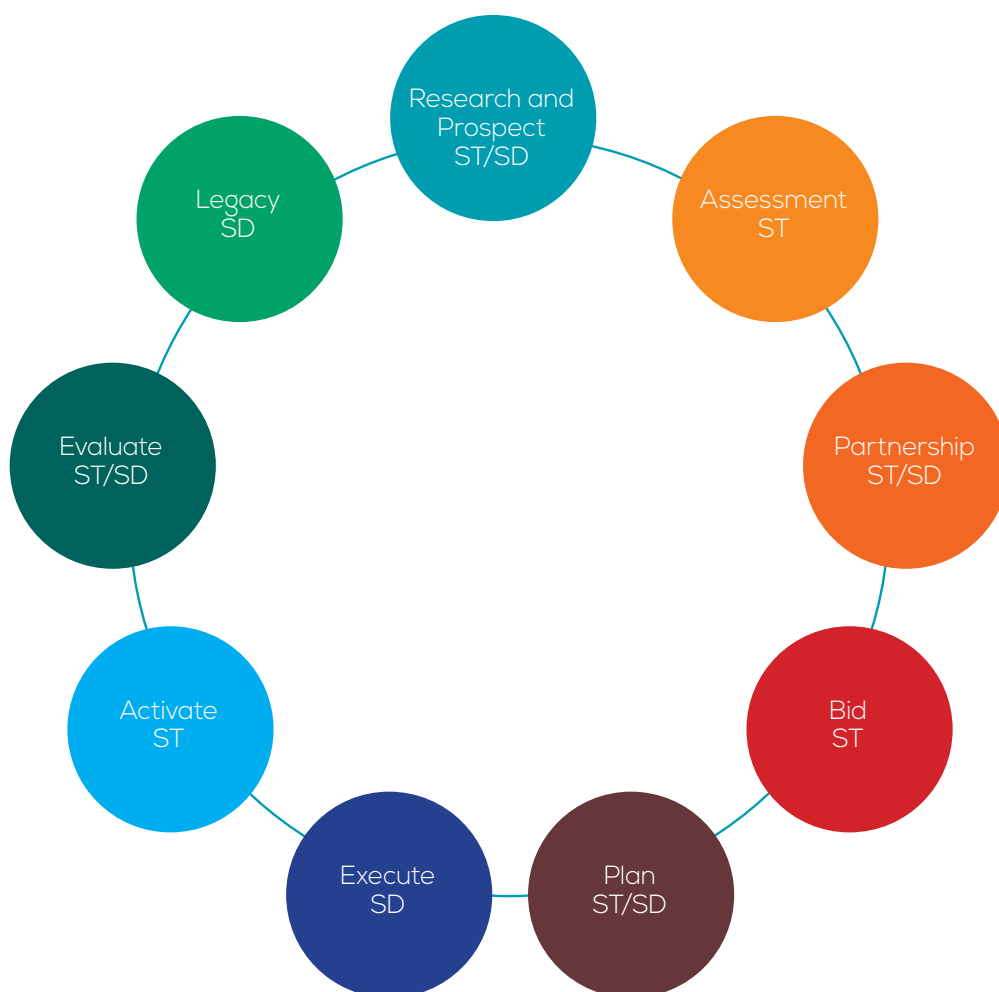
Risks and issues associated with sport development and sport tourism will be managed in a proactive and planned way

- Develop standard risk and issue management process for sport development and sport tourism, including all sport programs and sport events
- Conduct annual risk and issue assessment process for sport programs
- Conduct preliminary and pre-event risk and issue management process for all hosted sport events

THE WOOD BUFFALO SPORT HOSTING CYCLE

The strategy will result in the integration of all elements listed under the strategic pillars. The ideal system would be a cycle of success that would involve and benefit all stakeholders involved in sport development and sport tourism.

Key: ST=Sport Tourism SD=Sport Development





ROLES AND RESPONSIBILITIES

	GOVERNMENT	SPORT TOURISM	SPORT DEVELOPMENT
Lead	RMWB Government of Alberta Government of Canada	Fort McMurray Tourism	Wood Buffalo Sport Connection
Development phase	<ul style="list-style-type: none"> • Public policy • Advocacy for community • Operational funding and support • Impact criteria <ul style="list-style-type: none"> - Economic - Social - Brand • Political support • Partner with industry 	<ul style="list-style-type: none"> • Advocacy (voice for sport events) • Research/prospect • Information hub • Business development • Impact based assessment <ul style="list-style-type: none"> - Feasibility/ business case - Capacity - Seasonality • Partnerships (government, industry and community) 	<ul style="list-style-type: none"> • Advocacy (voice for sport) • Research/prospect • Partnerships (government, industry and community) • Participation <ul style="list-style-type: none"> - Clubs - Athletes - Coaches - Officials • Sport development • High performance • Volunteers • Facility specs
	<ul style="list-style-type: none"> • Bid assessment (project go/no go) • Bid project management • Bid communication 		
	<ul style="list-style-type: none"> • Bid funding • Bid support • Mega and multi-sport Event bids 	<ul style="list-style-type: none"> • Bid partnership development • Site visit planning and execution 	<ul style="list-style-type: none"> • Bid technical development
Execution Phase	<ul style="list-style-type: none"> • Event funding • Financial guarantee • Facilities • Municipal services • Economic/business development • Community engagement • Community image building • Manage dislocation 	<ul style="list-style-type: none"> • Sport tourism communication • Event promotion • Brand activation 	<ul style="list-style-type: none"> • Operations planning • Technical lead • Sport promotion and recruitment • Transfer of knowledge • Sport development • Planned legacy
	<ul style="list-style-type: none"> • Evaluation <ul style="list-style-type: none"> - Economic impact - Social/resident - Brand and media impact 	<ul style="list-style-type: none"> • Evaluation <ul style="list-style-type: none"> - Economic impact - Visitors 	<ul style="list-style-type: none"> • Evaluation <ul style="list-style-type: none"> - Participation - Sport Metrics

SUCCESS FOR WOOD BUFFALO SPORT

With the successful integration of sport development and sport tourism, and delivery of the strategy, Wood Buffalo will bring together all partners and stakeholders, creating a highly-engaged, highly-functioning community that prioritizes sport as a valuable and sustainable means to creating prosperity, inclusion, and appreciation for the region.

We will take ownership of our success, and inspire new and current residents to value the way of life in Wood Buffalo by helping them actively participate and engage in our shared community through sport. Our work is helping to promote health and wellness and civic pride, and creating a culture of success

for our residents and athletes that attracts outstanding leadership.

New visitors and business from across the country are inspired by our major events and unique experiences.

Sport is recognized as a significant economic driver for our region. We have developed an innovative and sustainable way of doing business – a model that is being adopted by other jurisdictions across the country as the new standard.

Wood Buffalo is changing the landscape, starting at home, and we are excited to share our new story of success – we are the future of sport in Canada.



HOW WE WILL MEASURE SUCCESS

The Wood Buffalo region will measure success and make decisions according to an outcomes-based approach, delivering impacts in the areas below. For 2016, the priority is to set baselines from which to generate appropriate targets for 2018 and 2026.

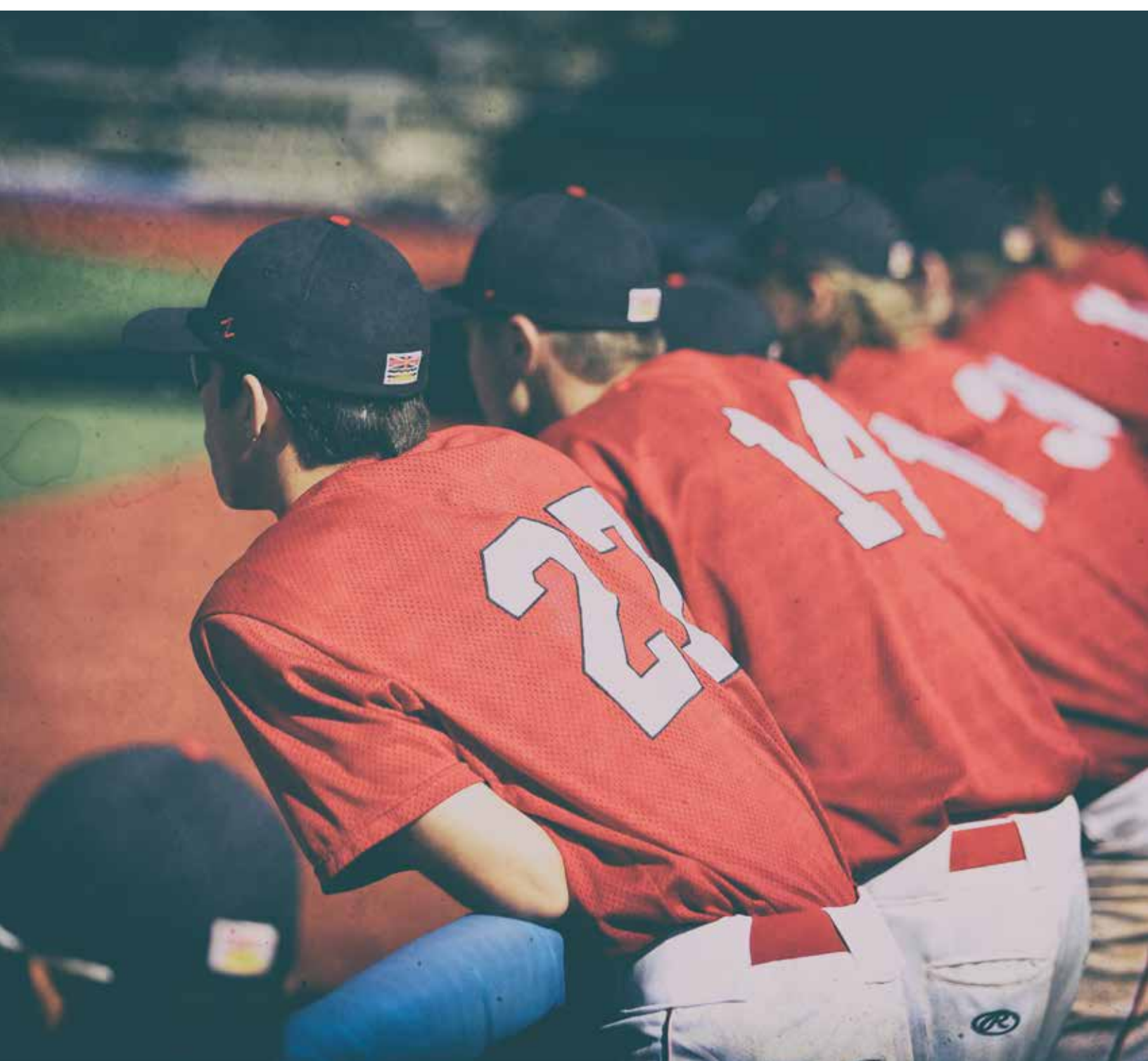
CATEGORY	IMPACT AREA	MEASURE
Sport Development	Athletes	# first-time # registered # high performance Retention rate %
	Coaches	# first-time # registered Retention rate %
	Sport Leaders	#
Sport Tourism	Sport Event Bid Wins	# or %
	Events Hosted	# Regional # Provincial # National # International
Economic	Economic Impact	Sport Development/yr Sport tourism/yr
	Gross Domestic Product	Growth of new \$
	Businesses Supported	# \$
Tourism	Jobs	# supported
	Overnight Visitors	#
	Room Nights	#
Brand	Length of stay	Average
	Media Value	\$
Social	Return on Investment	Ratio
	Volunteers	# Impact: Tier I, II, III Volunteer hours
	Pride of Place	Index
Culture	Quality of life	Index
	Entertainment	# performances
	Culinary	# local restaurants
	Aboriginal	% involvement

APPENDIX

List of Contributors

All of Wood Buffalo's sport user groups were invited to participate in this process. The following community leaders provided input into the development of this document, either through a series of in-person sessions, one-on-one interviews, or anonymous surveys issued to stakeholders with a vested interest in Wood Buffalo sport.

2015 Western Canada Summer Games
Alberta Hotel & Lodging Association
Alberta Culture and Tourism
Alberta Sport Connection
Bowmans Martial Arts
Casman Centre
Fort McMurray Catholic School Board
Fort McMurray Chamber of Commerce
Fort McMurray International Airport
Fort McMurray Mantas Swim Club
Fort McMurray Minor Football
Fort McMurray Minor Hockey
Fort McMurray Minor Soccer
Fort McMurray Monarchs - Adult Football
Fort McMurray Rowing Club
Fort McMurray Sno-Drifters Snowmobile Association
Fort McMurray Oil Sands Curling Club
Fort McMurray Ringette Association
Fort McMurray Tourism
Keyano College
Keyano College Syncrude Sports and Wellness Centre
Multicultural Association of Wood Buffalo
Noralta Skating Club
Norfort Gymnastics Association
Northern Alberta Athletic Association (Oil Barons)
Northern Lights Triathlon Club
Oilsands Community Alliance
Regional Municipality of Wood Buffalo Community Services Department
Regional Municipality of Wood Buffalo Economic Development Department
Regional Municipality of Wood Buffalo Mayor and Council
Regional Recreation Corporation of Wood Buffalo
Suncor Energy Services
Syncrude Canada Ltd.
Tar Sand Betties
Wet and Wild Diving Society
Young Aquatic Club



Minutes of a Meeting of the Sustainable Development Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, February 02, 2016, commencing at 4:00 p.m.

Present: M. Blake, Mayor
J. Stroud, Councillor (Alternate)

Absent: C. Tatum, Chair
J. Cardinal, Councillor
P. Meagher, Councillor

Administration: J. Brown, Senior Legislative Officer (Acting)
D. Soucy, Legislative Officer

Call to Order

Mayor M. Blake called the meeting to order at 4:01 p.m.

1. Adoption of Agenda

Moved by Councillor J. Stroud that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes of Previous Meeting

2. Minutes from Sustainable Development Committee Meeting - October 28, 2015

As there were no regular members of the Sustainable Development Committee present, the approval of the minutes was deferred to the next Committee meeting.

Delegations

**3. Rachel Leahy, ACES - Wood Buffalo (Animal Compassion Education Society) re: Animal Use for the Purpose of Entertainment
(4:04 p.m. – 4:24 p.m.)**

Rachel Leahy, ACES – Wood Buffalo, provided a presentation on animal use for the purpose of entertainment requesting that a bylaw be created to prohibit performances where any animal is required to perform tricks, fight or participate in performances for the amusement or entertainment of an audience.

**4. Frank Creasey and Grant MacDonald - Fort McMurray Tourism re: Fort McMurray & Wood Buffalo Region Sport Strategic Plan
(4:25 p.m. – 4:41 p.m.)**

Frank Creasey, Fort McMurray Tourism and Grant MacDonald, President, GM Event Inc., presented an overview of the Fort McMurray and Wood Buffalo Region Sport Strategic Plan, which is a ten-year, phased approach model to encourage and develop sport participation and sport tourism in the region.

Moved by Councillor J. Stroud that the Fort McMurray and Wood Buffalo Region Sport Strategic Plan be referred to Council for consideration.

CARRIED UNANIMOUSLY

New and Unfinished Business

5. Trans Canada Trail (4:42 p.m. – 4:50 p.m.)

Robert Billard, Director, Public Works, provided an overview on the proposed trail linkages to the Trans Canada Trail, noting that the Athabasca River has been designated by the Trans Canada Trail Foundation as the Regional Municipality of Wood Buffalo's connection to the rest of the trail system.

Moved by Councillor J. Stroud that the following be recommended to Council for approval:

- That Administration work with the Trans Canada Trail Foundation to link the Trans Canada Trail to the trail system in the Regional Municipality;
- That the estimated cost of \$500,000 to be incurred in 2018, to complete the linkage to the Trans Canada Trail, be included by Administration in the 5 year capital plan for consideration by Council; and
- That the Mayor be added to the list of other Mayors throughout Alberta and Canada who are declared "Champions" of the Trans Canada Trail.

CARRIED UNANIMOUSLY

Adjournment

As all scheduled business matters had been concluded, Mayor M. Blake declared the meeting adjourned at 4:50 p.m.

Chair

Chief Legislative Officer



Subject: Community Identification Committee Recommendations

Community Identification Committee Recommendations:

1. THAT the road within Prairie Creek Business Park currently known as ‘Doug Fader Road’ be renamed to “Doug Fader *CV* Road.”

Summary:

The Community Identification Committee recommended that the name ‘Doug Fader *CV* Road’ be forwarded to Council for approval.

In accordance with the Community Identification System (Council’s Policy No. PRL-040), Council’s approval is required for the naming of roads/streets in the Regional Municipality of Wood Buffalo.

Background:

1. Doug Fader Road:

The Community Identification Committee in its meeting on February 24, 2016 considered changing the name of the road currently known as ‘Doug Fader Road’ in Prairie Creek Business Park Subdivision. This name was previously approved by Council on Feb 24, 2015 on the recommendation of CIC. However, the Committee felt that the letters “*CV*” should be included with the name.

Doug Fader was the man who risked his life to save another man in a fiery helicopter crash on August 27, 1993 at the Birch Mountain Tower. In December 1994, Fader became the 17th Canadian to receive the Cross of Valor from the federal government for his act of bravery.

The map showing the location of proposed “Doug Fader *CV* Road” and the description of the proposed name are available on Attachments 1 and 2 of this report.

Rationale for Recommendation:

The Cross of Valour is a decoration, that is, within the Canadian system of honors, the second highest award (superseded only by the Victoria Cross), the highest honor available for Canadian civilians, and the highest of the three Canadian Bravery Decorations. Created in 1972, the medallion is presented to individuals, both Canadians and foreigners, living and deceased, who have performed acts of the most conspicuous courage in circumstances of extreme peril and grants recipients the ability to use the post-nominal letters *CV*. Post-nominal letters or designatory letters are letters placed after the name of a person to indicate that the individual holds a position, educational degree, accreditation, office, military decoration, or honor.

Considering this, CIC recommended changing the name “Doug Fader Road” to “Doug Fader *CV* Road”.

The proposed name is in accordance with Community Identification System (Council’s Policy No. PRL-040), creates unique identification and is distinctly different sounding from the existing ones in use in the Urban Service Area and Hamlets and hence is recommended for approval.

Strategic Plan Linkages:

Pillar 1 – Building Responsible Government

Pillar 5 – Building a Reliable Transportation System

Pillar 6 – Building a Sustainable Region

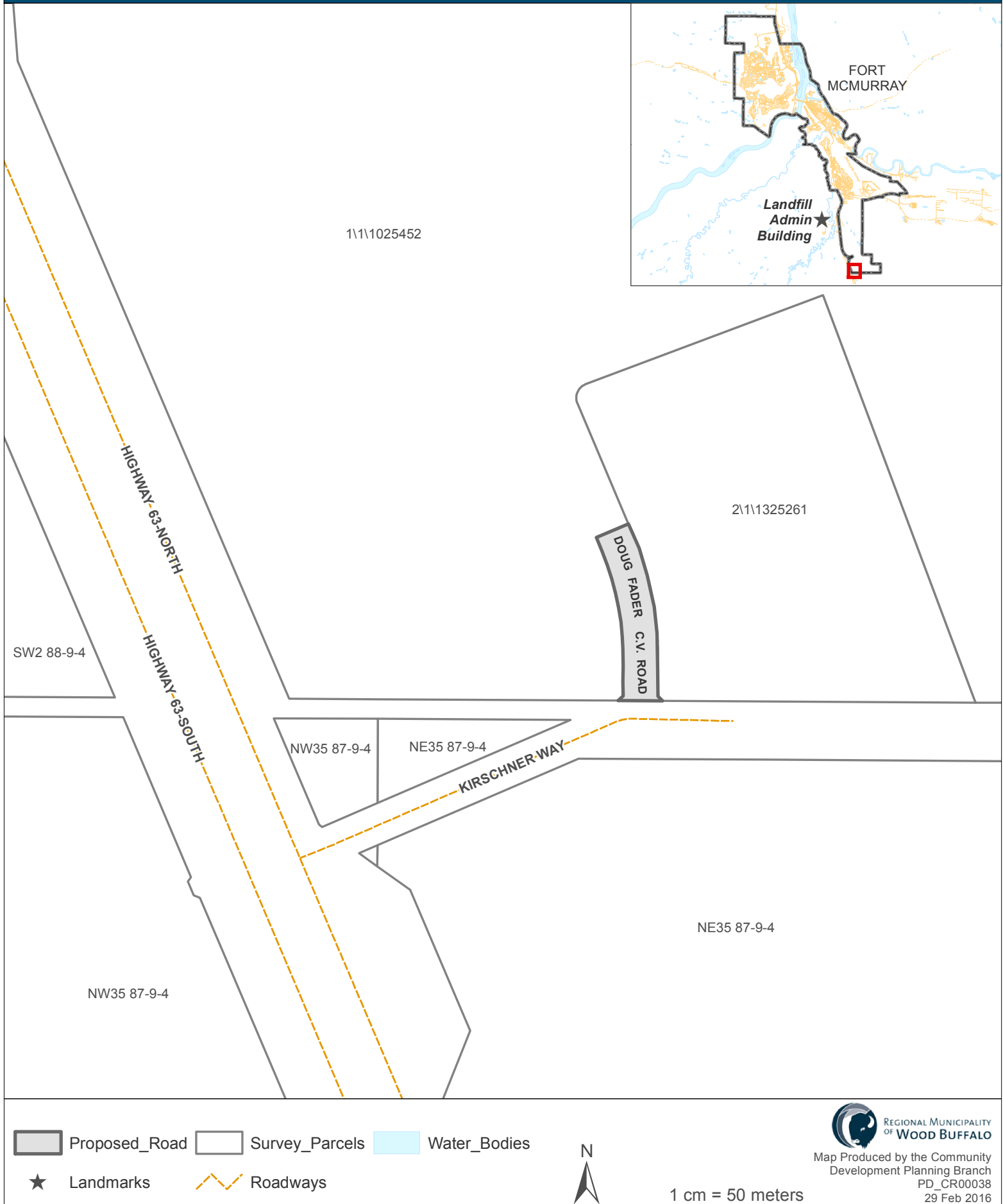
Attachments:

1. Subject Area Maps, dated February 2016
2. Description of Proposed Names

SUBJECT AREA MAP

Doug Fader C.V. Road

Attachment 1



Attachment 2: Description of Proposed Names

Name Request	Naming Item	Name Origin	Brief Biography
Doug Fader Road CV	Street	Doug Fader	<p>Doug Fader was the man who risked his life to save another man in a fiery helicopter crash on August 27, 1993 at the Birch Mountain Tower.</p> <p>Fader pulled the 28 year old man free, suffering third degree burns to much of his face and body in the rescue. He was flown to the University of Alberta Hospital where he clung to life in critical condition.</p> <p>In December 1994, Fader became the 17th Canadian to receive the Cross of Valor from the federal government for his act of bravery. Later, he was recognized by the Fort McMurray Royal Canadian Legion.</p> <p>In conjunction with the Legion, the City of Fort McMurray also honored him with a unanimous resolution of Council: <i>An award of honor for the most courageous activity anyone can do in this world by putting your life on the line for someone else.</i></p>

**Subject: Sustainable Development Committee Recommendation –
Wood Buffalo Sport Connection and Allocation of 2015
Western Canada Summer Games Legacy Funding**

Sustainable Development Committee Recommendations:

THAT the Community Services Department complete an inclusive community engagement process to contribute to the establishment of a Wood Buffalo Sport Connection; and

THAT the \$604,071 from the 2015 Western Canada Summer Games (WCSG) surplus remains in the Games Legacy Reserve Fund to be allocated through the Community Investment Program to a Wood Buffalo Sport Connection once it is formally established and able to request funding.

Summary and Background:

At the April 5, 2016 Sustainable Development Committee meeting, Administration presented several recommendations to the Committee respective to the Wood Buffalo Sport Connection and Allocation of 2015 Western Canada Summer Games Legacy Funding. At that meeting, the Sustainable Development Committee passed the following resolution:

THAT the following be recommended for Council approval:

“THAT the Community Services Department complete an inclusive community engagement process to contribute to the establishment of a Wood Buffalo Sport Connection; and

THAT the \$604,071 from the 2015 Western Canada Summer Games (WCSG) surplus remains in the Games Legacy Reserve Fund to be allocated through the Community Investment Program to a Wood Buffalo Sport Connection once it is formally established and able to request funding.”

Attachments:

- I. Sustainable Development Committee Report – Wood Buffalo Sport Connection and Allocation of 2015 Western Canada Summer Games Legacy Funding
- II. Sustainable Development Committee Meeting Unapproved Minutes – April 5, 2016

SUSTAINABLE DEVELOPMENT COMMITTEE REPORT

Meeting Date: April 5, 2016

Subject: Wood Buffalo Sport Connection and Allocation of 2015 Western Canada Summer Games Legacy Funding

APPROVALS:

Carole Bouchard, Director
Bob Couture, Executive Director
Marcel Ulliac, Chief Administrative Officer

Administrative Recommendations:

THAT the following be recommended for Council approval:

THAT the Community Services Department complete an inclusive community engagement process to contribute to the establishment of a Wood Buffalo Sport Connection; and

THAT the \$604,071 from the 2015 Western Canada Summer Games (WCSG) surplus remains in the Games Legacy Reserve Fund to be allocated through the Community Investment Program to a Wood Buffalo Sport Connection once it is formally established and able to request funding.

Summary:

As requested by Council, Administration investigated several options for the proposed creation of a Wood Buffalo Sport Connection, a community-based entity that would lead regional development and advocacy of sport. Based on that review, Administration proposes that the Community Services Department (CSD) bring together community partners and stakeholders to establish a Wood Buffalo Sport Connection.

Background:

In a presentation to Council on January 26, 2016, representatives from the WCSG Board of Directors reported that the Municipality will receive a cash legacy of \$604,701 to be used for grassroots athlete development in the community, which resulted in the following resolution being passed:

“THAT the 2015 Wood Buffalo Western Canada Summer Games presentation be accepted as information;

*THAT the legacy funding of \$604,071 be allocated to the Games Legacy Reserve Fund;
and*

THAT that Administration investigate options for the proposed creation of a “Wood Buffalo Sport Connection”, and bring forward its recommendations to the Sustainable Development Committee, no later than April 15, 2016, along with a recommendation for the final allocation of the \$604,071 legacy funding.”

Following the presentation to Council on January 26, 2016, Administration investigated a range of options for the proposed creation of a Wood Buffalo Sport Connection.

Administration recommends that the best option available at this time is for CSD to bring together community partners and stakeholders to establish a Wood Buffalo Sport Connection. This is based on: Community consultation; alignment with the Wood Buffalo Regional Indoor Recreation and Community Facilities Master Plan, the recommendation to Council from the WCSG Board of Directors. Also considered were recommendations in the Fort McMurray and Wood Buffalo Sport Strategic Plan that was recently completed by Fort McMurray Tourism with input from a range of community stakeholders.

Alternatives:

1. Administration will collaborate with all community stakeholders, operators and user groups to establish a new lead agency for regional sport development.
2. Council appoint a Sport Development Committee to lead regional sport development.
3. Allocate funding from the Games Legacy Reserve Fund to the Regional Recreation Corporation (as part of the MI Coach Program) to lead the creation of a Wood Buffalo Sport Connection Committee that would report to the RRC Board of Directors.
4. Allocate funding to an alternate existing non-profit agency that focuses on sport development to lead regional sport development.

Budget/Financial Implication:

The Community Services Department will use approved operating funds from its 2016 budget to facilitate further community engagement and initiate start-up of a Wood Buffalo Sport Connection.

Rationale for Recommendation:

Supporting the growth and enhancement of sport within the region aligns with the Municipal Strategic Plan under Pillars 3 (Building a Vibrant Economy Together) and 7 (Building for a Healthy and Active Lifestyle). The Municipality will work with residents and business to support programming and policy development. It will also contribute to building for a healthy and active lifestyle. The goal is to connect people and communities through regional leisure and wellness activities and programs, and ensure that residents enjoy a high quality of life.

The Regional Indoor Recreation and Community Facilities Master Plan identified that the Municipality should take the lead role to build capacity amongst program providers to facilitate progression in sport skill development. The creation of a Wood Buffalo Sport Connection would also encourage use of recreational and community facilities in the region (including natural amenities), support the social profit sector, and help increase opportunities for local participation in large-scale sports tourism events.

Strategic Plan Linkages:

Pillar 3 - Building a Vibrant Economy Together

Pillar 7 - Building for a Healthy and Active Lifestyle

Unapproved Minutes of a Meeting of the Sustainable Development Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, April 05, 2016, commencing at 3:30 p.m.

Present: C. Tatum, Chair
P. Meagher, Councillor
J. Stroud, Councillor (Alternate)

Absent: J. Cardinal, Councillor

Administration: M. Ulliac, Chief Administrative Officer
K. Scoble, Deputy Chief Administrative Officer
B. Couture, Executive Director
E. Hutton, Executive Director
M. Johnstone, Executive Director
D. Leflar, Chief Legislative Officer
A. Rogers, Senior Legislative Officer
D. Soucy, Legislative Officer

Call to Order

Chair C. Tatum called the meeting to order at 3:31 p.m.

1. Adoption of Agenda

Moved by Councillor J. Stroud that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes of Previous Meeting

2. Minutes from Sustainable Development Committee Meeting - March 1, 2016

Moved by Councillor J. Stroud that the Minutes of the Sustainable Development Committee meeting held on March 1, 2016 be approved as presented.

CARRIED UNANIMOUSLY

New and Unfinished Business

3. Wood Buffalo Sport Connection and Allocation of 2015 Western Canada Summer Games Legacy Funding
(3:33 p.m. – 3:39 p.m.)

Monica Lance, Acting Director, Community Services, provided an overview of the proposed establishment of a Wood Buffalo Sport Connection and the allocation of 2015 Western Canada Summer Games Legacy Funding.

Entrance

Councillor P. Meagher joined the meeting at 3:35 p.m.

Moved by Councillor J. Stroud that the following be recommended for Council approval:

- That the Community Services Department complete an inclusive community engagement process to contribute to the establishment of a Wood Buffalo Sport Connection; and
- That the \$604,071 from the 2015 Western Canada Summer Games (WCSG) surplus remains in the Games Legacy Reserve Fund to be allocated through the Community Investment Program to a Wood Buffalo Sport Connection once it is formally established and able to request funding.

CARRIED UNANIMOUSLY

4. Wood Buffalo Growth Forecasts

(3:40 p.m. – 4:10 p.m.)

Dennis Vroom, Manager, Industry Relations, presented an overview of the Wood Buffalo growth forecasts to the year 2035, noting that this was a collaborative effort with the Government of Alberta and the Oils Sands Community Alliance. The growth forecasts presented do not take into account the most recent 2015 Municipal Census, which will be incorporated going forward.

Moved by Councillor P. Meagher that the following be recommended for Council approval:

1. That the Wood Buffalo Growth Forecasts be accepted as information and be taken into consideration by Administration for planning and budgeting purposes;
2. That Administration continue to work with the Government of Alberta and oil sands industry representatives to test, verify and refine the inputs used in the regional growth forecast process.

CARRIED UNANIMOUSLY

5. Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update

(4:11 p.m. – 4:32 p.m.)

Monica Lance, Acting Director, Community Services, Dawny George, Director, Engineering, and Nasir Qureshi, Manager, Program Management, provided an update on the Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project. It was requested that Administration explore other means of accommodating a sensory room if Phase 2 is cancelled.

Moved by Councillor J. Stroud that the following be recommended for Council approval:

1. That the Northside Multi-Use Facility Phase 1 (Twin Arenas) capital project be approved for construction as a single phase project; and
2. That the Northside Multi-Use Facility Phase 2 (Recreation Centre) design capital project be halted and be cancelled; and
3. That the Northside Multi-Use Facility Phase 2 (Recreation Centre) construction capital project, be cancelled and removed from the 2017 unfunded capital project list.

CARRIED UNANIMOUSLY

6. Wood Buffalo Community Gardens
(4:33 p.m. – 4:45 p.m.)

Nina Caines, Manager, Parks, presented on the Wood Buffalo Community Gardens, including the gardens currently available throughout the Municipality and the plan going forward.

Adjournment

As all scheduled business matters had been concluded, Chair C. Tatum declared the meeting adjourned at 4:45 p.m.

Chair

Chief Legislative Officer

Subject: Sustainable Development Committee Recommendation – Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update

Sustainable Development Committee Recommendations:

THAT the Northside Multi-Use Facility Phase 1 (Twin Arenas) capital project be approved for construction as a single phase project;

THAT the Northside Multi-Use Facility Phase 2 (Recreation Centre) design capital project be halted and be cancelled; and

THAT the Northside Multi-Use Facility Phase 2 (Recreation Centre) construction capital project, be cancelled and removed from the 2017 unfunded capital project list.

Summary and Background:

At the April 5, 2016 Sustainable Development Committee meeting, Administration presented several recommendations to the Committee respective to the Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update. At that meeting, the Sustainable Development Committee passed the following resolution:

THAT the following be recommended for Council approval:

“THAT the Northside Multi-Use Facility Phase 1 (Twin Arenas) capital project be approved for construction as a single phase project; and

THAT the Northside Multi-Use Facility Phase 2 (Recreation Centre) design capital project be halted and be cancelled; and

THAT the Northside Multi-Use Facility Phase 2 (Recreation Centre) construction capital project, be cancelled and removed from the 2017 unfunded capital project list.”

Attachments:

- I. Sustainable Development Committee Report – Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update
- II. Sustainable Development Committee Meeting Unapproved Minutes – April 5, 2016

SUSTAINABLE DEVELOPMENT COMMITTEE REPORT

Meeting Date: April 5, 2016

Subject: Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update

APPROVALS:

Dawny George, Director
Robert Billard, Acting Executive Director
Kevin Scoble, Deputy Chief Administrative Officer

Administrative Recommendations:

THAT the following be recommended for Council approval:

1. THAT the Northside Multi-Use Facility Phase 1 (Twin Arenas) capital project be approved for construction as a single phase project; and
2. THAT the Northside Multi-Use Facility Phase 2 (Recreation Centre) design capital project be halted and be cancelled; and
3. THAT the Northside Multi-Use Facility Phase 2 (Recreation Centre) construction capital project, be cancelled and removed from the 2017 unfunded capital project list.

Summary:

There are two capital projects approved for Northside Multi-Use Facility (NMUF); Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre). The two approved capital budgets include \$13.5M for Phase 1 and Phase 2 design and \$34.5M for Phase 1 construction (approved in 2015); Phase 2 construction is unfunded. Both projects were previously administered by the Regional Recreation Corporation (RRC) and have been transferred to the Municipality's Engineering Department. The Municipality signed a contract with consulting firm Architecture Tkalcic Bengert (ATB) in February 2016 for design services.

During the initial meetings with ATB, concerns were raised about developing Phase 1 and Phase 2 independent of each other. As the NMUF was designed in two phases proceeding one shortly after the other, uncertainty about the timing or approval of Phase 2 is delaying Phase 1 construction and has significant financial and operational ramifications. Due to the current economic situation and uncertainty, it would be prudent to cancel Phase 2. Phase 2 design is only 30-percent complete. Therefore, Administration is recommending cancelling the project so that all contracts and commitments to NMUF Phase 2 are severed. If and when Phase 2 is ever brought forward for future consideration, its design and integration to Phase 1 can be explored once again.

Background:

The NMUF (design), formerly known as the Thickwood Heights/Timberlea Multi-Use Facility (design), was originally approved by Council in 2011. The RRC managed the project and completed a community facility study and community engagements in 2014. Through the request for proposal process, RRC entered into a contract with ATB for consulting services. One contract with two separate projects was signed for billing purposes.

Predesign and design started in 2013. In early 2014, the NMUF was split into two phases (i.e. Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre). On April 14, 2015, Council approved a \$34.5M budget for Phase 1 construction.

The design consulting fee for Phase 1 was \$2,676,051 of which \$2,007,038 has been paid. NMUF Phase 1 design is 80-percent complete.

The consultant's revised fee for Phase 2, when the project was with the RRC, was \$9,135,000 of which \$2,694,825 has been paid. Phase 2 design is currently 30-percent complete and the project is on hold.

Design Budget (Phase 1 & Phase 2)	(opening balance)	\$13,500,000
Allotted *	(actuals plus committed)	-\$ 9,143,697
Current Available Budget	(closing balance)	\$ 4,356,303

** Note: Allotted includes all services from the consultant and construction management services.*

Budget/Financial Implications:

Options		Construction Budget	Estimated Construction Costs			
			2015 Estimate	After 5 Years*	After 10 Years*	Comments
Phase 1 & 2 Separate	Twin Arena	\$34.5M	\$35.3M	\$41M	\$47.6M	Based on separate projects for Twin Arena and Recreation Centre *(3% escalation for 5 & 10 years + additional cost)
	Recreation Centre	\$143.5M (unfunded)	\$156.8M	\$182.2M	\$211.6M	
Phase 1 & 2 Combined	Twin Arenas	\$34.5M	\$36.8M	\$42.7M	\$49.6M	Based on current design for Northside Multi-Use Facility *(3% escalation for 5 & 10 years)
	Recreation Centre	\$143.5M (unfunded)	\$125.5M	\$145.8M	\$169.4M	

The additional cost includes the reconfiguration of electrical and mechanical systems for both phases. To retro-fit Phase 2 would require additional cost for building services such as heating, ventilation, air conditioning equipment, fire protection system, electrical power supply, building services equipment space, means of egress, landscaping, site servicing, parking and others.

The cancellation of Phase 2 will require two or more months to complete the revised design and tender documents for Phase 1, resulting in additional costs ranging from \$600,000 to \$1M.

The cancellation of Phase 2 will result in sunk costs of \$5.5M which includes consulting and construction management fees.

Rationale for Recommendations:

Phase 1 was designed as an integral part of the NMUF and some components of the design will need to be altered.

The parking area was located north of the site to facilitate construction and the front entrance was designed for both phases so, depending on the decisions about Phase 2, these components will need to be redesigned.

The Regional Indoor Recreation and Community Facilities Master Plan, based on population projections at the time of the study, recommended moving forward with NMUF Phase 1 and Phase 2 (including, at the minimum, an aquatics centre, youth, community and library spaces). These population estimates are not representative of current projected growth with economic downturn.

Strategic Plan Linkages:

Pillar 2 – Building Balanced Regional Services

Pillar 7 – Building for a Healthy and Active Lifestyle

Attachments:

1. Site Plan Layouts (3)
2. Phase 1 and Phase 2 Amenities

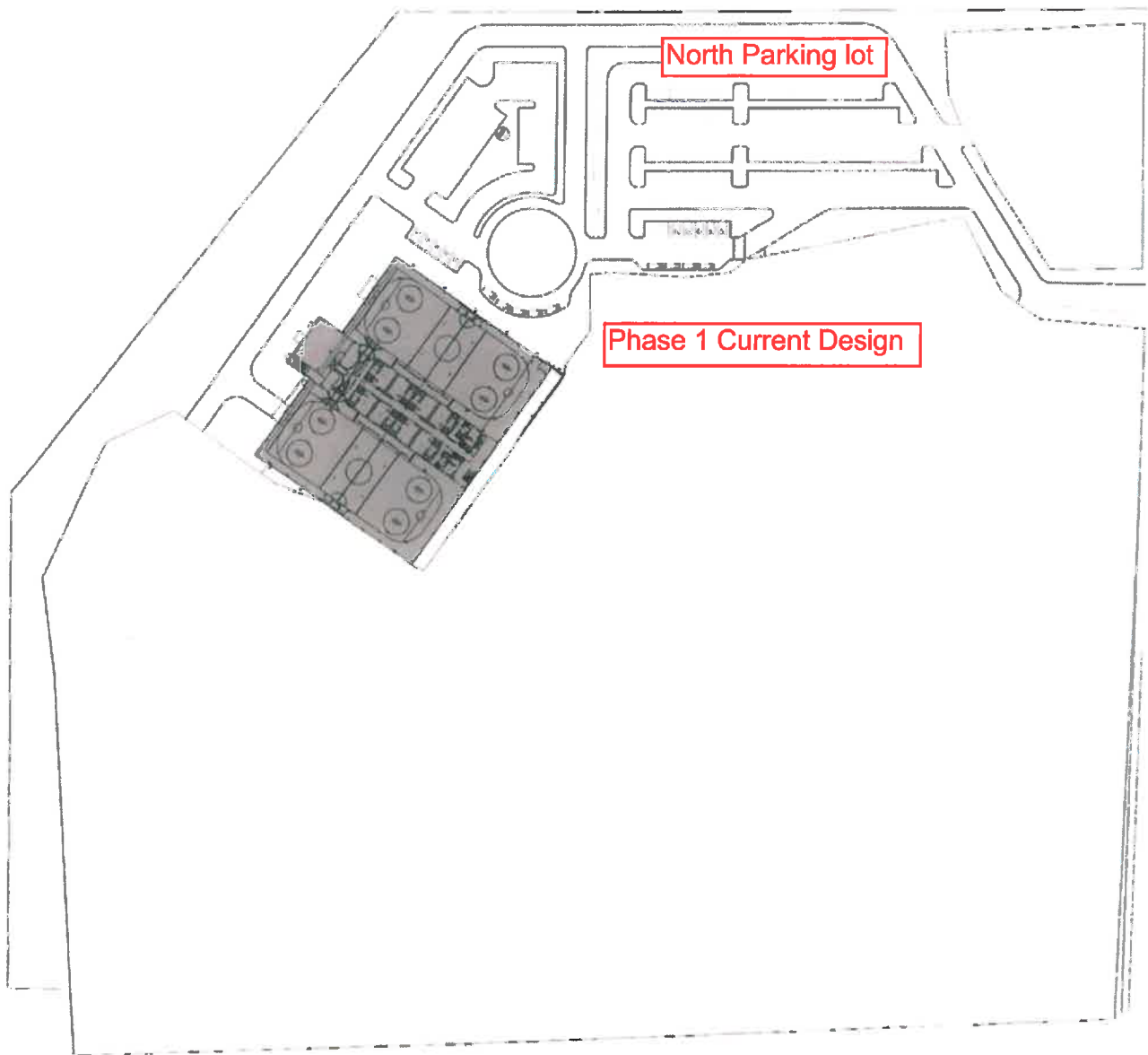


■ NORTHSIDE COMMUNITY RECREATION CENTRE ARENA

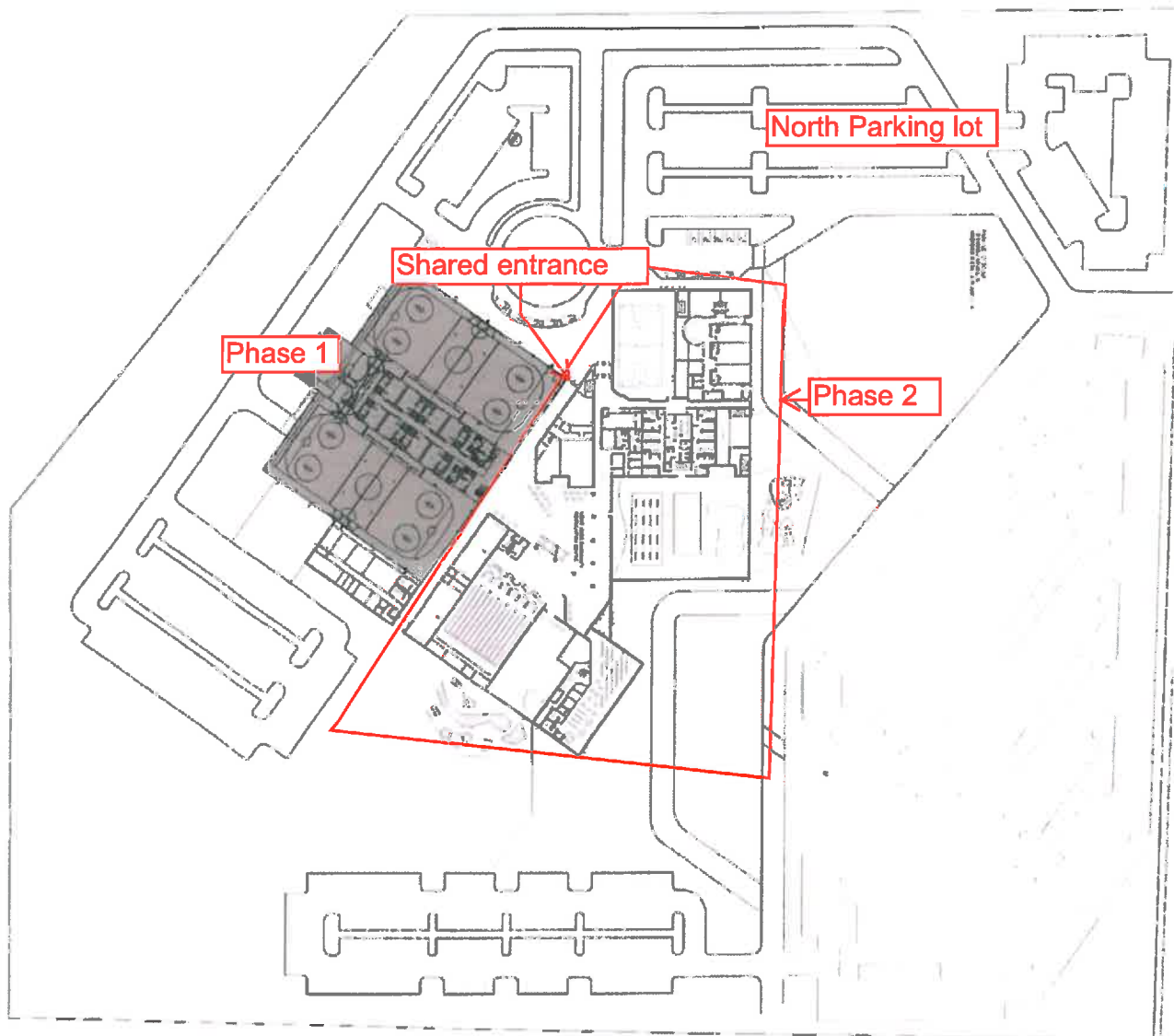
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**Northside Multi-Use Facility Phase 1 (Twin Arena)
with Phase 2 on hold**



Northside Multi-Use Facility Phase 1 (Twin Arena) and Phase 2 (Recreation Centre) - Overall Site Plan



Overall Site Plan

1:1500

Phase 1 Amenities:

PROGRAM AREAS	
Department	AREA
CIRCULATION	852 m ²
FACILITY SUPPORT	517 m ²
ICE ARENA	6,308 m ²
LEASE SPACE	125 m ²
WASHROOM	80 m ²
	7,882 m ²

GROSS FLOOR AREA	
LEVEL	AREA
MAIN FLOOR	6,569 m ²
SECOND FLOOR	1,689 m ²
	8,258 m ²

Phase 2 Amenities:

NORTHSIDE FACILITY - GROSS PROGRAM AREAS		
PROGRAM COMPONENT	AREA	
Aquatics Centre	37,700 sqft	3,502 m ²
Fitness Space (Cardio/CrossFit & Running/Walking Track w/Gymnasium)	17,500 sqft	1,626 m ²
Arena (Base Arena Only)	81,000 sqft	7,525 m ²
Lease Space, Bowling	10,800 sqft	1,003 m ²
Child Play & Mind w/Sensory Room	11,100 sqft	1,031 m ²
Library	6,700 sqft	622 m ²
Multi-Purpose Purpose Space	8,100 sqft	753 m ²
Youth Area & Skate Park	10,800 sqft	1,003 m ²
Lease Space, Food Services & Retail	10,200 sqft	948 m ²
Art/Studio Space	5,400 sqft	502 m ²
Public Space	45,300 sqft	4,209 m ²
Administration	4,900 sqft	455 m ²
Maintenance	2,200 sqft	204 m ²
GROSS FLOOR AREA	251,700 sqft	23,384 m²

Unapproved Minutes of a Meeting of the Sustainable Development Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, April 05, 2016, commencing at 3:30 p.m.

Present: C. Tatum, Chair
P. Meagher, Councillor
J. Stroud, Councillor (Alternate)

Absent: J. Cardinal, Councillor

Administration: M. Ulliac, Chief Administrative Officer
K. Scoble, Deputy Chief Administrative Officer
B. Couture, Executive Director
E. Hutton, Executive Director
M. Johnstone, Executive Director
D. Leflar, Chief Legislative Officer
A. Rogers, Senior Legislative Officer
D. Soucy, Legislative Officer

Call to Order

Chair C. Tatum called the meeting to order at 3:31 p.m.

1. Adoption of Agenda

Moved by Councillor J. Stroud that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

Minutes of Previous Meeting

2. Minutes from Sustainable Development Committee Meeting - March 1, 2016

Moved by Councillor J. Stroud that the Minutes of the Sustainable Development Committee meeting held on March 1, 2016 be approved as presented.

CARRIED UNANIMOUSLY

New and Unfinished Business

3. Wood Buffalo Sport Connection and Allocation of 2015 Western Canada Summer Games Legacy Funding
(3:33 p.m. – 3:39 p.m.)

Monica Lance, Acting Director, Community Services, provided an overview of the proposed establishment of a Wood Buffalo Sport Connection and the allocation of 2015 Western Canada Summer Games Legacy Funding.

Entrance

Councillor P. Meagher joined the meeting at 3:35 p.m.

Moved by Councillor J. Stroud that the following be recommended for Council approval:

- That the Community Services Department complete an inclusive community engagement process to contribute to the establishment of a Wood Buffalo Sport Connection; and
- That the \$604,071 from the 2015 Western Canada Summer Games (WCSG) surplus remains in the Games Legacy Reserve Fund to be allocated through the Community Investment Program to a Wood Buffalo Sport Connection once it is formally established and able to request funding.

CARRIED UNANIMOUSLY

4. Wood Buffalo Growth Forecasts

(3:40 p.m. – 4:10 p.m.)

Dennis Vroom, Manager, Industry Relations, presented an overview of the Wood Buffalo growth forecasts to the year 2035, noting that this was a collaborative effort with the Government of Alberta and the Oils Sands Community Alliance. The growth forecasts presented do not take into account the most recent 2015 Municipal Census, which will be incorporated going forward.

Moved by Councillor P. Meagher that the following be recommended for Council approval:

1. That the Wood Buffalo Growth Forecasts be accepted as information and be taken into consideration by Administration for planning and budgeting purposes;
2. That Administration continue to work with the Government of Alberta and oil sands industry representatives to test, verify and refine the inputs used in the regional growth forecast process.

CARRIED UNANIMOUSLY

5. Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project Update

(4:11 p.m. – 4:32 p.m.)

Monica Lance, Acting Director, Community Services, Dawny George, Director, Engineering, and Nasir Qureshi, Manager, Program Management, provided an update on the Northside Multi-Use Facility Phase 1 (Twin Arenas) and Phase 2 (Recreation Centre) Capital Project. It was requested that Administration explore other means of accommodating a sensory room if Phase 2 is cancelled.

Moved by Councillor J. Stroud that the following be recommended for Council approval:

1. That the Northside Multi-Use Facility Phase 1 (Twin Arenas) capital project be approved for construction as a single phase project; and
2. That the Northside Multi-Use Facility Phase 2 (Recreation Centre) design capital project be halted and be cancelled; and
3. That the Northside Multi-Use Facility Phase 2 (Recreation Centre) construction capital project, be cancelled and removed from the 2017 unfunded capital project list.

CARRIED UNANIMOUSLY

6. Wood Buffalo Community Gardens
(4:33 p.m. – 4:45 p.m.)

Nina Caines, Manager, Parks, presented on the Wood Buffalo Community Gardens, including the gardens currently available throughout the Municipality and the plan going forward.

Adjournment

As all scheduled business matters had been concluded, Chair C. Tatum declared the meeting adjourned at 4:45 p.m.

Chair

Chief Legislative Officer

Subject: Municipally Funded Commuting Policy**APPROVALS:**

Terry Hartley, Director
Bob Couture, Executive Director
Marcel Ulliac, Chief Administrative Officer

Administrative Recommendation:

THAT the Municipally Funded Commuting Policy HRM-510 dated April 12, 2016 be approved.

Summary:

A revised Municipally Funded Commuting Policy has been prepared in accordance with the motion passed by Council on February 23, 2016.

Background:

The 2014 KPMG Accountability, Integrity and Transparency Report noted that the Municipality had no documented evidence of a policy or procedure in regards to monitoring fly-in-fly-out (FIFO). The Report recommended that the Municipality determine whether or not funded commuting arrangements were to be provided and if so, implement the appropriate policies, monitoring mechanisms and reporting (see KPMG Report Section 6.1).

In May 2015, Administration presented a draft Policy that provided proposed guidelines regarding funded commuting on a temporary basis. Based on feedback received from Council, the Policy was amended and presented again to Council in December 2015. The revised Policy outlined that funded temporary commuting could be approved by the CAO as a last resort option to address extenuating or emergency situations on a short-term basis. The motion to approve the Policy was defeated.

On February 23, 2016, the Audit Committee recommended the following:

“That Administration be directed to present for Council's consideration a policy clearly prohibiting Fly In Fly Out arrangements for all municipal employees.”

The motion was passed unanimously. However, as noted in the Council Meeting minutes, through the course of Council's discussion it was clear that the intent was to establish a policy whereby the Municipality would neither reimburse employees for any type of commuting arrangement, unless approved by Council to address extenuating circumstances, nor support the creation of specific work schedules to accommodate commuting.

Budget/Financial Implication:

As approval of such an arrangement would be rare and used as a last resort option, the budget implications would be addressed in conjunction with each occurrence.

Rationale for Recommendation:

To facilitate a committed work force and promote the local economy while providing guidelines for temporary commuting arrangements in exceptional circumstances as approved by Council.

Strategic Plan Linkage:

Goal 1: Building a Responsible Government

Attachment:

1. HRM-510 Municipally Funded Commuting Policy

COUNCIL POLICY



Policy Name: Municipally Funded Commuting
Department Name: Human Resources
Policy Number: HRM - 510
Effective Date: April 12, 2016

Next Revision Date: April 12, 2019

STRATEGIC PLANNING LINKAGE

Pillar One: Building a Responsible Government

This Policy aligns with the Municipality's goal of building a responsible government.

STATEMENT

The Regional Municipality of Wood Buffalo (the "Municipality") recognizes the importance of having its employees reside within the Municipality. Therefore, Municipally Funded Commuting Arrangements for employees, or the creation of work schedules to accommodate commuting, is strictly prohibited, unless approved by Council to address extenuating circumstances.

This Policy applies to all employees; however, eligible permanent employees may receive approval, in accordance with the HRM-350 Relocation Assistance Administrative Procedure, for one return trip to their former residence to facilitate their permanent relocation to the Regional Municipality of Wood Buffalo. This Council Policy does not apply to Contractors/Consultants who may perform work for the Municipality (as per the FIN-210 Contractor and Consultant Disbursement Procedure).

PURPOSE AND OBJECTIVE

The purpose and objective of this Policy is to 1) provide clarity that Municipally Funded Commuting Arrangements are prohibited for any duration, unless approved by Council, 2) ensure understanding that the Municipality does not support the creation of work schedules to accommodate commuting, and 3) to establish roles and responsibilities in the delivery of this Policy.

GENERAL PRINCIPLES

1. Definitions:

- 1.1. “Municipally Funded Commuting Arrangement” is a Council approved commuting arrangement in which the Municipality would reimburse an employee for travel to and from his/her permanent place of residence for a maximum period of six (6) months. Terms of the arrangement would be clearly outlined in writing and agreed to by both parties.

2. Responsibilities:

2.1. Council to:

- 2.1.1. Approve this Policy and all amendments as required; and
- 2.1.2. Review and either approve or deny a request for a Municipally Funded Commuting Arrangement.

2.2. Chief Administrative Officer (CAO) to:

- 2.2.1. Support the implementation of this Policy; and
- 2.2.2. Present the request for a Municipally Funded Commuting Arrangement to Council.

2.3. Executive Directors to:

- 2.3.1. Advise Human Resources of the need for a Municipally Funded Commuting Arrangement; and
- 2.3.2. In consultation with Human Resources, develop and present the request for a Municipally Funded Commuting Arrangement to the CAO.

2.4. Human Resources Director to:

- 2.4.1. Ensure adherence to this Policy and recommend amendments; and
- 2.4.2. Work with the CAO and Executive Director to finalize and prepare the details of a Municipally Funded Commuting Arrangement.

SUPPORTING REFERENCES AND POSITION RESPONSIBLE

Legal References: n/a

Cross References: Municipally Funded Commuting Administrative Directive

Position Responsible for Policy: Director, Human Resources

APPROVAL

This Policy was approved by Council. It will be reviewed on its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time as necessary to reflect organizational change.

David Leflar, Chief Legislative Officer

Council Approval Date

