



## Wood Buffalo Development Advisory Committee

Conducted Electronically Via MS Teams

Wednesday, May 5, 2021  
9:00 AM

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### Agenda

#### Public Participation for May 5, 2021 Wood Buffalo Development Advisory Committee Meeting

Wood Buffalo Development Advisory Committee (Committee) will be conducting the May 5, 2021 Meeting through electronic communications in accordance with the Meeting Procedures (COVID-19 Suppression) Regulation, Order in Council 99/2020.

- Anyone wishing to participate in the meeting is encouraged to do so by registering to speak as a delegate by way of teleconference or by submitting their delegation comments by email.
- To participate by teleconference:
  - Anyone wishing to speak by teleconference to an item on the May 5, 2021 Committee Meeting Agenda must pre-register by 4:00 p.m. May 4, 2021.
  - To register to speak via teleconference, please email [boardsandcommittees@rmwb.ca](mailto:boardsandcommittees@rmwb.ca) or call 780-743-7001 with your name, the phone number that you will be dialing in from and an email address that you can be reached at prior to and during the meeting.
  - You must provide the name of the agenda item that you wish to speak to.
  - All registrants will be emailed the details on how to participate prior to the start of the meeting.
  - Each registrant will be given a maximum of **5 minutes** to address the Committee.
- To make written submissions as a delegation before or during the live meeting:
  - Please complete the online form found at [www.rmwb.ca/writtendelegations/](http://www.rmwb.ca/writtendelegations/) or email [boardsandcommittees@rmwb.ca](mailto:boardsandcommittees@rmwb.ca)
  - Please note that written comments for an agenda item must be received prior to the start of that item during the meeting. Emails that are received after the agenda item has been introduced or are not relevant to an agenda item, will not become part of the record of this meeting.
  - All written submissions are public and will be included in the Committee Meeting Agenda Package as part of public record.

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1. **Call to Order**

2. **Adoption of Agenda**

3. **Minutes of Previous Meetings**

3.1. Wood Buffalo Development Advisory Committee Meeting - April 7, 2021

4. **Presentation**

4.1. Amanda Haitas, Senior Manager, Planning and Development re: Red Tape Reduction - Planning and Development Process Review Project Update

5. **Unfinished Business**

5.1. Municipal Development Plan Update

5.2. Flood Mitigation Update

5.3. Insurance Advocacy

**Adjournment**

**Minutes of a Meeting of the Wood Buffalo Development Advisory Committee held via Electronic Communications in Fort McMurray, Alberta, on Wednesday, April 7, 2021, commencing at 9:00 AM.**

**Present:**

Bryce Kumka, Chair, Business Community  
 Bilal Abbas, Public-At-Large  
 Steven Hale, Education  
 Justin MacNeil, Arts, Culture and Recreation  
 David Secord, Business Community  
 Beverley Tjarera, Community Development  
 Ijeoma Uche-Ezeala, Public-at-Large  
 Curtis Williams, Community Development  
 Bruce Inglis, Councillor

**Absent:**

Diana Noble, Public-at-Large  
 Dan Soupal, Land Development  
 Scott Jackson, Oil and Gas Industry  
 Jin Li, Public-at-Large  
 Jessica Bowles, Health and Wellness

**Administration:**

Matthew Hough, Deputy Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Kelly Hansen, Director, Strategic Planning and Business Initiatives  
 Brad McMurdo, Director, Planning and Development  
 Monica Lance, Manager, Special Projects  
 Sonia Soutter, Manager, Senior Legislative Officer  
 Heather Fredeen, Clerk, Legislative Services

**1. Call to Order**

Chair B. Kumka, called the meeting to order at 9:07 a.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Beverley Tjarera, Community Development  
**SECONDER:** Ijeoma Uche-Ezeala, Public-at-Large  
**FOR:** Kumka, Secord, Tjarera, Williams, Uche-Ezeala, Abbas, Hale, MacNeil  
**ABSENT:** Noble, Soupal, Jackson, Li, Bowles

### 3. Minutes of Previous Meetings

#### 3.1. Wood Buffalo Development Advisory Committee Meeting - March 3, 2021

##### MOTION:

THAT the Minutes of the Wood Buffalo Development Advisory Committee Meeting held on March 3, 2021 be approved as presented.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Bilal Abbas, Public-At-Large  
**SECONDER:** Ijeoma Uche-Ezeala, Public-at-Large  
**FOR:** Kumka, Secord, Tjarera, Williams, Uche-Ezeala, Abbas, Hale, MacNeil  
**ABSENT:** Noble, Soupal, Jackson, Li, Bowles

### 4. Welcome and Introductions

The Committee welcomed new members, Bilal Abbas, representing the Public-At-Large sector, Stephen Hale, representing the Education Sector, and Justin MacNeil, representing the Arts, Culture and Recreation sector.

### 5. Presentations

#### 5.1. Overview of the Alberta Ombudsman's Office

Kristy Larsen and Lisa Emmerzael, Investigators, Alberta Ombudsman Office, provided a presentation on the Alberta Ombudsman's complaint process indicating that the long-term goal of the Alberta Ombudsman, is to improve government processes.

##### Exit

C. Williams exited the meeting at 10:20 a.m.

## 5.2. Snye Point Outdoor Event Space Update

Josh Bernsen, Lee and Associates, and Gregg Kahan, Urban Systems, provided a presentation on the Snye Point Outdoor Event Space, a project to construct a year-round outdoor event space that would accommodate a variety of events throughout the year.

## 6. New and Unfinished Business

Due to time constraints and with consensus of the Committee, items 6.2., 6.3. and 6.4. were deferred to the next Committee meeting. Items 6.1. and 6.5. were reordered to allow 6.5. to proceed first.

### 6.5. Emerging Issues: Red Tape Reduction Notice of Motion Update

Kelly Hansen, Director, Strategic Planning and Business Initiatives, and Monica Lance, Project Manager, Office of the Deputy Chief Administrative Officer, provided an overview of the Notice of Motion served by Mayor D. Scott at the March 23, 2021 Council Meeting regarding a request for a Red Tape Reduction plan, indicating that the motion will be considered by Council at the April 13, 2021 Council Meeting.

#### Action Item

Chair B. Kumka will attend the April 13, 2021 Council meeting on behalf of the Committee, to speak as a delegate to the motion requesting that the timeline should be amended to 60 days.

### 6.1. Downtown Revitalization Incentive Program Update

Amanda Haitas, Senior Manager, Planning and Development, provided a presentation on the Downtown Revitalization Incentive Program noting Phase 1 successes and proposed enhancements for Phase 2 of the Program. It was confirmed that Phase 2 will be before Council for consideration on April 13, 2021.

#### Exit

D. Secord exited the meeting at 11:05 a.m.

#### Action Item

Through consensus of the Committee, a letter from the Chair, B. Kumka, will be provided to Council in support of Phase 2 of the Downtown Revitalization Incentive Program.

## Adjournment

The meeting adjourned at 11:08 a.m.

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Chair

## APPENDIX D – RFP PARTICULARS

### A. THE DELIVERABLES

#### **Background:**

The Regional Municipality of Wood Buffalo's Planning & Development Department (P&D) is undertaking a business process improvement project to enhance and streamline how it delivers exceptional customer service while maintaining its mandated regulatory function.

P&D is comprised of three branches - *Safety Codes (SC)*, *Community Development Planning (CDP)*, and *Land Administration (LA)*. Each branch provides different public-facing services<sup>1</sup> and while P&D processes thousands of permits and inspections annually, the department is aware of real and perceived public/investor complaints concerning confusion, inefficiencies and miscommunication which must be addressed. There is the concern that a regulatory environment that is unnecessarily difficult can deter investment, hiring, and hinder economic growth. This review will focus on the processes for all P&D branches independently and how they interact with other municipal groups, including each other, and the public.

CDP's most visible role is processing development permits, business licenses and subdivision applications. The branch also undertakes projects that inform and guide our region's growth, including the Municipal Development Plan, Area Structure Plans, Land Use Bylaw, and Municipal Census. Certain aspects of CDP's role are outlined by and subject to Provincial regulations and processes found in legislation like the *Municipal Government Act*. This Branch is nearing the completion of a new Land Use Bylaw and it is anticipated that the changes will require updated processes and procedures. The process improvement project will build off the work being done internally for the new Land Use Bylaw.

SC ensures safe and compliant work that satisfies the requirements set out in the provincially legislated *Alberta Safety Codes Act* through issuing and closing work permits and inspection services for construction within the RMWB. Safety Codes Officers monitor and identify any non-permitted sites, identify unsafe work conditions, and ensure permits are obtained and compliance is achieved.

LA oversees all aspects of acquiring, disposing and leasing of municipal land and facilities in accordance with Alberta's *Municipal Government Act*. In addition to the Provincial Land Use Framework, Land Administration is also guided by Federal Government requirements and processes.

## **Project Purpose**

As with many government regulatory functions, processes are often seen as “getting in the way” and are perceived by the end-user to add little value. By having efficient, intuitive, processes and clearly communicating the requirements and expectations to staff and the public, P&D aims to reduce red tape and better facilitate property improvement, investment, and responsible growth in our region.

Along with this, P&D believes that a renewed focus on customer service for our residents, businesses, and investors will help address negative perceptions. This project should result in outcomes such as:

- Increased overall client satisfaction and experience by reducing frustration.
- Clearer communication and expectations at the beginning of the process.
- Reduced processes/steps and decrease completion times.
- Enhanced perceptions about development and investment in the region and increased investor confidence.

## **Deliverables**

P&D is seeking a rigorous, systematic, objective, impartial and expert-based evaluation of its processes. Stakeholder engagement is a key component to this project and must be evident throughout all phases of work.

This project must be broken down into distinct phases of work with summary reports describing the steps that were undertaken and the results/findings. Each report must be approved by the Project Manager. While the successful consultant is responsible to recommend a streamlined updated process, P&D anticipates the following work:

### **1. Map the current processes**

- Identify and review all formal and informal processes from the online and in-person perspective and will include, but is not limited to:
  - i. Reviewing all online information/processes and application forms via RMWB.ca and E-Permitting.
  - ii. Reviewing all check lists, brochures shared in person or online.
  - iii. Interviewing staff to ensure that all processes are being identified along with what messages are shared with the applicant.
- Interview external stakeholders to understand how they view the current processes.
- Map and describe how existing P&D processes interact with each other along with other departments.
- Create a process flow or visual map to identify all current steps and processes to see system as a whole.
- Review existing internal P&D processes and staff training documents.
- Review communications tactics utilized to share information regarding the current processes.
- Review work plans being undertaken by staff regarding the implementation of existing and new processes.

## 2. Analysis

- Based on the mapping in Step 1, assess effectiveness of existing processes and identify challenges and their root causes (e.g. gaps, redundancy, bottlenecks, miscommunication, delays, number and type of permits required, type of information required of applicant). A root cause analysis method may be required.
- Determine the best practices in municipal planning, development and real estate/land practices that are relevant to the RMWB (minimum of five cities in Alberta and two-to-three outside of Alberta of similar nature to be reviewed and approved by RMWB). This must include customer experience, user-friendliness and communication.
- Engage with internal and external stakeholders to understand and substantiate their perspectives on P&D's processes. This will include organizations, businesses and the general public. This step may involve working with current and previous applicants to understand their experiences from beginning to end.
- Assess existing communication mediums (e.g., departmental website, E-permitting, printed brochures, pamphlets, office posters, in-person communication, telephone directory) and identify gaps, inconsistencies, and general issues.

## 3. Re-design and Map the Updated Processes

- Document and map updated/new processes that are user-friendly, complete, consistent, and cohesive. Coordinate with staff and stakeholders during this process. Focus on process flow – How long will it take for the applicant to carry out each process? Do all processes work together? Is it easier and quicker for applicants? Is it the most efficient way holistically? Does it make sense?
- Ensure that all regulatory requirements such as the Municipal Government Act, Safety Codes Act of Alberta, and applicable Federal Government acts are adhered to.
- Identify changes between the updated and old processes.
- Work with staff to develop a Standard Operating Procedure (including customer service) that acts as a reference tool for staff. This will include engaging the RMWB's PULSE Supervisor to ensure customer services values across the RMWB are consistent and ensuring that desktop procedures are consistent with organizational records and information management practices.
- Provide recommendations to existing software (e.g. Accela) and identify opportunities to integrate all existing P&D processes into one system. This may include engaging other RMWB staff such as the Web Supervisor and assess
- Recommend new avenues/procedures which may encourage development (e.g. use of surety bonds vs. upfront cash securities).

## 4. Implementation

- Work with staff and guide the implementation of the updated process to ensure this is an action-oriented project. Implementation could occur at all stages of the project, not necessarily at the end. P&D is open to suggestions on how best to approach this.



- Create a step-by-step Implementation Plan that identifies “quick wins” and concurrent processes, required resources and timelines.

## 5. Communication with internal and external stakeholders

- Recommendations and tools for how the RMWB can effectively educate businesses and residents on the updated process(es).
- Work with RMWB Communications and Engagement (in alignment with their new strategic communications plan) to reformat and re-design all materials/methods that clearly outline the process(es) and ensure a high level of customer service and consistent terminology throughout. These may include:
  - Check lists
  - Brochures
  - Process maps including an overarching “you are here” mall map and individual maps for each process
  - Posters
  - Videos
  - Website info
  - E-permitting portal (Accela)
  - Information packages
  - In-person communication (is accurate information being shared consistently by P&D staff?)
  - Telephone communication (what phone numbers are shared online/PULSE/checklists, what do voicemails say, are people being referred to correct staff)
- Prepare training session(s) for P&D staff to ensure consistency, clarity, complete understanding, and the key messages to be shared with applicants are understood.
- Provide training for stakeholders on updated process.

## 6. Monitoring & Continuous Improvement

- Create an ongoing monitoring and continuous improvement plan that ensures the department is adaptable. Once improvements are made to the process, it is imperative to ensure staff are following these new processes and given the opportunity to identify what is and isn’t working.
- Identify a mechanism for applicants to share anonymous feedback.

## External Communication Requirements

A key component of this work includes engaging external stakeholders regularly throughout the process. The successful consultant and P&D Staff will meet monthly with the Development Advisory Committee and, separately, a collective of key business-related stakeholders (e.g. Fort McMurray Construction Association, Chamber of Commerce, NAABA) for information purposes and, when required, to seek specific input into the process.

# Planning & Development Process Review Project Update

Wood Buffalo Development Advisory Committee  
May 5, 2021



# Agenda

1. Review Recent Council Resolutions
2. Planning and Development Red Tape Reduction
3. Planning and Development Process Review Project
4. Discussion – How can we continue to work together?

# Council Resolutions (April 2021)

1. THAT Administration work with the **Wood Buffalo Development Advisory Committee**, and organizations including the Fort McMurray Chamber of Commerce, to bring forward to Council within 60 days an update on the Red Tape Reduction Plan, including but not limited to, **any updates to the Planning and Development Department's permit application process;** and
2. THAT Administration brings forward to Council, within 60 days, an update on all actionable steps from the Red Tape Reduction Plan with **accelerated implementation to improve the Planning and Development department's permit application processes and response times."**

# Red Tape Reduction

- Commitment to continual improvement & engagement
- Examples of common concerns heard:
  - Inconsistency in communication from staff
  - Confusing/duplicated steps
  - Unnecessary process and permits
  - Customer Service levels
  - Time lags

# Process Review Project

“The department is aware of real and perceived public/investor complaints concerning CONFUSION, INEFFICIENCIES and MISCOMMUNICATION with Planning and Development processes which must be addressed through the Process Review Project”

# Process Review Project

“The department aims to reduce red tape & better facilitate property improvement, investment, and responsible growth in our region”

# Process Review Project

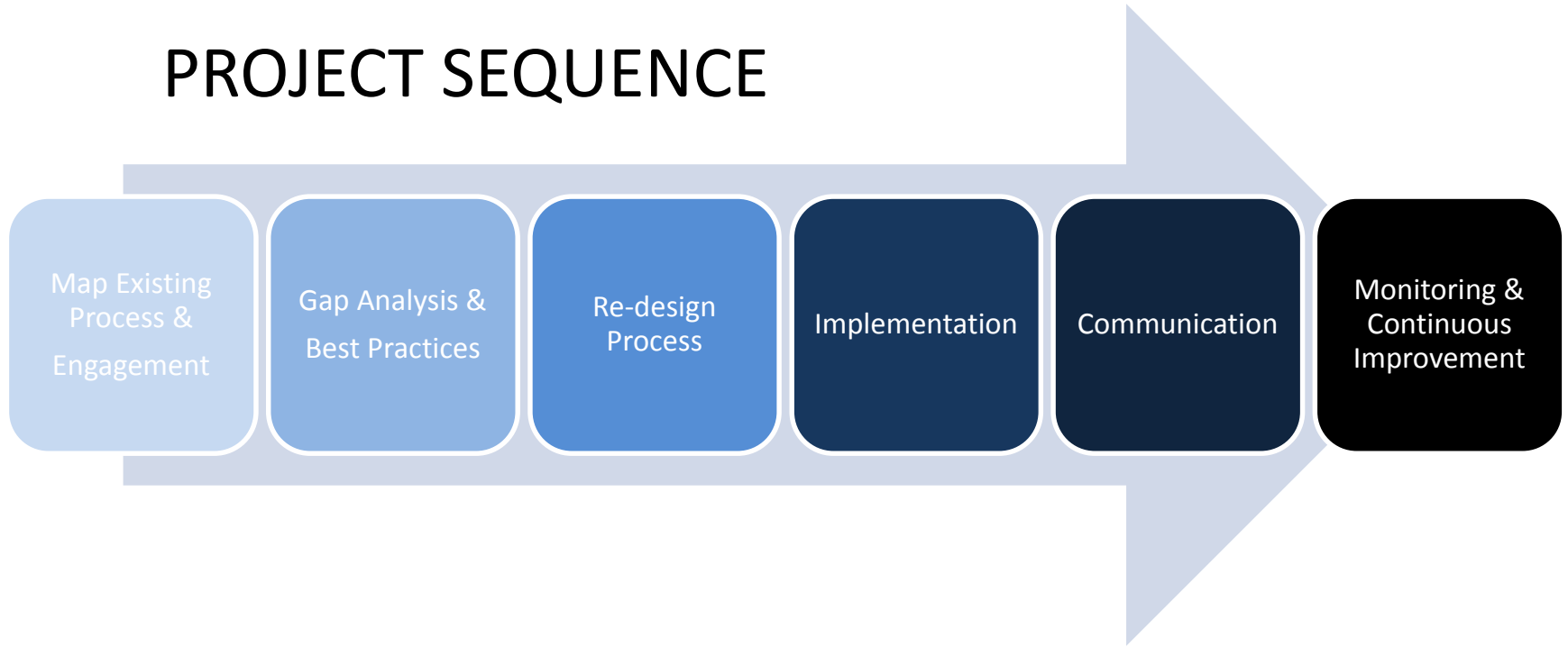
## PURPOSE

- Focus on Customer Service
- Reduce frustration
- Clearer communication and expectations
- Reduced processes/steps
- Increase investor confidence



# Process Review Project

## PROJECT SEQUENCE



# Current Project Status

## PROJECT TIMELINE



\*Approximate Dates. Subject to change based on process.

# Process Review Project

## STAKEHOLDER ENGAGEMENT

- Input is critical:
  - Wood Buffalo Development Advisory Committee (WBDAC)
  - Organizations (e.g., Chamber, FMCA, NAABA, BLD, WBEDC)
  - Investors/ Businesses
  - Residents
- Opportunities will be available throughout the process
- Confidential input is an option

# Discussion

- How would you like to be involved?
- How do you see us working together?
- How do we help each other?
- What does a successful working relationship look like?