



Wood Buffalo Pro-Business Advisory Committee

Room 206, 2nd Floor, Jubilee Centre
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Wednesday, January 25, 2023
2:00 PM

Agenda

1. **Call to Order**
2. **Adoption of Agenda**
3. **New Business**
 - 3.1. Appointment of Chair and Vice-Chair
 - 3.2. 2023 Committee Meeting Schedule
 - 3.3. Committee Administration Overview
 - Meeting Protocols and Procedures
 - Committee Alignment with Council's Strategic Plan
 - Governance Orientation

Adjournment



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Consolidated Version of **Committees Bylaw**

(being Bylaw No. 17/024 of the Regional Municipality of Wood Buffalo, as amended by Bylaw No. 22/011, consolidated and printed under the authority of the Chief Administrative Officer of the Regional Municipality of Wood Buffalo)

This is certified to be a true copy of consolidated Bylaw No. 17/024 of the Regional Municipality of Wood Buffalo.

Jade Brown
Chief Legislative Officer

The text shown in parentheses in various locations throughout this document identifies the corresponding amending bylaw which authorized the change. For example (BL 22/011) refers to Bylaw No. 22/011.

BYLAW NO. 17/024

A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO ESTABLISH COUNCIL-APPOINTED COMMITTEES

WHEREAS the *Municipal Government Act* provides that a council may pass bylaws in relation to the establishment and functions of Council Committees;

DELETED (BL 21/011)

NOW THEREFORE the Regional Municipality of Wood Buffalo, in open council assembled, hereby enacts as follows:

1. The Committees as set out in the appendices to this Bylaw are hereby established.

SHORT TITLE

2. This Bylaw shall be cited as the “Committees Bylaw”

APPLICATION

3. This Bylaw shall apply to all Boards and Committees to which Council Members and members of the public are appointed, but specifically excludes the following:
 - (a) Assessment Review Boards;
 - (b) Fort McMurray Airport Authority;
 - (c) Library Board;
 - (d) Regional Recreation Corporation;
 - (e) Subdivision and Development Appeal Board; and
 - (f) Wood Buffalo Housing and Development Corporation.

APPOINTMENT OF MEMBERS

4. Initial terms of appointment for all members shall be staggered for a term of either one, two or three years.
5. Unless otherwise specified, the term of appointment for all Committees shall begin on January 1st and end on December 31st of the given year.

6. The term of appointment for Members of Council, as applicable, shall run from the Organizational Meeting in one year to the date of the Organizational Meeting in the following year.
7. If any member of a Committee is unable or unwilling to continue to serve as a member, Council may appoint a replacement member to serve the balance of the term vacated. In the event the vacancy would result in a loss of quorum, Council must appoint a replacement member.
8. Notwithstanding the Committee membership set out in the appendices to this bylaw, any member appointed prior to the passing of this bylaw shall remain a member for the duration of the specified term, and shall be counted in determining quorum. In the event a mid-term vacancy occurs, the position will not be filled unless it would reduce the Committee membership below that set out in the appendices to this bylaw.
9. The maximum duration that a member may serve on any one Committee is six (6) consecutive years.
10. A member who misses three (3) consecutive meetings, without being formally excused by the Committee, shall be deemed to have resigned and shall no longer be a member. Council, at its discretion, may then appoint a replacement member to fill the balance of the vacated term.
11. Council may, at its discretion, appoint one or more Council Members as a non-voting liaison to any of the Committees identified in Section 3.
12. In the event that there are insufficient applicants from a specified ward or sector of the community, Council may appoint a member from the public-at-large.

REIMBURSEMENT OF EXPENSES

13. Members of the Committee shall serve without remuneration but shall be reimbursed for reasonable out-of-pocket expenses incurred in attending Committee meetings or otherwise conducting the affairs of the Committee.
14. All eligible expenses shall be reimbursed in accordance with the provisions of the Committee Members' Travel Reimbursement Policy.

QUORUM

15. The quorum for each Committee shall be based on a simple majority of its voting members, including the Chair.
16. A Committee may hold a meeting only when a quorum is present.

CHAIR

17. The Chair of the Committee shall be determined by the members of the Committee, by resolution, at the first meeting of each calendar year.
18. The Committee may also determine a Vice-Chair, by resolution, who shall assume the duties of Chair anytime the Chair is unavailable.
19. If both the Chair and Vice-Chair are unable to attend a scheduled meeting or must leave a meeting for any reason, the Committee members in attendance shall then select an acting Chair to perform the duties of the Chair for that particular meeting.
20. The Chair shall preside over all meetings of the Committee, preserving order and decorum, and deciding questions of procedure in accordance with governing legislation.

MEETINGS

21. All Committee meetings must be conducted in accordance with the rules set out in Council's Procedure Bylaw. Any matter not addressed by the Procedure Bylaw shall be determined in accordance with the latest edition of Roberts Rules of Order Newly Revised
22. Committee Meetings shall be held in such locations within the Municipality as the Committee deems advisable, and must be open to the public except where a matter under discussion allows the Committee to move *in camera* pursuant to the provisions of subsection 197(2) of the *Municipal Government Act*.
23. Notice to the public of all Committee meetings shall be posted on the Municipality's social media accounts the week prior to the scheduled meeting.
24. When the Committee passes a resolution in the nature of a recommendation to the Council, the Committee shall prepare and submit to the Chief Legislative Officer a report containing the resolution and the reasons why it was passed.
25. The Committee may from time to time establish such sub-committees, ad-hoc committees or working groups as it considers advisable to fulfill its mandate.
26. The Chief Administrative Officer shall ensure that the adequate administrative support is provided to the Committee for their scheduled meetings. (BL 21/011)

ADMINISTRATION

27. The Chief Administrative Officer shall ensure that adequate administrative support is provided to the Committees. “Adequate administrative support” is to be determined solely by the Chief Administrative Officer. Committees shall not direct or otherwise delegate Committee functions to Municipal staff. Municipal staff shall consider ideas and suggestions from Committees with respect to implementation strategies, in keeping with the Committee's Mandate and within Council approved budgets and departmental day-to-day operations. This is intended to clarify the relationship between Committees and Administration and does not otherwise diminish the mandate of Committees or their responsibility to bring forward recommendations to Council. **(BL 21/011)**

REPEAL AND COMING INTO FORCE

28. The following bylaws, and all amendments thereto are hereby repealed:
- (a) Bylaw No. 83/19 (Landlord & Tenant Advisory Board);
 - (b) Bylaw No. 06/045 (Regional Advisory Committee on Inclusion, Diversity and Equality);
 - (c) Bylaw No. 08/040 (Communities in Bloom Committee);
 - (d) Bylaw No. 12/006 (Community Services Committee);
 - (e) Bylaw No. 14/020 (Public Art Committee);
 - (f) Bylaw No. 14/021 (Advisory Committee on Aging);
 - (g) Bylaw No. 14/022 (Council Compensation Review Committee);
 - (h) Bylaw No. 14/031 (Waterfront Steering Committee);
 - (i) Bylaw No. 15/019 (Standing Council Committees Bylaw); and
 - (j) Bylaw No. 15/020 (Land Planning & Development Advisory Committee).
29. This Bylaw shall be effective when passed.

READ a first time this 12th day of December 2017.

READ a second time this 12th day of December 2017.

READ a third and final time this 12th day of December 2017.

SIGNED and PASSED this 12th day of December 2017.

Amendments:

19/001
19/003
19/008
19/022
19/026
21/014
21/011
22/002
22/003
22/010
22/011

Appendix A – Advisory Committee on Aging

Membership: Up to 9 Members, with one from each of the following six organizations:

- 1 - Regional Municipality of Wood Buffalo Council
- 1 - Wood Buffalo Housing and Development Corporation
- 1 - Alberta Health Services
- 1 - Golden Years Society Board
- 1 - Wood Buffalo Senior Resource Committee
- 1 - St. Aidan's House Society

And up to 3 Members as "Seniors-at-Large". Membership in this category will be comprised of 1 rural community representative, 1 urban service area representative and 1 Indigenous representative. Members in this category should consider themselves as "senior". If there are insufficient applicants in this category, Council may appoint one or more alternate seniors-at-large from any of the three representative groups.

(BL 21/011)

Term of Appointment 2 years

Mandate: To provide a forum for stakeholder input on strategies and service delivery issues affecting seniors [including intergovernmental strategies and service delivery issues] and to make recommendations in respect thereof to Council.

In fulfilling its mandate the Committee may draw upon the expertise or advice of any group or organization that has an interest in the well-being of seniors in the Municipality, including without limitation: Alberta Health Services, the Northern Lights Regional Hospital, Wood Buffalo Housing and Development Corporation, and the Municipality itself.

The Committee shall deal with matters referred to it by the Council or by another Council Committee and may on its own initiative deal with matters that are within its mandate.

Meetings: The Advisory Committee on Aging shall establish its own meeting schedule, but in any event, shall meet on, at minimum, a quarterly basis.

Reporting: The Advisory Committee on Aging shall report to Council on, at minimum, an annual basis.

Appendix B - Communities in Bloom Committee

Membership:	7 Members, appointed from the public-at-large
Term of Appointment	2 years
Mandate:	<p>To organize, implement, evaluate and actively participate in the Communities in Bloom Program</p> <p>To foster an increased sense of community pride and ownership by providing support and guidance and through active involvement in the Communities in Bloom program</p>
Meetings:	The Communities in Bloom Committee shall establish its own meeting schedule, but in any event, shall meet on, at minimum, a quarterly basis.
Reporting:	The Communities in Bloom Committee shall submit its annual report, in writing, to Council.

Appendix C – Public Art Committee

Membership: Up to 7 Members, appointed from the public-at-large. Members should possess experience, skills, and or expertise in the field of arts and culture. Membership should reflect the rich diversity of our region.

Members should possess a level of experience in, or appreciation for, the arts and may draw from life experience or professional experience in fields or disciplines such as, but not limited to: artists, art administrators, art educators, art historians, architects, conservators, cultural professionals, curators, fine craftsmanship, graphic designers, heritage professionals, historian or traditional Knowledge Keeper, Indigenous arts professionals, Indigenous cultural professionals, landscape architects, new media artists, performing artists, urban designers, and visual artists.

(BL 21/011)

Term of Appointment 2 years

Mandate:

- Make recommendations on the content of the Municipal Public Art Program, and on all matters pertaining to the Municipality Public Art Program, including the Public Art Guidelines.
- Promote and serve as an education resource for the Municipal Public Art Program
- Provide expert guidance and advice to the Department and to land developers, public agencies, community groups and other stakeholders and interested persons with respect to the creation, acquisition and installation of Public Art
- Review and approve a conservation plan and deaccession protocols for maintenance of the Municipality's Public Art collection;

Meetings: The Public Art Committee shall establish its own meeting schedule, but in any event, shall meet on, at minimum, a quarterly basis.

Reporting: The Public Art Committee shall submit an annual report, in writing, to Council.

Appendix D – Regional Advisory Committee on Inclusion, Diversity & Equity (BL 21/011)

Membership: Up to 9 members, appointed from the public-at-large. Members should possess life experience, skills or some background in one or more of the fields of human rights, inclusion, and anti-racism.

Members should also possess experience working with or living experience within, at least one the following groups: Black, Indigenous and persons of color (BIPOC), immigrants and refugees, LGBTQ2S+, persons with disabilities, religious minorities, seniors, women, and youth.
(BL 21/011)

Term of Appointment 2 years

Mandate: To advise Council and engage the community on policies, programs and activities aimed at promoting inclusion, diversity and equity and to ensure that the contributions, interests and needs of all sectors of the Municipality's diverse population are reflected in the Regional Municipality of Wood Buffalo's mission, operations and service delivery.
(BL 21/011)

Meetings: The Regional Advisory Committee on Inclusion, Diversity & Equity shall establish its own meeting schedule, but in any event, shall meet on, at minimum, a quarterly basis.
(BL 21/011)

Reporting: The Regional Advisory Committee on Inclusion, Diversity & Equity will provide Council with written annual updates on its activities.
(BL 21/011)

Appendix E – Community Identification Committee

Membership:	7 Members, as follows: <ul style="list-style-type: none">• 2 – Regional Municipality of Wood Buffalo Council Member• 1 – Fort McMurray Historical Society• 4 – public-at-large
Term of Appointment	2 years
Mandate:	To make recommendations on the naming of communities, subdivision, public facilities, streets and multi-family projects and appropriate addressing of lots, as identified in the Community Identification System Policy, as may be amended from time to time.
Meetings:	The Community Identification Committee shall meet as-needed to address naming requirements, but, in any event, shall meet on, at a minimum, a semi-annual basis.
Reporting:	Recommendations from the Community Identification Committee shall be added to a Council agenda for approval.

Appendix F – Community Standards Appeal Committee

Membership: 5 Members, appointed from the public-at-large

Term of Appointment: 2 years

Mandate: The Community Standards Appeal Committee is delegated the powers, duties, and functions to:

1. hear and adjudicate appeals brought by any person who has received an order under s. 545 or s. 546 of the *Municipal Government Act* and other related proceedings; and **(BL 19/008; 19/026)**

DELETED **(BL 19/008)**

2. hear and adjudicate appeals brought under the Responsible Pet Ownership Bylaw No. 19/025. **(BL 19/026)**

Meetings: The Community Standards Appeal Committee shall meet as-needed to decide applications but, in any event, shall meet on, at a minimum, a semi-annual basis.

Reporting: Decisions from the Community Standards Appeal Committee shall be added to a Council agenda for Council's information.

(BL 19/001)

Appendix G – Wood Buffalo Development Advisory Committee

Membership:	<p>13 members, appointed from the public-at-large with knowledge of and experience in the following local sectors:</p> <ul style="list-style-type: none"> • 2 – Business community; • 2 – Land Development industry; • 1 – Oil and Gas industry; • 1 – Health & Wellness field; • 1 – Affordable Housing sector; • 1 – Arts, Culture and Recreation sector; • 1 – Education sector; • 1 – Community Development sector; and • 3 – Public-at-Large members <p>Members will not be expected to represent a sector or organization but are expected to have knowledge and experience with issues that impact the interests of the sector. Public-at-large members will possess skills, local experience, interests, or geographic or demographic representation that would support strategic planning and land use development in the Municipality.</p>
Term of Appointment:	2 years
Appointment Process:	Recruitment for members of the Development Advisory Committee will be conducted in accordance with Council's Selection Committee Policy. The Chief Administrative Officer will be responsible for reviewing applications and making recommendations to Council regarding appointments to the Committee.
Mandate:	<p>To advise municipal administration and Council on local development initiatives, including development and construction issues, community-based issues, public engagement activities and region-wide economic priorities.</p> <p>To deal with all matters referred to it by Council and on its own initiative, deal with matters that are within its mandate.</p>

Identified Initiatives:

The Development Advisory Committee will:

1. research how Council, municipal administration and the Wood Buffalo Economic Development Corporation (WBEDC) currently work with business developers to build and develop new businesses and expand existing ones and recommend changes that will improve the overall business and economic environment of the Municipality.
2. review current requirements for the development of commercial properties set out in the Municipality's Land Use Bylaw (including the sign provisions), and other applicable bylaws to help identify areas of assistance for small businesses along with ways that the Municipality, WBEDC and the business community can evaluate and track continuous improvements in the local business environment.
3. provide guidance and recommendations to help the Municipality attract and retain business and increase economic activity in the region.
4. engage with the public and provide feedback on the Municipality's processes with a view to reducing "red-tape" where possible and decreasing barriers to development in the region.
5. identify and recommend investment opportunities and incentives to encourage and facilitate development in the Municipality.
6. support the Municipality in its desire to build relationships with various sectors, networks and individuals in the community to gain input and benefit from the experience of others in the region.
7. assist the Municipality engage with members of the public who may have been underrepresented in past planning processes, to ensure that everyone in the region has an opportunity to participate in its development in a meaningful way.
8. the municipality's bylaws and recommend changes to the regulatory framework with a view to encouraging economic and small business development in the Municipality.
9. will provide recommendations and advice to Council that are consistent with improving the overall business and economic environment of the Municipality and supporting the initiatives outlined in Council's strategic plan.

Meetings: The Development Advisory Committee will endeavor to hold one meeting a month.

Reporting: Where the Committee wishes to make a recommendation or provide advice to Council, the matter will be submitted and considered through Council's agenda review and approvals process. Any requests by the Committee to provide recommendations and advice for presentation to Council will be approved at the Municipality's discretion. On an annual basis, the Committee will work with municipal administration to prepare an annual report to Council summarizing its progress.

(BL 19/003)

Appendix H – Wood Buffalo Downtown Revitalization Advisory Committee

Membership:	<p>Membership will include:</p> <p>1 non-voting member</p> <ul style="list-style-type: none"> • 1 – Council Member appointed as non-voting liaison; <p>11 voting members:</p> <ul style="list-style-type: none"> • 1 – Land Development industry; • 2 – Business Community; • 1 – Education Sector; • 1 – Oil and Gas industry; • 1 – Indigenous Representative; • 1 – Recreation, Culture and Heritage; • 1 – Seniors Representative; • 1 – Community Development sector; • 1 – Safety and Security sector; and • 1 – Public-at- Large members. <p>Members will not be expected to represent a sector or organization but are expected to have knowledge and experience with issues that impact the interests of the sector.</p> <p>The primary residence of all Committee members must be within the boundaries of the Regional Municipality of Wood Buffalo.</p>
Term of Appointment:	3 years, with initial terms of appointment being 2 or 3 years to allow for Committee continuity.
Appointment Process:	Recruitment for members of the Wood Buffalo Downtown Revitalization Advisory Committee (WBDRA) will be conducted in accordance with Council's Selection Committee Policy. The Chief Administrative Officer will be responsible for reviewing applications and making recommendations to Council regarding appointments to the Committee.
Committee End Date:	The WBDRA Committee has been established by Council with a specific mandate to advise and make recommendations to Council on downtown revitalization. The Committee's mandate and continuing relevance will be regularly reviewed by Council and not less than once during each Council's four-year term. The WBDRA may be dissolved by Council at any time.

Mandate: To make recommendations to Council on matters pertaining to Downtown Revitalization.

To provide a timely and considered response to Council to all downtown revitalization matters referred to the WBDRAC by Council.

Identified Initiatives: The Downtown Revitalization Advisory Committee will:

1. review the history of downtown Fort McMurray, its current state, current development progress and plans by reviewing information provided by administration and participating in self-guided tours of the downtown;
2. engage with the public and stakeholders as well as administration to become familiar with current use, challenges and future opportunities of downtown Fort McMurray;
3. engage with members of the public to ensure that everyone in the Region has an opportunity to participate in the revitalization of downtown Fort McMurray in a meaningful way;
4. review and provide feedback on Land Use Bylaw and policy changes that affect downtown and other areas referred to the Committee for review and comment;
5. provide recommendations on direction for phasing and timing of revitalization and enhancement projects;
6. provide recommendations related to public engagement for the various revitalization projects to be conducted;
7. promote initiatives to raise public and special interest awareness and support for the ongoing downtown revitalization and related projects;
8. review and propose funding source options within recommended initiatives for consideration, including but not limited to, corporate sponsorship, community partnerships, grants, and funding sources from other levels of government, and/or municipal funding;

9. review and make recommendations on proposed changes to Municipal infrastructure in areas identified for downtown revitalization and enhancement, including sidewalks, walkways, parks, landscaping, traffic circulation, banners, parking, street furniture.
10. The Committee will not participate in operational matters respecting the Municipality of Wood Buffalo.
11. The Committee will deal with any additional matters referred to it by the Council or by any other Council committee whose membership includes only Councillors.

Meetings:

The Downtown Revitalization Advisory Committee will endeavor to hold one meeting per month. Frequent meetings may be required during initial Committee start up and during key critical path development.

Reporting:

Where the Committee wishes to make a recommendation or provide advice to Council, the matter will be submitted and considered through Council's agenda review and approvals process. Any requests by the Committee to provide recommendations and advice for presentation to Council will be approved at the Municipality's discretion. On an annual basis, the Committee will work with municipal administration to prepare an annual report to Council summarizing its progress.

(BL 19/022)

Appendix I – Wood Buffalo Waterfront Advisory Committee

Membership:	<p>Membership will include:</p> <p>1 non-voting member</p> <ul style="list-style-type: none"> • 1 – Council Member appointed as non-voting liaison; <p>11 voting members, appointed from the public-at-large with knowledge of and experience in the following local sectors:</p> <ul style="list-style-type: none"> • 1 – Land Development Industry; • 1 – Business Community; • 1 – Oil and Gas Industry; • 1 – Indigenous Representative; • 1 – Culture (Arts, Culture & Heritage); • 1 – Recreation Representative; • 1 – Seniors Representative; • 1 – Community Development Sector; • 1 – Safety and Security Sector; • 2 – Public-at- Large Members. <p>Members will not be expected to represent a sector or organization but are expected to have knowledge and experience with issues that impact the interests of the sector.</p> <p>The primary residence of all Committee members must be within the boundaries of the Regional Municipality of Wood Buffalo.</p>
Term of Appointment:	3 years, with initial terms of appointment being 2 or 3 years to allow for Committee continuity.
Appointment Process:	Recruitment for members of the Waterfront Advisory Committee will be conducted in accordance with Council's Selection Committee Policy. The Chief Administrative Officer will be responsible for reviewing applications and making recommendations to Council regarding appointments to the Committee.

Committee End Date: The WBWA Committee (WBWAC) has been established by Council with a specific mandate to advise and make recommendations to Council on Waterfront revitalization. The Committee's mandate and continuing relevance will be regularly reviewed by Council and not less than once during each Council's four-year term. The WBWAC may be dissolved by Council at any time.

Mandate: To make recommendations Council on matters pertaining to waterfront revitalization.

To provide a timely and considered response to Council to all waterfront revitalization matters referred to the WBWAC by Council.

Identified Initiatives: The Waterfront Advisory Committee will:

1. research the history of the waterfront in Fort McMurray and understand the current state of waterfront by reviewing information provided by administration and by undertaking self-guided tours of the waterfront including visiting Marine Park and Heritage Park.
2. attend an initial detailed administrative briefing on waterfront progress.
3. Provide suggestions, options and feedback intended to further develop the design of the waterfront that supports, enhances and grows the facilities, programs and services in a fiscally responsible manner that meets community needs.
4. engage with members of the public who may have been underrepresented in past planning processes, to ensure that everyone in the Region has an opportunity to participate in the development of Fort McMurray waterfront in a meaningful way;
5. review and provide feedback on Land Use Bylaw and policy changes that affect the waterfront and other areas referred to the Committee for review and comment;
6. participate in detailed design activities hosted by the successful consultant selected via competitive process by administration.
7. work with administration to engage the public and solicit public input that will inform the overarching design and evaluate previous recommendations.

8. consider the following factors when making recommendations:
 - a. The impact on all potential users including the vulnerable sector and barrier free access;
 - b. The requirements for health, safety and risk management;
 - c. The availability of and impact on resources both from an initial capital and a long-term operational perspective;
 - d. The economic and social benefits to the community as a whole
9. promote initiatives to raise public and special interest awareness and support for the ongoing waterfront revitalization and related projects;
10. propose funding source options within recommended initiatives for consideration, including but not limited to, corporate sponsorship, community partnerships, grants, and funding sources from other levels of government, and/or municipal funding;

Meetings:

The Waterfront Advisory Committee will endeavor to hold one meeting per month. Frequent meetings may be required during initial Committee start up and during key critical path development.

Reporting:

Where the Committee wishes to make a recommendation to Council, the matter will be submitted and considered through Council's agenda review and approvals process. Any requests by the Committee to provide recommendations and advice for presentation to Council will be approved at the Municipality's discretion. On an annual basis, the Committee will work with municipal administration to prepare an annual report to Council summarizing its progress.

(BL 19/022)

Appendix J – Wood Buffalo Transportation Advisory Committee

Membership:	<p>Membership will include:</p> <p>4 non-voting members</p> <ul style="list-style-type: none"> • 1 – the Mayor appointed as a non-voting liaison; • 2 – Council Members appointed as a non-voting liaisons; • 1 – Chief Administrative Officer or designate appointed as a non-voting liaison; <p>7 voting members, appointed with knowledge of and experience in the transportation sector</p> <ul style="list-style-type: none"> • 2 – Indigenous representatives; • 1 – Oil sands industry representative; • 2 – Business representatives; • 2 – Public-at-large representatives. <p>Members will not be expected to represent a sector, organization, or group of organizations.</p> <p>The primary residence of all Committee members must be within the boundaries of the Regional Municipality of Wood Buffalo.</p>
Term of Appointment:	December 31, 2022
Appointment Process:	Recruitment for members of the Wood Buffalo Transportation Advisory Committee (“WBTA”) will be conducted in accordance with Council’s Selection Committee Policy. The Chief Administrative Officer will be responsible for reviewing applications and making recommendations to Council regarding appointments to the Committee.
Committee End Date:	The WBTA has been established by Council with a specific mandate to advise and make recommendations to Council on regional transportation matters by the end of 2022. The WBTA may be dissolved by Council at any time.
Mandate:	To make recommendations to Council on advocacy and matters pertaining to the development and operation of the regional transportation system.

To provide a timely and considered response to Council on regional transportation matters referred to the WBTAC by Council.

Identified Initiatives:

The WBTAC will:

1. Provide guidance and recommendations to further develop and operate the region's urban and rural public transportation system to further support and enhance the safe movement of people and goods in a fiscally responsible manner that meets community needs.
2. Provide recommendations regarding Committee structure and potential next steps.
3. Review relevant, pre-existing, studies and reports related to regional transportation matters.
4. Consider the following factors when making recommendations:
 - a. The impact on all potential users;
 - b. The requirements for health, safety and risk management;
 - c. The availability and impact on resources both from an initial capital and long-term operational perspective.
 - d. The economic and social benefits to the community as a whole.
 - e. Recommendations and outcomes from previous studies that have been completed.
 - f. Considerations regarding jurisdiction regarding topics such as ownership and maintenance.
 - g. Collaboration with other organizations that are not represented on this committee and are working towards similar goals so as to not unnecessarily duplicate efforts.
5. Propose funding options within recommended initiatives for consideration, including but not limited to, grants, community partnerships, funding sources from other levels of government, and/or municipal funding (including other municipal governments).

The WBTAC will not be responsible for matters related to:

1. Policing or regulating the use of vehicles on the regional roads (e.g. taxis, ride-sharing, heavy or oversized loads);
2. Municipal transit;

3. Trails or pathways.

Meetings:

The WBTAC will endeavor to hold one meeting per month. Frequent meetings may be required during initial Committee start up and during key critical path development.

Reporting:

Where the Committee wishes to make a recommendation to Council, the matter will be submitted and considered through Council's agenda review and approvals process. Any requests by the Committee to provide recommendations and advice for presentation to Council will be approved at the Municipality's discretion. Recommendations to Council regarding potential transportation projects and the structure and function of the committee are to be submitted prior to the end of 2022.

(BL 22/002)

Appendix K – Community Investment Program Advisory Committee

Membership:

Membership will include:

3 non-voting members:

- 2 – Council Members
- 1 – Chief Administrative Officer or designate(s)

9 voting members, appointed from the following representative sectors, in accordance with the number of members indicated:

- 1 – Indigenous representative
- 1 – Oil sands industry representative
- 1 – General business community representative
- 1 – External funding organization representative
- 2 – Public-at-large representatives; public-at-large representatives should have no formal affiliation with any social profit organization
- 3 – Social profit organization representatives, with one representative from each of the following sub-sectors:
 - 1 – small organization (employs less than 5 full-time employees)
 - 1 – large organization (employs more than 5 full-time employees)
 - 1 – rural organization

The primary residence of all Committee members must be within the boundaries of the Regional Municipality of Wood Buffalo.

Term of Appointment:

To December 31, 2023

Appointment Process:

Recruitment for members of the Community Investment Program Advisory Committee (“CIPAC”) will be conducted in accordance with Council’s Selection Committee Policy.

Committee End Date:	The CIPAC has been established by Council with a mandate to bring forward recommendations to Council regarding the general mandate and scope of the Community Investment Program. The CIPAC may be dissolved by Council at any time.
Mandate:	<p>To review the Municipality's Community Investment Program and make recommendations to Council on improvements and enhancements including, but not limited to,</p> <ol style="list-style-type: none"> 1. increasing efficiencies within and creating synergies between the Program and the Social Profit community and funding received from other levels of government; 2. eliminating duplicative services within the Social Profit sector as well as services provided by the Municipality; 3. the granting process for Municipal Controlled Organizations; 4. clarifying Program eligibility criteria; monitoring and evaluating applications; and establishing or determining grant deliverables (for any of the above, including financial reporting, benchmarking, outcome measurements and similar metrics); and 5. recommending the future role of this Committee, including but not limited to consideration of future grant application reviews, alignment with Council policies, the Municipal Development Plan or other Council strategic priorities.
Meetings:	The CIPAC will endeavor to hold one meeting per month. Frequent meetings will be required during initial Committee start up and during key critical path development.
Reporting:	Where the Committee wishes to make a recommendation to Council, the matter will be submitted and considered through Council's agenda review and approvals process. Any requests by the Committee to provide recommendations and advice for presentation to Council will be approved at the Municipality's discretion.

Definitions applying to this Schedule:

1. Community Investment Program ("Program" or "CIP") – means Council's gross annual budgeted expenditure for financial support to Social Profit Organizations or an expenditure to an individual Social Profit Organization, as the case requires;
2. External Funding Representative – means a representative of an agency external to the RMWB, that also funds Social Profit Organizations;
3. Municipal Controlled Organization – means a Social Profit Organization that is owned or otherwise controlled by the Municipality;
4. Social Profit Organization (or "Social Profit") – means an organization organized pursuant to the Alberta Societies Act, a Part 9 Companies Act corporation, or other organization organized under a Federal or Provincial enactment with a primary mandate that is not profit driven;
5. Social Profit Organization Representative – means both a representative of a Social Profit Organization and a person who demonstrates leadership amongst the social profit community through:
 - a. regular engagement and contact with the social profit community at large; and
 - b. agreeing to be a point of contact and conduit for information sharing from the Committee to the social profit community at large;

(BL 22/003)

Appendix L – Vehicle for Hire Committee

Membership:	<p>Membership will include:</p> <p>2 non-voting members:</p> <ul style="list-style-type: none"> • 1 – Council Member • 1 – Chief Administrative Officer or designate(s) <p>9 voting members, appointed from the following representative sectors, in accordance with the number of members indicated:</p> <ul style="list-style-type: none"> • 2 – Brokerage representatives (each representing a different sector of the Vehicle for Hire industry: Shuttle, Transportation Network Vehicle, Taxi, Designated Driver); • 2 – Driver representatives (each representing a different sector of the Vehicle for Hire industry: Shuttle, Transportation Network Vehicle, Taxi, Designated Driver); • 1 – Airport or tourism representative; • 1 – Law enforcement representative; • 3 – Public-at-large representatives; public-at-large representatives should have no formal affiliation with any Brokerage or Driver, and preference will be given to one person residing in each of the following: <ul style="list-style-type: none"> ○ 1 – Urban Service Area, Ward 1; ○ 1 – Rural Service Area, Ward 2; ○ 1 – Rural Service Area, Ward 3 and Ward 4. <p>The primary residence of all Committee members must be within the boundaries of the Regional Municipality of Wood Buffalo.</p>
Term of Appointment:	2 years, with the initial appointment being 2 or 3 years to allow for Committee continuity
Appointment Process:	Recruitment for members of the Vehicle for Hire Committee, (the Committee) will be conducted in accordance with Council's Selection Committee Policy.
Mandate:	To make recommendations to Council on matters pertaining to the Vehicle for Hire Bylaw No. 22/006 and Schedule J of the Fees, Rates and Charges Bylaw No. 21/019, as amended or replaced.

To provide a forum where stakeholders can bring forward ideas and concerns related to the Vehicle for Hire industry.

Identified Initiatives:

The Vehicle for Hire Committee will:

1. Review and assess whether the Vehicle for Hire Bylaw No. 22/006 is adequately meeting the needs of the Vehicle for Hire industry and the public.
2. Recommend amendments to the Vehicle for Hire Bylaw No. 22/006 through research on best practices as the Vehicle for Hire industry evolves.
3. Consider the following factors when making recommendations:
 - a. Safety and security of drivers and passengers;
 - b. Socio-economic factors in the community;
 - c. Benchmarking with other communities;
 - d. Best practices within the Vehicle for Hire industry;
 - e. The overall public interest;
 - f. The impact on the industry;
 - g. The impact on the community;
 - h. The views of affected stakeholders.
4. The Committee will not be responsible for any matters not related to the Vehicle for Hire Bylaw No. 22/006 or its associated fees contained in Schedule J of the Fees, Rates and Charges Bylaw No. 21/019, as amended, or replaced.

Meetings:

The Vehicle for Hire Committee shall establish its own meeting schedule, but in any event, shall meet at minimum on a quarterly basis.

Reporting:

Where the Committee wishes to make a recommendation to Council, the matter will be submitted and considered through Council's agenda review and approvals process. Any requests by the Committee to provide recommendations and advice for presentation to Council will be approved at the Municipality's discretion.

(BL 22/010)

Appendix M – Wood Buffalo Pro-Business Advisory Committee

Membership:	<p>Membership will include:</p> <p>2 non-voting members</p> <ul style="list-style-type: none"> • 1 – Council Member • 1 – Chief Administrative Officer or designate <p>7 voting members, appointed from the following representative sectors, in accordance with the number of members indicated:</p> <ul style="list-style-type: none"> • 1 – Northeastern Alberta Aboriginal Business Association • 1 – Fort McMurray Chamber of Commerce • 1 – Business Industry and Land Developers Wood Buffalo • 1 – Fort McMurray Construction Association • 1 – Consulting Engineers of Alberta, Wood Buffalo Liaison Committee • 1 – Fort McMurray Wood Buffalo Economic Development & Tourism • 1 – Public-At-Large <p>The primary residence of all Committee members must be within the boundaries of the Regional Municipality of Wood Buffalo.</p>
Term of Appointment:	December 31, 2023
Appointment Process:	Recruitment for members of the Wood Buffalo Pro-Business Advisory Committee (“WBPBAC”) will be conducted in accordance with Council’s Selection Committee Policy.
Committee End Date:	The WBPBAC has been established by Council with a specific mandate to advise and make recommendations to Council on systemic and reoccurring challenges of the regional business community. Notwithstanding the Committee’s ability to review and propose amendments to its mandate on its own accord, the applicability and relevancy of the Committee will be reviewed by December 31, 2023; however, the WBPBAC may be dissolved by Council at any time. Administration shall make a recommendation to Council on or before December 31, 2023 with respect to dissolution or continuation of the WBPBAC.

Mandate:

The Wood Buffalo Pro-Business Advisory Committee will:

1. seek input and receive feedback from the regional business and development community to advise, make recommendations, and propose strategic solutions to municipal administration and Council on matters pertaining to systemic and reoccurring challenges.
2. provide a timely and considered response to Council on regional business and development matters referred to the WBPBAC by Council.
3. consider the following factors when making recommendations:
 - a. Identification of business-related barriers that are impacted by or solved through municipal involvement, decision making or policy change.
 - b. Issues, challenges, and solutions that will seek to drive strategic and policy level changes.
 - c. Impacts to the whole business and development sector, not to specific businesses and developments.
 - d. Long-term impact or implications.
 - e. The need for other, non-municipal, organizations to be empowered and advocate for the implementation of effective and timely change.
 - f. The role(s) of other, non-municipal, organizations, including those who are members of the Committee, that already provide supports to the business and development sector.

The WBPBAC will not;

4. duplicate the roles of regional organizations that are responsible for supporting the business and development community, or
5. duplicate the role of the Municipality's PULSE function and facilitate the resolution of "on-off" complaints or concerns from regional businesses and developers

Meetings:

The WBPBAC will endeavor to hold one meeting per month. Frequent meetings may be required during initial Committee start up and during key critical path development.

Reporting:

Where the Committee wishes to make a recommendation to Council, the matter will be submitted and considered through Council's agenda review and approvals process. The frequency of reporting to Council shall be determined by the Committee, with a minimum reporting of once per year. Any requests by the Committee to provide recommendations and advice for presentation to Council will be approved at the Municipality's discretion.

(BL 22/011)

COUNCIL'S STRATEGIC PLAN 2022-2025



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

OUR STORY

We are often thought of as a young city that was born out of the discovery of the Athabasca Oil Sands, but the shared history goes much further back. The rivers of the region proved important trade and transportation routes for the Cree, Dene, and Métis who lived a sustainable lifestyle in harmony with the land. Upon the arrival of European explorers at the end of the 18th century, the region became a vital link in the growing fur trade with both the North West Company and the Hudson's Bay Company building multiple competing forts. The population in the region was small but actively engaged in the fur trade for a century, and sustainably living on the land for thousands of years.

Indigenous Peoples used the tar that seeped from the banks of the rivers to waterproof canoes. Now, hundreds of years later, those deposits have been recognized as one of the largest reserves of oil in the world. The entire region grew at an unprecedented rate through the second half of the 20th century, from a few hundred residents to thousands, and official city status in 1980. We experienced the highs and lows that came with the rise and fall of oil prices, but at the beginning of the 21st century the Regional Municipality of Wood Buffalo and its communities remain the burgeoning centre of Canada's oil industry, drawing in people from around the world who embrace hard work, entrepreneurship, and economic opportunity.

Population trends show that people are choosing to make the region their permanent home. **The incredible array of amenities, services, businesses, and social opportunities are unparalleled thanks to strategic investments in initiatives and infrastructure that support a great quality of life.** But we continue to be more than that. Celebrating the cultural diversity, actively embracing, advocating and supporting Truth and Reconciliation, and growing our connections to nature and the environment is helping us to prepare for the future without forgetting the past. The boundless opportunity and prosperity is actively leveraged to better the people, the communities, and our home.

VISION

Communities connected to the environment, the future, and each other to create an enduring prosperity.

MISSION

To ensure communities continually grow more inclusive, and embody a sustainable source of healthy living and enduring prosperity for residents, newcomers, and visitors alike.

WHAT GUIDES US

COMMUNITY: We support and trust one another, and work to ensure room for growth, security, and sharing our stories.

COLLABORATION: We are inclusive, working together to achieve common goals and we celebrate our differences.

ENGAGEMENT: We listen to, and involve, all residents with different backgrounds, histories, and stories, from the youngest residents to seniors and Elders, and embrace new methods to engage them in civic life. We also listen and engage with our municipal employees as they are the core to any successful community.

CONFIDENCE: We make informed, evidence-based decisions, take initiative to search for better solutions, follow-through on our commitments, and take responsibility for our actions.

RESPONSIBLE: We manage tax dollars and other revenue in a strategic, coordinated, and deliberate way to ensure the long-term financial sustainability of the region.



WHAT WE VALUE

FISCAL MANAGEMENT: Our world is changing. The revenue we enjoy to provide services will not last forever. It is critical that we build our community and its future upon policies and investments that are fiscally, environmentally, and socially sustainable and enduring. Developing a long-term fiscal budget and strategy will ensure sustainable growth and high-level quality services.

BUILDING PARTNERSHIPS: We recognize there is value in working together. We welcome insight and appreciate collaboration from all groups and stakeholders in order to bring together elements that will help ensure communities continue to grow into the homes we love and homes which welcome others.

RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS: Our future cannot be separated from our past. As we grow communities into sustainable prosperity we need to learn from and work with local Indigenous partners and communities who have lived in a sustainable way with nature and the environment since time immemorial, as well as forge new relationships that make us leaders in building kinder, more supportive, and more understanding communities.

LOCAL ECONOMY: We have the potential to make the region a destination of choice for economic development and quality of life by supporting growth of the local business community and to improve services to residents.

DOWNTOWN VISUALIZATION: The downtown has struggled over time with indecisions, rapid changes in decision, and natural disasters for too long. It is time to choose what downtown will be, and lay out a plan for redevelopment and disaster mitigation, and carry on with implementation.

MILESTONES AND ACTIONS

FISCAL MANAGEMENT

1. In consideration of the health and well-being of our valued employees, we will:
 - 1a. Evaluate and implement an organizational review
 - 1b. Invest in the health and safety of our employees
2. Create a Council covenant to include leadership norms, summary of commitments and best practices to be applied in alignment with Council's Code of Conduct
3. Direct the implementation of a community resilience strategy
4. Confirm and/or develop service standards through strategic budget workshops
5. Ensure government grants are fully utilized

BUILDING PARTNERSHIPS

1. Host or attend regular meetings throughout the region
2. Participate as Council in meetings with Indigenous leaders and communities
3. Establish an anti-racism bylaw and policy
4. Actively work together with large industry to share information, focus on regional priorities, develop infrastructure and cultural project partnerships
5. Confirm best practices for consistent communication and feedback between Council and Administration
6. Support opportunities and community partnerships that help promote a positive image of Wood Buffalo

RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS

1. Create and enhance reconciliation spaces
2. Continue to advance the Municipality's response to Truth and Reconciliation Commission (TRC) and Missing and Murdered Indigenous Women, Girls and Two-Spirit People (MMIWG2S+) and Missing or Murdered and Exploited Indigenous Peoples (MMEIP)
3. Commemorate, document, and raise awareness to ensure significant events impacting relationships with Indigenous Peoples are recognized, remembered and honoured
4. Honor, acknowledge and commemorate residential school confirmations of gravesites, survivors, and their families

LOCAL ECONOMY

1. Establish reporting metrics for economic development and tourism to ensure maximum accountability, transparency and clarity for Council and taxpayers
2. Support development of a rural tourism engagement strategy
3. Establish a Business Advisory Committee
4. Advocate and partner with all levels of government to deliver consistent and accessible broadband services
5. Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)

DOWNTOWN VISUALIZATION

1. Support the creation of a strategy for downtown that identifies and coordinates municipal investment and improvements
2. Ensure a review and update of the Downtown Area Redevelopment Plan is completed
3. Support the creation of detailed land map for future downtown planning that guides the public and businesses on the vision for downtown
4. Approve, enhance, and enforce bylaws and beautification standards
5. Incentivize private investment in the downtown
6. Conclude flood mitigation infrastructure investments
7. Complete waterfront beautification



REGIONAL MUNICIPALITY
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