



Council

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Tuesday, April 25, 2023
6:00 PM

Agenda

1. **Call to Order**
2. **In-Camera Session (Commencing at 3:30 p.m.)**
 - 2.1. Advice from Officials – Information Briefing
(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)
 - 2.2. Advice from Officials/Privileged Information - 2022 External Audit Management Letter (15 minutes)
(in camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)
3. **Adoption of Agenda (Public Session at 6:00 p.m.)**
4. **Consent Agenda**
 - 4.1. Minutes of Council Meeting - April 11, 2023
 - 4.2. Minutes of Special In Camera Council Meeting - April 18, 2023
 - 4.3. Council Appointed Advisory Board/Committee Meeting Minutes

THAT the Minutes from Council Appointed Advisory Board/Committee meetings, as outlined in Attachments 1 - 7, be accepted as information.
 - 4.4. Downtown Fort McMurray Wayfinding Plan

THAT the Downtown Fort McMurray Wayfinding Plan be accepted as information.
5. **Recognition**
 - 5.1. Proclamation - Sexual Violence Awareness Month

6. New and Unfinished Business

6.1. 2022 Audited Consolidated Financial Statements

THAT the 2022 Audited Consolidated Financial Statements for the Regional Municipality of Wood Buffalo for the year ending December 31, 2022, be accepted as information.

6.2. Bylaw No. 23/006 - 2023 Property Tax Rate Bylaw

1. THAT Bylaw No. 23/006, being the 2023 Property Tax Rate Bylaw, be read a second time.

2. THAT Bylaw No. 23/006 be read a third and final time.

6.3. Regional Municipality of Wood Buffalo - Transit Master Plan

THAT the 2023 Transit Master Plan be approved; and

THAT Administration begin implementation of the Plan with all budgetary requests being brought forward during the annual budget process.

6.4. Wood Buffalo Housing and Development Corporation Sustaining Grant

THAT a Sustaining Grant of \$6,475,124 be allocated to Wood Buffalo Housing and Development Corporation for 2023, from the Emerging Issues Reserve.

6.5. FireSmart / Forest Resource Improvement Association of Alberta Grant Application Support

THAT the Mayor be authorized on behalf of Council to provide letters of support for the Forest Resource Improvement Association of Alberta, in support of the Regional Emergency Services, FireSmart Wood Buffalo team applications for vegetation / fuel management funding in each Anzac, Fort Chipewyan, and Janvier.

6.6. 2023 Q1 Progress Report - Council's Strategic Plan 2022-2025

THAT the Q1 Progress Report - Council's Strategic Plan 2022-2025, be accepted as information.

6.7. Capital Budget Amendments

THAT the 2023 Capital Budget Amendment as summarized on Attachment 1 (2023 Capital Budget Amendment – Budget Amendment, dated April 25, 2023), be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2023 Capital Budget Amendment – Budget Amendment - Project Cash Flow Summary, dated April 25, 2023), be approved.

6.8. Royal Canadian Mounted Police Retroactive Salary Cost

THAT \$5,231,383.77 be transferred from the Emerging Issues Reserve in accordance with Council Policy FIN-160, Fiscal Responsibility, and paid to the Royal Canadian Mounted Police to satisfy its retroactive salary invoice in full.

Adjournment

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 11, 2023, commencing at 6:00 PM.

Present:

Sandy Bowman, Mayor
 Ken Ball, Councillor
 Funky Banjoko, Councillor
 Lance Bussieres, Councillor
 Shafiq Dogar, Councillor
 Allan Grandison, Councillor
 Keith McGrath, Councillor
 Jane Stroud, Councillor
 Stu Wigle, Councillor

Absent:

Kendrick Cardinal, Councillor
 Loretta Waquan, Councillor

Administration:

Paul Thorkelsson, Chief Administrative Officer
 Jade Brown, Chief Legislative Officer
 Deanne Bergey, Director, Community and Protective Services
 Nina Caines, Acting Director, Public Works
 Laurie Farquharson, Chief Financial Officer
 Matthew Harrison, Director, Communications and Engagement
 Brad McMurdo, Director, Planning and Development
 Nasir Qureshi, Acting Director, Engineering
 Antoine Rempp, Director, Environmental Services
 Caitlin Hanly, Acting Director, Legal Services
 Darlene Soucy, Legislative Officer

1. Call to Order

Mayor S. Bowman called the meeting to order at 6:00 p.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT: CARRIED [UNANIMOUS]
MOVER: Jane Stroud, Councillor
SECONDER: Stu Wigle, Councillor
FOR: Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT: Cardinal, Waquan

3. Consent Agenda

MOTION:

THAT the recommendations contained in items 3.1 and 3.2 be approved.

3.1. Minutes of Council Meeting - March 28, 2023

THAT the Minutes of the Council Meeting held on March 28, 2023, be approved as presented.

3.2. Bylaw No. 23/006 - 2023 Property Tax Rate Bylaw

THAT Bylaw No. 23/006, being the 2023 Property Tax Rate Bylaw, be read a first time.

RESULT: CARRIED [UNANIMOUS]
MOVER: Jane Stroud, Councillor
SECONDER: Stu Wigle, Councillor
FOR: Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT: Cardinal, Waquan

4. Presentations

4.1. Helen Meyer, Chair, and Nicole McMillian, Vice-Chair, Communities in Bloom Committee, re: Annual Report

Helen Meyer, Chair, and Nicole McMillian, Vice-Chair, Communities in Bloom Committee, provided an overview of the Communities in Bloom Committee's Annual Report, noting the Committee's achievements in 2022, and the goals and initiatives for 2023. It was further noted that the Regional Municipality of Wood Buffalo will host the 2023 National Communities in Bloom Symposium in September.

4.2. Jim Peacock, K.C., re: Annual Report of the Integrity Commissioner - January 1, 2022 - March 31, 2023

Jim Peacock, K.C., 2019-2023 Integrity Commissioner for the Regional Municipality of Wood Buffalo, presented an overview of the annual report which contained a summary of the Integrity Commissioner's activities for the period January 1, 2022 to March 31, 2023.

4.3. Nasir Qureshi, Acting Director, Engineering, re: Flood Mitigation Program Update

Nasir Qureshi, Acting Director, Engineering, Elliot White, Senior Manager, Environmental Services, and Maureen Nakonechny, Program Manager, Flood Mitigation, presented an overview of the status of the temporary and permanent flood mitigation measures currently implemented and the adjusted administrative approach to flood mitigation planning and reporting.

Exit and Return

Councillor L. Bussieres exited the meeting at 6:49 p.m. and returned at 6:52 p.m.

5. New Business

5.1. Parsons Creek Town Centre Land Sale

Brad McMurdo, Director, Amanda Haitas, Senior Manager, Planning and Development, and Brynn Armstrong, Manager, Land Administration, provided an overview of the proposed Parsons Creek Town Centre land sale to Allard Acquisitions Incorporated, noting that Council approval of the sale is required under the Master Land Agreement with the Government of Alberta.

Exits and Returns

Councillor K. McGrath exited the meeting at 7:07 p.m. and returned at 7:15 p.m.

Councillor K. Ball exited the meeting at 7:09 p.m. and returned at 7:10 p.m.

Delegations

Bryce Kumka, Chair, Wood Buffalo Development Advisory Committee, spoke in support of the proposed land sale.

Mike Durocher, downtown business operator, spoke in favour of the proposed land sale and suggested that further measures should be taken to attract and retain businesses in downtown Fort McMurray.

Exits and Returns

Councillor S. Wagle exited the meeting at 7:47 p.m. and returned at 7:49 p.m.

Councillor J. Stroud exited the meeting at 7:51 p.m. and returned at 7:53 p.m.

Kevin Weidlich, President and Chief Executive Officer, Fort McMurray Wood Buffalo Economic Development and Tourism, spoke in support of the proposed land sale and introduced Paul Allard, Allard Acquisitions Incorporated, who answered questions of Council regarding the proposed sale and future development of the land.

Exits and Returns

Councillor K. McGrath exited the meeting at 7:53 p.m. and returned at 8:03 p.m.

Councillor F. Banjoko exited the meeting at 7:57 p.m. and returned at 8:00 p.m.

Councillor S. Dogar exited the meeting at 8:26 p.m. and returned at 8:27 p.m.

MOTION:

THAT Council approve the sale of Lot 1A, Block 24, Plan 1920676 and Lot 1, Block 24, Plan 1423070, located in Parsons Creek, to Allard Acquisitions Incorporated, in the amount of \$22,875,844.00, subject to the terms and conditions as outlined in Attachment 2.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Ken Ball, Councillor
SECONDER:	Allan Grandison, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT:	Cardinal, Waquan

Recess

A recess occurred from 8:28 p.m. to 8:45 p.m., at which time Councillor S. Dogar was absent from the meeting.

Return

Councillor S. Dogar returned to the meeting at 8:46 p.m.

5.2. Bylaw Enforcement Policy OPE-080

Deanne Bergey, Director, Community and Protective Services, Caitlin Hanly, Municipal Legal Counsel, and Peter Daley, Team Leader, Bylaw Services, presented an overview of the proposed Bylaw Enforcement Policy, noting that the Policy is intended to provide a framework for Bylaw Services for the consistent enforcement and management of complaints relating to Municipal bylaws and some Provincial Statutes.

MOTION:

THAT Bylaw Enforcement Policy OPE-080, dated April 11, 2023, as outlined in Attachment 1, be approved.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Allan Grandison, Councillor
SECONDER:	Funky Banjoko, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT:	Cardinal, Waquan

5.3. Jubilee Centre Renovation - Additional Funding Request

Joel Trudell, Senior Manager, Transportation and Facilities, and Chris Bond, Manager, Facilities, provided an overview of the request for additional funding to complete the Jubilee Centre renovations, noting that upon completion of the project, all administrative employees would be located within Municipally owned facilities and would eliminate all leased office facilities.

Exits and Returns

Councillor K. Ball exited the meeting at 9:30 p.m. and returned at 9:31 p.m.

Councillor S. Wigle exited the meeting at 9:40 p.m. and returned at 9:41 p.m.

MOTION:

THAT the Capital Budget Amendment, as summarized in Attachment 1, requesting an additional \$3,980,000 to commence the procurement for the construction of the final phase of the Jubilee Centre Renovation, be approved.

RESULT:	CARRIED [7 TO 2]
MOVER:	Funky Banjoko, Councillor
SECONDER:	Jane Stroud, Councillor
FOR:	Bowman, Banjoko, Dogar, Grandison, McGrath, Stroud, Wigle
AGAINST:	Ball, Bussieres
ABSENT:	Cardinal, Waquan

5.4. Capital Budget Amendment

Laurie Farquharson, Chief Financial Officer, spoke to the 2023 Capital Budget Amendment, noting that the proposed amendment would allow for the use of funds donated by Keyera Energy Corporation for the purchase of a snowmobile from the Anzac Fire Department to enhance the safety and response capacity for the first responders in Anzac.

Exit and Return

Councillor K. McGrath exited the meeting at 9:55 p.m. and returned at 9:59 p.m.

MOTION:

THAT the 2023 Capital Budget Amendment as summarized on Attachment 1 (2023 Capital Budget Amendment – New Project, dated April 11, 2023) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2023 Capital Budget Amendment – New Project – Project Cash Flow Summary, dated April 11, 2023) be approved.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Stu Wigle, Councillor
SECONDER:	Jane Stroud, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT:	Cardinal, Waquan

5.5. Capital Project Status Update

Laurie Farquharson, Chief Financial Officer, provided an overview of the Capital Project Status Report, which provides a comprehensive summary and current status of approved capital projects, including budget details, actual spend to date, current progress to date and future plans.

Exit

Councillor F. Banjoko exited the meeting at 10:11 p.m.

MOTION:

THAT the Capital Project Status Report, as summarized on Attachment 1, be accepted as information.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Allan Grandison, Councillor
SECONDER:	Shafiq Dogar, Councillor
FOR:	Bowman, Ball, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT:	Banjoko, Cardinal, Waquan

Recess and Return

A recess occurred from 10:17 p.m. to 10:34 p.m., at which time Councillor F. Banjoko returned to the meeting.

5.6. 2023 - 2025 Fiscal Management Strategy

Laurie Farquharson, Chief Financial Officer, and Keivan Navidi, Senior Manager, Assessment and Taxation, provided an overview of the 2023 - 2025 Fiscal Management Strategy, noting that the Strategy provides a high-level overview of the Municipality's operating and capital needs, as well as context for setting property tax rates, user fees and other Municipal service charges.

MOTION:

THAT the 2023 – 2025 Fiscal Management Strategy, dated April 11, 2023, be accepted as information.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Stu Wigle, Councillor
SECONDER:	Ken Ball, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT:	Cardinal, Waquan

6. Councillors' Motions

6.1. Formation of the Wood Buffalo Transportation Committee - Councillor K. McGrath

Councillor K. McGrath spoke to the motion, noting that the proposed Wood Buffalo Transportation Committee would be responsible for advocating to other levels of government for improved transportation networks throughout the Region, including transportation corridors to connect to other areas of Alberta and Saskatchewan.

MOTION:

THAT Administration be directed to present for Council's consideration a bylaw or bylaws to:

- (a) Establish a Council Committee to be known as the Wood Buffalo Transportation Committee (WBTC), (hereinafter called "the Committee") consisting of two Councillors from the Urban Service Area and one from the Rural Service Area, to serve as Councillors for so long as the Committee exists; or reappointed by Council after each general election, and Mayor;
- (b) Specify the mandate and authority of the Committee to exercise governance and policy oversight over all aspects of regional transportation, including without limitation the authority of the Committee to appoint an administrative head to act as Transportation Team Leader who will report directly to and take instructions from the Committee and will appoint a Transportation Task Force consisting of

representatives from each member of community stakeholder groups, reporting through the Transportation Team Leader to the Committee;

- (c) Specify the manner in which the Committee and the Transportation Team Leader will co-operate with and collaborate with the Chief Administrative Officer to determine where existing human resources will be seconded and where new resources will be engaged, in support of the synergizing regional transportation improvements, so that a recommendation for a budget can be made to Council as soon as practicable; and
- (d) Specify the community stakeholder groups with which the Committee shall consult and from whom the Committee shall seek advice and select committee membership, including without limitation representatives from the indigenous, industry, business, land development, social, and service club sectors.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Keith McGrath, Councillor
SECONDER:	Funky Banjoko, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Wigle
ABSENT:	Cardinal, Waquan

Adjournment

The meeting adjourned at 11:10 p.m.

Mayor

Chief Legislative Officer

Minutes of a Special 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 18, 2023, commencing at 5:00 PM.

Present:

Sandy Bowman, Mayor
 Ken Ball, Councillor
 Funky Banjoko, Councillor
 Lance Bussieres, Councillor
 Shafiq Dogar, Councillor
 Allan Grandison, Councillor
 Keith McGrath, Councillor (via MS Teams)
 Jane Stroud, Councillor
 Loretta Waquan, Councillor
 Stu Wigle, Councillor

Absent:

Kendrick Cardinal, Councillor

Administration:

Paul Thorkelsson, Chief Administrative Officer
 Jade Brown, Chief Legislative Officer

1. Call to Order

Mayor S. Bowman called the meeting to order at 5:01 p.m.

2. In-Camera Session

MOTION:

THAT Council close items 2.1 and 2.2 to the public pursuant to sections 17(1), 23(1), 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Funky Banjoko, Councillor
SECONDER:	Loretta Waquan, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
ABSENT:	Cardinal

2.1. Local Public Body Confidences/Advice from Officials

(in camera pursuant to sections 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Item No.1 – Council's Excellence Awards

Name	Reason for Attending
Paul Thorkelsson	Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice
Deanne Bergey	Director, Community and Protective Services

Item No.2 – Introduction to Assessment and Tax in Alberta

Name	Reason for Attending
Paul Thorkelsson	Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice
Laurie Farquharson	Chief Financial Officer
Keivan Navidi	Senior Manager, Assessment and Taxation

Item No.3 – Rural Utilities Review

Name	Reason for Attending
Paul Thorkelsson	Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice
Laurie Farquharson	Chief Financial Officer
Antoine Rempp	Director, Environmental Services
AnnMarie Hintz	Senior Manager, Information Technology
Ashley Ryan	Acting Manager, Accounting Services
Caitlin Hanly	Municipal Legal Counsel/Legal Advice

Exits and Returns

Councillor F. Banjoko exited the meeting at 6:00 p.m. and returned at 6:02 p.m.

Councillor K. Ball exited the meeting at 6:01 p.m. and returned at 6:05 p.m.

Councillor S. Wigle exited the meeting at 6:27 p.m. and returned at 6:30 p.m.

Councillor S. Dogar exited the meeting at 6:44 p.m. and returned at 6:49 p.m.

Recess

A recess occurred from 7:00 p.m. to 7:15 p.m.

2.2. Disclosure Harmful to Personal Privacy/Advice from Officials/Privileged Information – Code of Conduct Matters

(in camera pursuant to sections 23(1), 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)

Item No.1

Name	Reason for Attending
Paul Thorkelsson	Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice
Dennis Fraser	Director, Indigenous and Rural Relations

Exit

Councillor S. Dogar exited the meeting at 7:19 p.m.

Item No.2

Name	Reason for Attending
Paul Thorkelsson	Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice
Caitlin Hanly	Municipal Legal Counsel/Legal Advice

MOTION:

THAT the meeting reconvene in public.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Funky Banjoko, Councillor
SECONDER:	Allan Grandison, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Grandison, McGrath, Stroud, Waquan, Wigle
ABSENT:	Cardinal, Dogar

Adjournment

The meeting adjourned at 7:53 p.m.

Mayor

Chief Legislative Officer



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: Council Appointed Advisory Board/Committee Meeting Minutes

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT the Minutes from Council Appointed Advisory Board/Committee meetings, as outlined in Attachments 1 - 7, be accepted as information.

Summary and Background:

Administrative Directive No. GOV-060-D, Council Appointed Committee Meetings and Reporting, was approved by Administration on October 25, 2019 and was established to govern the core democratic principles of openness and transparency by ensuring that Council Committees, which are advisory in nature, are managed and administered consistently.

A mechanism to ensure alignment with the provision of transparency is to ensure that all advisory committee minutes are appropriately forwarded to Council through a public agenda for information to Council members as well as residents and the general public.

In accordance with Administrative Directive No. GOV-060-D, Council - Appointed Committee Meetings and Reporting, Administration is providing Minutes from Council Appointed Committee meetings, for Council's information.

Strategic Plan Values:

Responsible Government
Building Partnerships

Attachments:

- 1. 2023-03-01 Wood Buffalo Development Advisory Committee Minutes**
- 2. 2023-03-01 Wood Buffalo Downtown Revitalization Advisory Committee Minutes**

- 3. 2023-03-09 Advisory Committee on Aging Minutes**
- 4. 2023-03-15 Regional Advisory Committee on Inclusion, Diversity and Equity Minutes**
- 5. 2023-03-20 Vehicle for Hire Committee Minutes**
- 6. 2023-03-23 Communities in Bloom Committee Minutes**
- 7. 2023-03-29 Community Investment Program Advisory Committee Minutes**

Minutes of a Meeting of the Wood Buffalo Development Advisory Committee held in Room 207, at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, March 1, 2023, commencing at 9:00 AM.

Present:

Bryce Kumka, Chair, Business Community via MS Teams
 Jennifer Vardy, Vice-Chair, Public At Large
 Bilal Abbas, Public-At-Large via MS Teams
 Justin Ellis, Public At Large via MS Teams
 Steven Hale, Education Sector via MS Teams
 Alex McKenzie, Land Development Sector
 David Secord, Business Community via MS Teams
 Purva Sharma, Arts, Culture and Recreation Representative via MS Teams
 Ijeoma Uche-Ezeala, Public-At-Large via MS Teams
 Rene Wells, Public-At-Large

Absent:

Dan Soupal, Land Development Industry
 Aurick de Sousa, Community Development
 Raj Vasal, Community Development
 Stu Wigle, Councillor

Administration:

Kevin Meacher, Program Manager, Municipal Initiatives
 Lauri-Anne St. George, Program Manager, Strategic Planning & Program Management
 Sonia Soutter, Manager, Senior Legislative Officer
 Destiny Hilliard, Clerk, Legislative Services

1. Call to Order

Due to the Chair Bryce Kumka participating via MS Teams, Vice Chair Jennifer Vardy assumed the Chair and called the meeting to order at 9:04 a.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT: CARRIED [UNANIMOUS]
MOVER: Alex McKenzie
SECONDER: Rene J.K. Wells
FOR: Abbas, , Hale, Kumka, McKenzie, Secord, Sharma, Uche-Ezeala
 Vardy, Wells
ABSENT: DeSousa, Ellis, Soupal, Vasal

3. Minutes of Previous Meetings

3.1. Wood Buffalo Development Advisory Committee Meeting - February 1, 2023

MOTION:

THAT the Minutes of the February 1, 2023 Wood Buffalo Development Advisory Committee, be approved as presented.

RESULT: CARRIED [UNANIMOUS]
MOVER: Bryce Kumka
SECONDER: Ijeoma Uche-Ezeala
FOR: Abbas, Hale, Kumka, McKenzie, Secord, Sharma, Uche-Ezeala
 Vardy, Wells
ABSENT: DeSousa, Ellis, Soupal, Vasal

4. New and Unfinished Business

4.1. Downtown Area Redevelopment Plan Final Engagement

Entrance

Committee Member J. Ellis joined the meeting at 9:26 a.m.

Chris Booth, Manager, Planning and Development, presented the Downtown Area Redevelopment Plan highlighting that the project's purpose is to respond to the Downtown's changing social, economic and cultural conditions and to guide further development of the Downtown. An outline of the plan's structure, project progress and next steps were overviewed, where objectives of the plan were reviewed, and it was noted that this plan is in the final engagement phase and following public engagement, the feedback received will be reviewed and as the final document is considered a Statutory Plan, the document will go forward to Council for enactment.

Committee Members discussed the plan and provided feedback for consideration.

Vacating, Assuming and Resuming of Chair

Vice Chair Jennifer Vardy vacated the Chair at 10:33 a.m., at which time Committee Member Alex McKenzie assumed the Chair. Vice Chair Jennifer Vardy resumed the Chair at 10:37 a.m.

4.2. Downtown Revitalization Incentive Program Update

Chris Booth, Manager, Planning and Development, provided a brief update on the Downtown Revitalization Incentive Program that was introduced in June 2020 noting the program's success, with an overall 191 approved applications and \$7 million that's been committed based on the approved applications. It was further noted that the programs current phase has received 40 applications to date and will close in April 2023.

4.3. 2023 Committee Priorities Update

Vice Chair Jennifer Vardy provided an update on behalf of the Priorities Working Group, on the work that has been undertaken towards prioritizing and identifying the Committee's initiatives for 2023 and future years. Following discussions of the Committee it was agreed to bring this matter back for discussion at the next Committee meeting and include an overview of initiatives accomplished in 2022.

Committee members discussed the Committee's year-end report to Council and feedback was provided on the timelines associated with presenting to Council at an upcoming regular meeting.

Exits

Bryce Kumka exited the meeting at 11:00 a.m.

Bilal Abbas exited the meeting at 11:00 a.m.

4.4. Minister of Service Alberta and Red Tape Reduction Correspondence Update

Vice Chair Jennifer Vardy provided a brief overview of the correspondence that was received from the Minister of Service Alberta and Red Tape Reduction noting there is a new Minister of Red Tape Reduction and that the mandate has been reestablished.

With consensus of the Committee, a letter from the Chair will be sent to the new Minister of Service Alberta and Red Tape Reduction requesting quarterly meetings be scheduled.

4.5. Clean Energy Improvement Program

Committee Member Justin Ellis presented the Clean Energy Improvement Program (CEIP) that is administered by the Alberta Municipalities Association noting that this program is Alberta's innovative financing tool enabling residential and commercial property owners to pay for energy efficiency and renewable energy upgrades.

Committee Members agreed to form a working group that will complete a feasibility study on the CEIP and present the findings to the Committee for consideration as an initiative of the Committee.

Committee Members, Justin Ellis, Ijeoma Uche-Ezeala, Alex McKenzie and Jennifer Vardy expressed interest in participating in the working group

Exits

Steven Hale exited the meeting at 11:28 a.m.

Adjournment

The meeting adjourned at 11:33 a.m.

Chair

Minutes of a Meeting of the Wood Buffalo Downtown Revitalization Advisory Committee of the Regional Municipality of Wood Buffalo held in the Room 207 at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, March 1, 2023, commencing at 5:30 PM.

Present:

Owen Erskine, Recreation, Culture and Heritage Representative (via MS Teams)
 Brianne English, Oil and Gas Industry (via MS Teams)
 Jean-Marc Guillamot, Business Community (via MS Teams)
 Ahmed Jouda, Public-At-Large
 Nayef Mahgoub, Land Development Sector
 Marty Noskey, Indigenous Representative (via MS Teams)
 Ijeoma Uche-Ezeala, Public-At-Large (via MS Teams)
 Lance Bussieres, Councillor

Absent:

Chantal Beaver, Public-At-Large
 Henry Hunter, Education Sector
 Ayisha Salman, Public-At-Large
 Melanie Walsh, Community Development Sector
 Funky Banjoko, Councillor

Administration:

Kelly Hansen, Director, Strategic Planning and Program Management
 Kevin Meacher, Department Administrator, Strategic Planning and Program Management
 Darlene Soucy, Clerk, Legislative Services

1. Call to Order

Chair Owen Erskine called the meeting to order at 5:33 p.m.

2. Minutes of Previous Meetings

2.1. Wood Buffalo Downtown Revitalization Advisory Committee Meeting - February 1, 2023

THAT the Minutes of the Wood Buffalo Downtown Revitalization Advisory Committee Meeting held on February 1, 2023, be approved as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Nayef Mahgoub
SECONDER:	Marty Noskey
FOR:	Erskine, English, Guillamot, Jouda, Mahgoub, Noskey, Uche-Ezeala
ABSENT:	Beaver, Hunter, Salman, Walsh

3. New and Unfinished Business

3.1. Waterfront Project Update

Joshua Bernson, Senior Landscape Architect, Lee and Associates, presented an overview of the Waterfront Project, noting how the project evolved to its current stage and the next steps which include reviewing the current design and generating a revised concept design as mandated by Council.

3.2. Saunderson Pressure Reducing Valve Project Overview

Mason Ross, Project Manager, Engineering, presented an overview of the Saunderson Pressure Reducing Valve Project and the downtown deep utility upgrades to maximize the operational ability to supply water to downtown distribution systems while meeting demands for areas south of the Urban Service Area. It was noted that an added benefit of the upgrades would be the implementation of downtown revitalization measures, including streetscape improvements.

Action Item

Administration committed to providing additional information about the soil cell technology that will be installed as part of the streetscape improvements with the Saunderson Pressure Reducing Valve Project.

3.3. Temporary Flood Mitigation Update

Mason Ross, Project Manager, Engineering, presented an overview of the temporary flood mitigation measures being implemented for 2023, including a combination of triple dams, muscle walls, temporary clay berms and large sandbags to close gaps in existing permanent structural mitigation.

3.4. Downtown Area Redevelopment Plan Update

Christopher Booth, Manager, Community Development Planning, presented an update on the Downtown Area Redevelopment Plan (DARP), noting that the second phase of public engagement is scheduled to begin at the end of March, and that the DARP would be going to Council later this year. It was noted that the Committee would be able to provide input on the DARP at its April meeting.

3.5. Update to Committee re: Annual Report to Council

Chair Owen Erskine reported on the presentation made to Council on February 14, 2023, highlighting the Committee's ongoing teamwork with Administration on the approved priorities, infrastructure, and enhancement actions, including completion of Kiyām Community Park construction, opening of the Downtown Community Policing Office, continued implementation of the Downtown Revitalization Incentive Program, and the development of the Wayfinding Strategy and Downtown Plan.

3.6. 2023 Committee Meeting Schedule

Kevin Meacher, Department Administrator, provided an overview of the Committee's responses regarding their preferences for which Wednesday of the month that the regular meeting would be held beginning at 5:30 p.m.

MOTION:

THAT regular Wood Buffalo Downtown Revitalization Advisory Committee meetings be held at 5:30 p.m. on the first Wednesday of each month with, the exception of any statutory holidays and scheduled recess periods.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Brianne English
SECONDER:	Ahmed Jouda
FOR:	Erskine, English, Guillamot, Jouda, Mahgoub, Noskey, Uche-Ezeala
ABSENT:	Beaver, Hunter, Salman, Walsh

Adjournment

The meeting adjourned at 7:18 p.m.

Chair

Minutes of a Meeting of the Advisory Committee on Aging in Room 4402 at the Municipal Offices in Fort McMurray, Alberta, on Thursday, March 9, 2023, commencing at 1:00 PM.

Present:

Henry Hunter, Chair, Wood Buffalo Housing Representative
 Ken Ball, Councillor
 Janice Eisenhauer, Public - At – Large via MS Teams
 Clement Mercredi, Indigenous Representative
 Ken Saunderson, Golden Years Society Representative

Absent:

Luana Bussieres, St. Aidan's House Society Representative
 Carolyn Evancio, Seniors Resource Committee Representative
 Darline Reid, Alberta Health Services Representative
 Denise Wilkinson, Senior At Large - Urban

Administration:

Isela Contreras-Dogbe, Supervisor, Community and Protective Services
 Heidi Major, Department Administrator, Community and Protective Services
 Sonia Soutter, Manager, Legislative Services
 Destiny Hilliard, Clerk, Legislative Services

1. Call to Order

Chair Henry Hunter called the meeting to order at 1:16 p.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be amended by adding Item No. 4.5 Aging in Place and renumbering Information Updates to item 4.6; and

THAT the Agenda be adopted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Ken Saunderson
SECONDER:	Ken Ball
FOR:	Ball, Eisenhauer, Hunter, Mercredi, Saunderson
ABSENT:	Bussieres, Evancio, Reid, Wilkinson

3. Minutes of Previous Meetings

3.1. Advisory Committee on Aging Meeting - January 12, 2023

MOTION:

THAT the Minutes of the Advisory Committee on Aging Meeting held on January 12, 2023 be approved as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Ken Ball
SECONDER:	Clement Mercredi
FOR:	Ball, Eisenhower, Hunter, Mercredi, Saunderson
ABSENT:	Bussieres, Evancio, Reid, Wilkinson

4. New and Unfinished Business

4.1. Administrative Updates

Snow Angels Program

Heidi Major, Department Administrator, Community and Protective Services, provided an update on the Snow Angels Program noting that 104 seniors signed up for a snow angel, approximately 89 of those have been matched with the remaining 15 unmatched in the downtown area which is a significant decrease from previous years.

Age Friendly Work Plan

Heidi Major, Department Administrator, Community and Protective Services, provided an update on the Age Friendly Work Plan noting that internal stakeholders who contribute to building an age-friendly community have been identified. A plan has been created to introduce the age-friendly work plan, so they can identify their department's short-term and long-term goals. It was suggested that a working group be formed to work on this plan.

Accessibility Audit

Heidi Major, Department Administrator, Community and Protective Services, gave a brief update on the Accessibility Audit noting accessibility training has been completed. It was further noted that a request for proposal was reviewed internally and a consultant was selected.

4.2. Senior's Resource Committee Updates

Committee Member Ken Saunderson provided an update on the Senior's Resource Committee noting the Committee's current priority is planning for Seniors Month in June. It was further noted that a funding grant application for the event has been submitted.

Committee Members discussed seniors living in rural areas and how to include them in the events that will take place during Seniors Month as transportation is an issue, it was noted that virtual attendance is an option.

4.3. Letter of Support - Age Friendly Designation

Committee Members discussed the Age-Friendly Work Plan noting that the next step in completing an application for Age Friendly status, is to request a letter of support from Council.

MOTION:

THAT the Advisory Committee on Aging bring forward a recommendation to Council requesting that the Mayor be authorized to send a letter of support to renew the commitment to actively supporting, promoting, and working toward becoming Age Friendly Designation.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Ken Saunderson
SECONDER:	Clement Mercredi
FOR:	Ball, Eisenhower, Hunter, Mercredi, Saunderson
ABSENT:	Bussieres, Evancio, Reid, Wilkinson

4.4. Emerging Issues and Trends

Chair Henry Hunter provided an update on behalf of the Rotary House noting there are currently ten vacancies.

4.5. Aging in Place

Committee Members discussed the feasibility of a facility that would house seniors who do not qualify for the living arrangements currently offered at Rotary House or Long-Term Care housing, as the senior population increases.

Councillor Ken Ball and Chair Henry Hunter agreed to compile a written letter advocating the provincial government for this type of facility with copies to the Members of Legislative Assembly for Wood Buffalo. It was further agreed that the written letter would be brought back to the Committee for review prior to a recommendation going forward to Council to request a letter of support in this regard. Furthermore, it was requested that Aging in Place be added to the Agenda for the next meeting.

4.6 Information Updates

No information updates were brought forward.

Adjournment

The meeting was adjourned at 1:56 p.m.

Chair

Minutes of a Meeting of the Regional Advisory Committee on Inclusion, Diversity and Equity held in room 206 at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, March 15, 2023, commencing at 5:30 PM.

Present:

Nicole Spring, Vice-Chair
 Shehzad Bandukda
 Kg Banjoko
 Donya Salari
 Chantelle Tatum
 Allan Grandison, Councillor

Absent:

Mitchel Bowers, Chair
 Brandon Cardinal
 Hanna Fridhed

Administration:

Caitlin Downie, Manager, Community and Protective Services
 Krystell O'Hara, Department Administrator, Community and Protective Services
 Caitlin Sheaves, Clerk, Legislative Services

1. Call to Order

Vice-Chair Nicole Spring called the meeting to order at 5:39 p.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Donya Salari
SECONDER:	Chantelle Tatum
FOR:	Bandukda Banjoko, Salari, Spring, Tatum
ABSENT:	Bowers, Fridhed
EXCUSED:	Cardinal

3. Minutes of Previous Meetings

3.1. Regional Advisory Committee on Inclusion, Diversity and Equity (RACIDE) - Meeting - February 15, 2023

MOTION:

THAT the Minutes of the Regional Advisory Committee on Inclusion, Diversity and Equity meeting held on February 15, 2023, be accepted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Kg Banjoko
SECONDER:	Shehzad Bandukda
FOR:	Bandukda Banjoko, Salari, Spring, Tatum
ABSENT:	Bowers, Fridhed
EXCUSED:	Cardinal

4. New and Unfinished Business

4.1. Downtown Area Redevelopment Plan

Nabil Malik, Planner III, Planning and Development, presented an update on the Downtown Area Redevelopment Plan (DARP), noting that the second phase of public engagement is scheduled to begin at the end of March, and that the DARP would be going to Council later this year. It was further noted that a Public Engagement survey will be launched in April to gather community feedback.

The Committee provided feedback on various key objectives, noting the importance of accessibility and inclusion.

4.2. Anti-Racism Training Development Update

Shannon Lloyd, Programs Manager, Multicultural Association of Wood Buffalo, provided an update on the anti-racism training, which is being developed in partnership with the Municipality. It was noted that they are currently in the developmental stage, and are gathering feedback from various cultural, community, and focus groups.

4.3. Social Justice Through Public Art - Working Group Selection

Krystell O'Hara, Department Administrator, Community and Protective Services, provided an update on the Social Justice Through Public Art project that the Public Art Committee (PAC) is developing. It was noted that the PAC has invited members of RACIDE to join a working group to collaborate on the project. Members interested in participating were asked to follow up with the Department Administrator.

4.4. Administrative Update

Krystell O'Hara, Department Administrator, Community and Protective Services, provided an overview of RACIDE's 2023 Strategic Plan, noting that four overarching themes were identified including Health and Safety, Public Education, and Accessibility and Accommodation. Additionally, a further review of the identified strategic goals and directions was provided.

4.5. Emerging Issues

Committee Member Absence:

MOTION:

THAT Committee Member Brandon Cardinal be formally excused from the March 15, 2023, Regional Advisory Committee on Inclusion, Diversity, and Equity Meeting.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Donya Salari
SECONDER:	Chantelle Tatum
FOR:	Banjoko, Spring, Grandison, Tatum, Salari, Bandukda
ABSENT:	Bowers, Fridhed
EXCUSED:	Cardinal

Adjournment

The meeting adjourned at 7:17 p.m.

Chair

Minutes of a Meeting of the Vehicle for Hire Committee held in room 206 at the Municipal Offices in Fort McMurray, Alberta, on Monday, March 20, 2023, commencing at 6:00 PM.

Present:

Jama Ali, Public-At-Large
 Orangzeb Malik, Driver Representative
 Abdifatah Mursal, Brokerage Representative
 Penny Skinner, Brokerage Representative
 Rene Wells, Law Enforcement Representative

Absent:

Julieta Miranda, Chair, Driver Representative
 Michael Sieger, Vice-Chair, Airport and Tourism Representative
 Sesan Aina, Public-At-Large
 Tim Lindsay, Public-At-Large
 Funky Banjoko, Councillor

Administration:

Aaron Anderson, Manager, Bylaw Services
 Monica Tilley, Department Administrator, Bylaw Services
 Caitlin Sheaves, Clerk, Legislative Services

1. Call to Order

Due to the absence of Chair and Vice-Chair, Committee Member Rene Wells assumed the Chair and called the meeting to order at 6:12 p.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Abdifatah Mursal
SECONDER:	Penny Skinner
FOR:	Ali, Malik, Mursal, Skinner, Wells
ABSENT:	Aina, Lindsay, Miranda, Sieger

3. Minutes of Previous Meetings

3.1. Vehicle for Hire Committee Meeting - February 21, 2023

THAT the Minutes of the Vehicle for Hire Committee meeting held on February 21, 2023, be accepted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Orangzeb Malik
SECONDER:	Jama Ali
FOR:	Ali, Malik, Mursal, Skinner, Wells
ABSENT:	Aina, Lindsay, Miranda, Sieger

4. New and Unfinished Business

4.1. Vehicle for Hire Statistics

Aaron Anderson, Manager, Bylaw Services, provided an overview of the Vehicle for Hire statistics for the period of February 20, 2023 to March 14, 2023.

4.2. Bylaw No. 22/007 Fees, Rates and Charges Overview

Aaron Anderson, Manager, Bylaw Services, provided a brief update on Bylaw No. 22/007, noting that the Department is currently consulting with Legal Services to present an update at the next Committee meeting.

4.3. Training and Education Opportunities

Aaron Anderson, Manager, Bylaw Services, provided an update on the development of a training program for Vehicle for Hire drivers and brokerage's, to provide them with the education to be successful on the road, noting that Administration would like to gather feedback from the Committee on what types of training would be most beneficial and most effective.

Committee Members provided feedback on the various styles of training that could be offered, and what subject matters would provide the greatest benefit to drivers and brokerages.

4.4. Vehicle for Hire Follow-up Survey Results

Aaron Anderson, Manager, Bylaw Services, provided an overview of the Vehicle for Hire Follow up Survey, noting that the information gathered in the survey was used to create the *Vehicle for Hire What We Heard Report*.

Committee Members discussed the opportunities available to develop an annual survey to gather updated responses to track progress and emerging issues.

4.5. Emerging Issues

No emerging issues were discussed.

5. Adjournment

The meeting adjourned at 6:51 p.m.

Chair

Minutes of a Meeting of the Communities in Bloom Committee held at the South Operations Centre in Fort McMurray, Alberta, on Thursday, March 23, 2023, commencing at 6:00 PM.

Present:

Nicole McMillan, Vice Chair, Public-At-Large
 Destiny Jefferies, Public-At-Large
 Romana Kashif, Public-At-Large
 Lindsey King, Public-At-Large
 Diane Zundel, Public-At-Large

Absent:

Helen Meyer, Chair
 Tammy Riel, Public-At-Large
 Kendrick Cardinal, Councillor

Administration:

Terra Brenneis, Manager, Public Works
 Sonia Soutter, Manager, Senior Legislative Officer
 Seville Kwan, Department Administrator, Public Works
 Destiny Hilliard, Clerk, Legislative Services

1. Call to Order

Due to the absence of Chair, Vice-Chair Nicole McMillan assumed the Chair and called the meeting to order at 6:12 p.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Diane Zundel
SECONDER:	Romana Kashif
FOR:	Jefferies, Kashif, King, McMillan, Zundel
ABSENT:	Meyer, Riel

3. Minutes of Previous Meetings

3.1. Communities in Bloom Committee Meeting - February 23, 2023

MOTION:

THAT the Minutes of the Communities in Bloom Committee Meeting held on February 23, 2023 be approved as presented.

RESULT:	ACCEPTED [UNANIMOUS]
MOVER:	Diane Zundel
SECONDER:	Romana Kashif
FOR:	Jefferies, Kashif, King, McMillan, Zundel
ABSENT:	Meyer, Riel

4. New and Unfinished Business

4.1. Community Gardening Day Update

Seville Kwan, Department Administrator, provided a brief update on Community Gardening Day taking place June 3, 2023, noting that the event will be held at Doug Barnes cabin.

4.2. Nominate your Neighbour Update

Seville Kwan, Department Administrator, provided a brief update of the Nominate your Neighbour Summer Program taking place June 15, 2023 - August 15, 2023, noting that the Committee has set a goal of receiving 150 nominations during this year's program.

4.3. Canada Day Parade

Seville Kwan, Department Administrator, provided a brief overview of the 2023 Canada Day Parade, noting various ways the Committee can participate. Committee Members agreed to bring this agenda item back to the Committee at a later date for further discussion.

4.4. Communities in Bloom End of Year Report

Vice-Chair Nicole McMillan provided a brief overview of the presentation for the Communities in Bloom End of Year Report that is scheduled to be presented at the April 11, 2023, Council Meeting.

4.5. Communities in Bloom Symposium Updates

Seville Kwan, Department Administrator, provided a brief overview of the draft schedule for the Communities in Bloom Symposium that is taking place September 27, 2023 to September 30, 2023.

MOTION:

THAT the Communities in Bloom Committee submit a request to the Mayor's office to proclaim the first week of May as National Communities in Bloom week.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Destiny Jefferies
SECONDER:	Romana Kashif
FOR:	Jefferies, Kashif, King, McMillan, Zundel
ABSENT:	Meyer, Riel

4.6. Roundtable

There were no items discussed during roundtable.

Adjournment

The meeting adjourned at 7:57 p.m.

Chair

Minutes of a Special Meeting of the Community Investment Program Advisory Committee held via electronic communications in Fort McMurray, Alberta, on Wednesday, March 29, 2023, commencing at 6:30 PM.

Present:

Chantal Beaver, Chair, Public-At-Large
 Erica Brewer, Public-At-Large
 Trudy Cockerill, Social Profit - Rural Organization
 Michael McQuilter, Oil Sands Industry Representative
 Anna Seinen, External Funding Representative
 Liana Wheeldon, Social Profit - Large Organization
 Allan Grandison, Councillor

Absent:

Matthew Miniely, Social Profit - Small Organization
 Funky Banjoko, Councillor

Administration:

Deanne Bergey, Director, Community and Protective Services
 Janelle Fleury, Department Administrator, Community and Protective Services
 Darlene Soucy, Clerk, Legislative Services

1. Call to Order

Chair Chantal Beaver called the meeting to order at 6:32 p.m.

Entrance

Anna Seinen joined the meeting at 6:35 p.m.

2. Minutes of Previous Meetings

2.1. Community Investment Program Advisory Committee Special Meeting - January 9, 2023

THAT the Minutes of the Special Community Investment Program Advisory Committee Meeting held on January 9, 2023 be approved as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Liana Wheeldon
SECONDER:	Michael McQuilter
FOR:	Beaver, Brewer, McQuilter, Seinen, Wheeldon
ABSENT:	Cockerill, Miniely

3. In Camera Session

MOTION:

THAT the Community Investment Program Advisory Committee close item 3.1 to the public pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Michael McQuilter
SECONDER:	Liana Wheeldon
FOR:	Beaver, Brewer, McQuilter, Seinen, Wheeldon
ABSENT:	Cockerill, Miniely

3.1. **Advice from Officials - Community Investment Program Review Phase Two Update**

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Deanne Bergey	Director, Community and Protective Services
Janelle Fleury	Department Administrator, Community and Protective Services
Darlene Soucy	Clerk/Legislative Advice
Mark Fanous	Deloitte LLP, External Consultant
Darren Liviniuk	Deloitte LLP, External Consultant
Luke Wilson	Deloitte LLP, External Consultant

Entrance

Trudy Cockerill joined the meeting at 6:40 p.m.

Exit and Assuming Chair

Chair Chantal Beaver exited the meeting at 7:37 p.m., at which time Vice-Chair Erica Brewer assumed the Chair.

MOTION:

THAT the meeting reconvene in public.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Liana Wheeldon
SECONDER:	Trudy Cockerill
FOR:	Brewer, Cockerill, McQuilter, Seinen, Wheeldon
ABSENT:	Beaver, Miniely

4. Adjournment

The meeting adjourned at 7:51 p.m.

Chair



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: Downtown Fort McMurray Wayfinding Plan

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT the Downtown Fort McMurray Wayfinding Plan be accepted as information.

Summary:

On February 28, 2023, Council adopted the Wood Buffalo Wayfinding Strategy - an overarching guiding document to support the development of wayfinding plans in the neighborhoods and communities of the Region. The first of these plans to be developed, the *Downtown Fort McMurray Wayfinding Plan* will support navigational needs, community identity, and tourism in Fort McMurray's downtown and waterfront area.

Background:

Wayfinding is a series of visual cues to help someone understand where they are and where they are going. It enhances the sense of place and creates a shared regional identity with color, graphics, designs, and public celebration of culture and history.

The Wood Buffalo Wayfinding Strategy (the "Strategy") is a guiding document that provides foundational elements for wayfinding in the Region including guiding principles, recommendations and considerations, and sign designs. Adopted by Council on February 28, 2023, the Strategy includes a process that can be used to create signage and wayfinding systems for Wood Buffalo communities and neighborhoods. This step-by-step process was used to develop the Downtown Fort McMurray Wayfinding Plan (the "Plan"), the Region's first wayfinding plan guided by the Strategy.

The Plan will support navigational needs, community identity, and tourism in Fort McMurray's downtown and waterfront area. It provides insight into how the recommendations for downtown wayfinding are based on the established guiding principles of the regional approach to wayfinding.

The five principles guiding regional wayfinding projects, and reflected in the Plan, are:

1. Celebrate Wood Buffalo.
2. Connect people to places.
3. Consider pedestrian needs.
4. Ensure consistency.
5. Wayfinding is for all.

Incorporating the guiding elements of the overarching Strategy, development of the Plan also relied on a site audit and public engagement to identify the places and areas that are important to residents and the community. The Plan also supports recent streetscape improvements, which includes sidewalks throughout downtown that were recently upgraded, creating more attractive and comfortable streetscapes for pedestrians.

The Plan contains the locations, details, content, and material for each of downtown's wayfinding elements, which can be used to source contracted services to fabricate and install the wayfinding elements. In addition to presenting the locations and content for wayfinding signs and elements, the Plan identifies a two-phase approach to implementation, identifying which signs are recommended to be installed in each phase from each of the sign families including pedestrian signs, vehicular signs, trail and park identification signs, and heritage plaques. This will facilitate a multi-year approach to budgeting for the full cost of implementation.

Budget/Financial Implications:

There are no immediate costs associated with the Plan. The details and specifications included in the Plan can be used to estimate costs to fabricate and install the wayfinding elements, which will be requested as part of the regular annual budget process. Full cost of implementation is expected to be in the range of one million dollars, comprising estimated costs of \$596,500 for Phase 1 and \$403,000 for Phase 2. This costing estimate includes materials and installation.

Rationale for Recommendation:

The Plan adheres to all the elements of the approved Strategy, and supports navigational needs, community identity, and tourism in Fort McMurray's downtown and waterfront area. It is aligned with Council's 2022-2025 Strategic Plan supporting downtown visualization.

Strategic Plan Values:

Downtown Visualization

Attachments:

Downtown Fort McMurray Wayfinding Plan April 2023



Downtown Fort McMurray Wayfinding Plan

April 2023

Land acknowledgement

We humbly acknowledge that the land on which we live, learn, work and play is Treaty 8 Territory, the traditional and ancestral lands of the Cree, Dene, and unceded territory of the Métis.

Acknowledgments

We would like to recognize everyone who contributed ideas and time to make the Downtown Fort McMurray Wayfinding Plan (the Plan) a collaborative effort.

RMWB Administration

Consultant team

Jennifer Koppe, 818 studio
Rick Gendron, 818 studio
Susan Zebedee, SZ Studio
Zoe Crandall, 818 studio

Wood Buffalo

Wood Buffalo residents,
Indigenous communities and
partners, and stakeholders
who gave their time to fill out
surveys, provide comments, and
discuss wayfinding.

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Introduction

What is in the Plan?

This document describes the Plan for downtown Fort McMurray and includes the process used to develop it. The project approach followed the procedures described in the Wood Buffalo Wayfinding Strategy. The Strategy provides context and definitions and should be read first.

The report briefly describes the approach to creating the Plan and provides details about engagement findings. It also contains the locations, details, content, and materials for each of downtown's wayfinding elements.

The details and specifications included in this plan can be used to find a contractor to fabricate and install the wayfinding elements.

Why a Wayfinding Plan?

Downtown revitalization was a focus of Council's 2018-2021 Strategic Plan. On November 10, 2020, Council, with support from the Wood Buffalo Downtown Revitalization Advisory Committee (WBDRAC) and Wood Buffalo Waterfront Advisory Committee (WBWAC), directed Administration to implement the actions and priorities as recommended by these Council-appointed committees, including support for the creation of a Downtown Plan for wayfinding. The plan is aligned with Council's 2022-2025 Strategic Plan supporting downtown visualization.

The Plan will support navigational needs, community identity, and tourism in Fort McMurray's downtown and waterfront area. The Plan also supports recent streetscape improvements; sidewalks throughout downtown were recently upgraded, creating more attractive and comfortable streetscapes for pedestrians.

The downtown was the region's first wayfinding plan guided by the Wood Buffalo Wayfinding Strategy. In addition to presenting the locations and content for wayfinding signs and elements, this document provides insight into how the procedures to develop the Plan were implemented.

What is the Wood Buffalo Wayfinding Strategy?

The Wood Buffalo Wayfinding Strategy provides an approach for developing the Plan, including directional signage, in Wood Buffalo communities and neighbourhoods. The Strategy provides foundational elements for wayfinding in the region including guiding principles, strategic recommendations, and sign designs.

The Strategy document includes a process that can be used to create signage and wayfinding systems for Wood Buffalo communities and neighbourhoods. This step-by-step process was used to develop the plan for downtown

The Strategy was developed after extensive engagement with residents, Indigenous partners, and stakeholders. In addition to a sign family, wayfinding elements include banners, murals, and public art.

What are the guiding principles?

The Plan was built on the principles discussed in the Wood Buffalo Wayfinding Strategy, summarized here.

Principle 1. Celebrate Wood Buffalo

Banners, illustrations, and signs reflect and celebrate the diverse character of the downtown. Indigenous visibility is strengthened by including Indigenous languages that are local to the region - Cree and Dene. Wayfinding elements help create beautiful streetscapes that make residents proud.

Principle 2. Connect people to places

Directional signs provide vehicular and pedestrian route connections between important destinations and promote safe, active travel.

Principle 3. Consider pedestrian needs

Wayfinding signage provides direction to pedestrians and people using alternative modes of transportation including bicycles and mobility scooters. Maps and walk times to places of interest encourage residents to walk to local destinations and facilities.

Principle 4. Ensure consistency

The visual identity used in the wayfinding program is consistent across the downtown. Destination names and abbreviations are consistent across signage types.

Principle 5. Wayfinding is for all

Pedestrian signs include universal icons and destination names in Cree and Dene. Wayfinding information is accessible. Wayfinding makes the downtown welcoming for newcomers since it will be easier to get around. Simple, visible wayfinding signs logically present information in manageable amounts and minimize clutter.

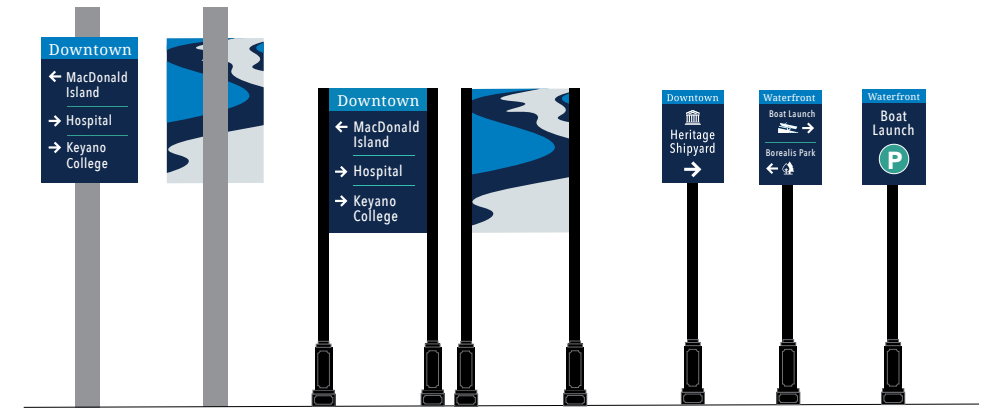
Introduction

What is the Wood Buffalo sign family?

The Wood Buffalo sign family is a set of designs that work together to present a regional look and feel for wayfinding signs. Sign types each have a specific purpose and audience and are selected to meet the needs of users within a comprehensive wayfinding system. Please refer to the Wood Buffalo Wayfinding Strategy for more information.



Banners



Vehicular wayfinding



Primary Park identification



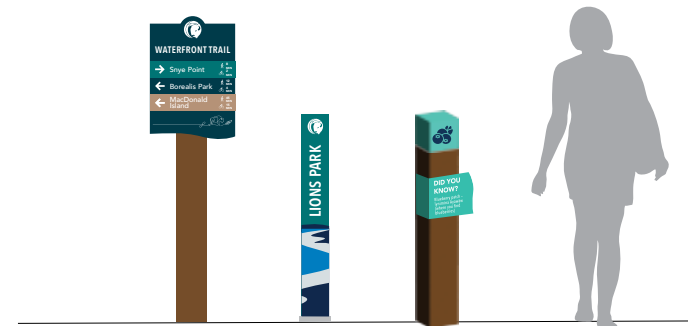
Secondary Park identification



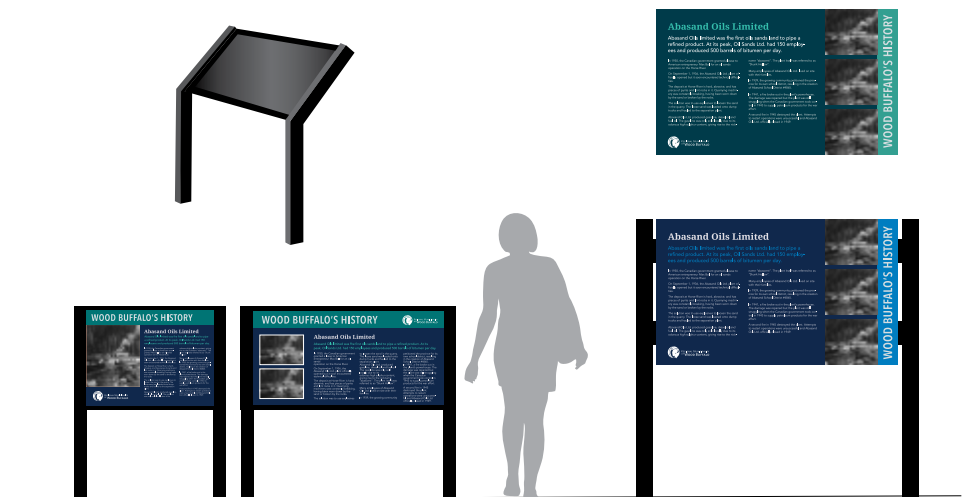
Smaller Park identification



Pedestrian wayfinding



Trail signs and did you know marker



Heritage plaques

Developing the Plan

What was the approach to develop the Plan?

The Plan was developed by following the procedures in the Wood Buffalo Wayfinding Strategy, illustrated below. A summary of each task and outcomes is included here.

Task 1: Establish project team

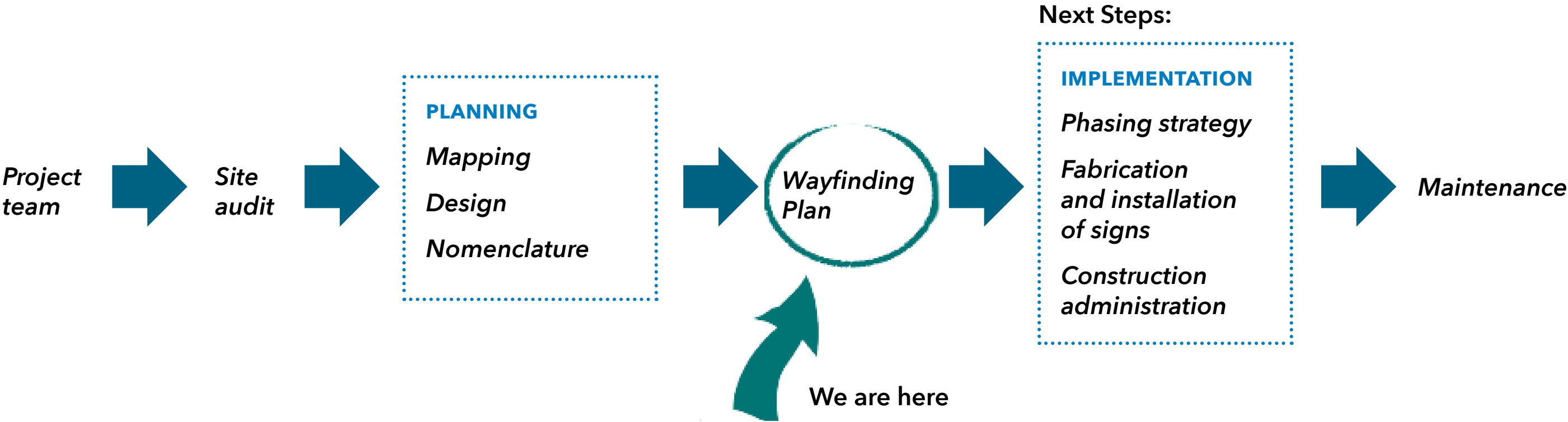
A project team was assembled in early 2022 that included the municipality and the consultant team. The project team discussed guiding principles and project objectives, as well as what project success would look like.

Based on engagement input and internal discussions, the project team developed the following project objectives.

- 1. Downtown streetscapes need additional signage to create a sense of place.
- 2. The Plan should be predominantly driver-focused; pedestrian areas are mainly in the downtown core and waterfront.
- 3. Consider key transportation/movement corridors in the downtown.
- 4. Downtown gateway points (entrances) need celebration.

Project success metrics were defined as follows.

- 1. The Plan guides users to a destination, and once they are there, informs them of nearby destinations and routes.
- 2. The Plan provides consistency with a unified Wood Buffalo brand to emphasize the identity of the region.
- 3. Downtown wayfinding tells local stories.
- 4. Wayfinding helps to define downtown and provides information about all its amenities.



The tasks involved in developing the Plan.

Developing the Plan

Task 2: Site audit

The consultant team conducted an inventory and analysis of signs and wayfinding elements in the downtown. The team also visited other Fort McMurray neighbourhoods to view other sign types and wayfinding elements.

There is minimal signage within the downtown area. Of the existing signs, the majority are informational and identification signs. There is no consistency in look and feel to the current signage program.

This page presents some of the site audit findings.



Maintenance

Damaged signs should be repaired immediately to deter additional vandalism.



Wrapped utility boxes

Although some of the utility boxes have been vandalized, most of them are in good condition.



Materials and weathering

This is a prominent identification sign. The wood is a bit weathered. The bottom of the posts are not adequately protected from trimming damage.



Pole-mounted flags

The flags lack impact. Small flags hung at a high height look even smaller than they are. The flags should be moved so they hang to about 3m from the ground, or a larger size installed on existing brackets.



Heritage plaques

The Municipal Heritage Plaque Program tells the stories of the significant people, places, and events in the community's history. However, they seem randomly placed in the streetscape and subject to vandalism.

Additional signs should be added to highlight Indigenous history.



Street Banner Program

Some brackets are broken so some banners are not securely fastened to the post at the bottom. Regular maintenance is required.

Some of the art banners are difficult to see since the colours and art get lost against the sky in certain light conditions. Artwork needs to have more visual contrast.

Banners would have more visual weight if they were mounted on every pole along a major road, or on both sides of the poles.



Directional signs to downtown

There is currently no identification or directional signage off of the highway. A visitor who is unfamiliar with the area wouldn't know where to turn to access downtown.



Parks and trails identification

There is a need to properly identify public parks, trail systems, and bridges. This identification will aid in recognition and provide more context for the area. The signage that currently exists does not lead a visitor along a prescribed route.



Sign placement

This regulatory sign is located at Borealis Park. The shrubs planted in front of the sign have grown to their mature height, blocking the sign from view.

Developing the Plan

The site audit process includes an assessment of future signage needs. Twelve proposals identify themes for improving wayfinding in the downtown. Many of the proposals were incorporated into the Plan, and others were discussed and rejected or postponed for another time.

Proposal 1. Pedestrian wayfinding along waterfront

The waterfront would benefit from pedestrian wayfinding along Clearwater Drive.



Clearwater Drive and Morrison



Clearwater Drive and Franklin

Proposal 3. Borealis Park identification

Add street-side signage to alert pedestrians to the presence of the park. Add banners inside the park to assist with placemaking.



Clearwater Drive at Borealis path



Borealis Park

Proposal 5. Highway vehicular directional signs

Place vehicular directional signage at the Memorial Drive/Sakitawaw Trail intersections at Hardin Street and Morrison Street.



Memorial/Sakitawaw and Hardin



Memorial/Sakitawaw + Morrison

Proposal 2. Vehicular wayfinding along waterfront

Add vehicular directional to Boat Launch and Heritage Shipyard to create more prominence for these attractions.



Clearwater Drive and Hardin



Clearwater Drive and Queen

Proposal 4. Crosswalk painting

Place Indigenous art at crosswalks along Clearwater Drive to reflect local culture. Decorative crosswalks also increase pedestrian safety.



Clearwater Drive at Hardin Street



painted crosswalk example

Proposal 6. Banners to define major streets

Place banners along key streets to create identity and provide vibrancy. Colour code the banners to create a statement for each street.



Franklin Avenue

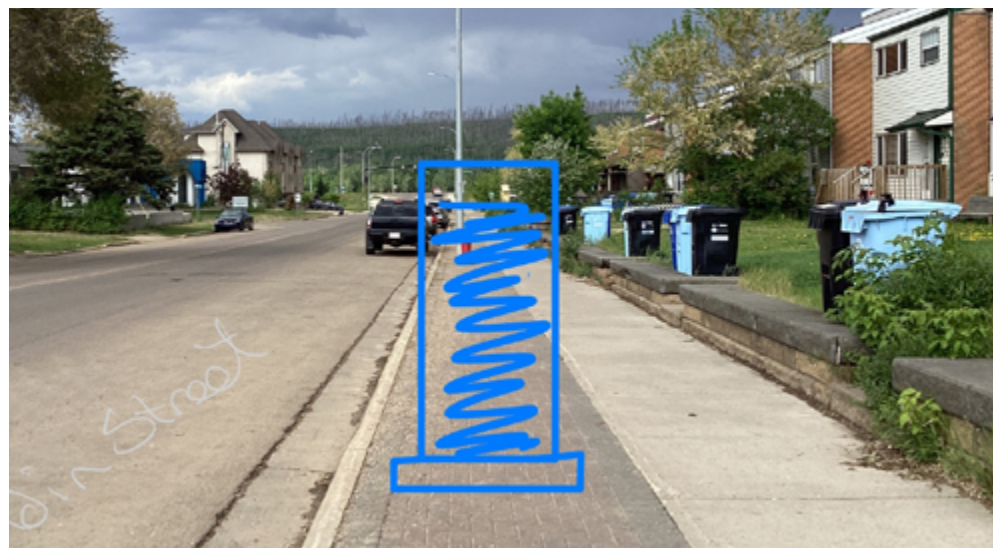


Clearwater Drive

Developing the Plan

Proposal 7. Pedestrian wayfinding and orientation

Include pedestrian wayfinding and orientation maps along Franklin Ave and some of the main streets that lead to the waterfront, e.g., Hardin, Morrison, and Main streets.



Hardin Street

Proposal 8. Pedestrian bridge and trail signage

Establish names for the bridges so they are easy to reference. Place trail markers to orient and guide pedestrians through the trail system.



Bridge near Lions Park



Other bridge near Lions Park

Proposal 9. Lions Park orientation

Increase the legibility and ease of navigating Lions Park. Add signs to secondary entrances to Lions Park. Identify the boundaries of the disc golf course.



Secondary entrance to Lions Park

Proposal 10. Heritage Village identification

The directional signage to Heritage Park is quite small. Provide a larger, more welcoming sign for this tourist attraction.



King Street entrance to Heritage Village

Proposal 11. Downtown gateway signs

Add gateway signs at downtown's main entrances to welcome visitors and create a sense of arrival at a special place.



Franklin Avenue and MacDonald



Hospital Street east of Hwy 63

Proposal 12. Decorative street signage

For all of downtown or selected major streets, consider installing a more decorative street sign to provide identity to the streetscapes.



Franklin Avenue and Main Street

Developing the Plan

Task 3: Mapping

Task 4: Nomenclature

Task 5: Design

Tasks three through five comprise the planning phase that informs the Plan creation. The tasks were undertaken concurrently and are described together.

The consultant team assembled preliminary materials based on expert knowledge, site audit findings and recommendations, previous engagement results, and discussions with the municipal project team.

The preliminary materials included a destination hierarchy and suggested abbreviations, and were used as conversation starters with the municipal project team as well as residents, Indigenous partners, and stakeholder groups. Discussion topics included which part of downtown could benefit from wayfinding, why people go downtown, and the main gateways into downtown.

Mapping, nomenclature, and design were refined through two phases of engagement. The outcomes of these three tasks are visible in the Wayfinding Strategy. The final destination hierarchy is included on this page.

Destination hierarchy

A destination hierarchy is used to determine sign message priorities when there are too many destinations to include on the sign. For example, vehicular destination signs can only include three or four destinations. The destination hierarchy is consulted to decide which destinations should be reflected on signs in a certain location.

The downtown destination hierarchy was developed and refined through public engagement and participant discussions.

The areas on the map were for convenience only, and were not intended to divide the downtown into zones or districts.

Facilities, amenities, and places of interest should be added to the downtown hierarchy when the Plan is reviewed, and then integrated into the wayfinding signs.

Maximum of 4 destinations with single lines

Downtown

← Line 1 copy

→ Line 2 copy

→ Line 3 copy

→ Line 4 copy

Less than 4 destinations fit with longer names

Downtown

← Line 1 copy with 2 lines

→ Line 2 copy

→ Line 3 copy with 2 lines

Destination sign examples



Map for determining destination hierarchy

Downtown destination hierarchy

Hierarchy	Area A (see map)	Area B (see map)	Area C (see map)
Primary	MacDonald Island Park Peter Pond Shopping Mall Provincial Courts Municipal and Provincial Buildings	Northern Lights Regional Health Centre Keyano College Fort McMurray Heritage Village	Snye Point Snye Point Boat Launch Fort McMurray Heritage Shipyard Borealis Park
Secondary	Kiyām Community Park Golden Years Society Rotary House	Lions Park Syncrude Sport & Wellness Centre Nistawoyou Association Friendship Centre Willow Square Continuing Care	Haxton Centre
Tertiary	Cemetery Jubilee Plaza	Saline Creek Foot Bridge River City Mall	Casselman Lush Memorial Skate Park
Quaternary	Markaz ul Islam (mosque) McMurray Gospel Assembly NorthLife Fellowship Baptist Church All Saints Anglican Church of Canada Jesus the Anointed One Church Native Christian Fellowship United Church of Canada RCCG The Lord’s Heritage	Church of Christ St. John the Baptist Catholic Parish Fort McMurray Composite High School Dr. Clark Public School Our Lady of the Rivers School	

Developing the Plan

How were residents and partners engaged?

Developing the Plan involved extensive engagement.

The municipality worked with the consultant team to discuss and assemble information, and coordinate engagement materials. Presentations and discussions occurred with residents, Council, Indigenous partners, and downtown stakeholder groups.

The Participate Wood Buffalo page included online surveys, mapping tools, and an idea widget. Extensive communications occurred through social media, radio, news releases, community posters, and numerous forms of advertising. Engagement results are compiled in two “what we heard” reports, available on the Participate Wood Buffalo website. A summary of the engagement phases is followed by a description of how regional input was considered in developing the Downtown Plan.

Engagement phase 1: Research

The first phase of engagement took place between June 22 and July 20, 2022. The purpose of the first phase was to gather information about downtown’s wayfinding needs and important destinations.

The project was promoted on Participate Wood Buffalo (PWB) and in-person during a lunch and go engagement session held on July 6, 2022 at Jubilee Centre. The project was discussed at Community Coffee Chats, and a virtual open house was held on July 19, 2022.

Engagement phase 2: Design

The second phase took place between September 12 and October 9, 2022. The purpose of the second phase was to gather feedback on prototypes, destinations, nomenclature, and materiality.

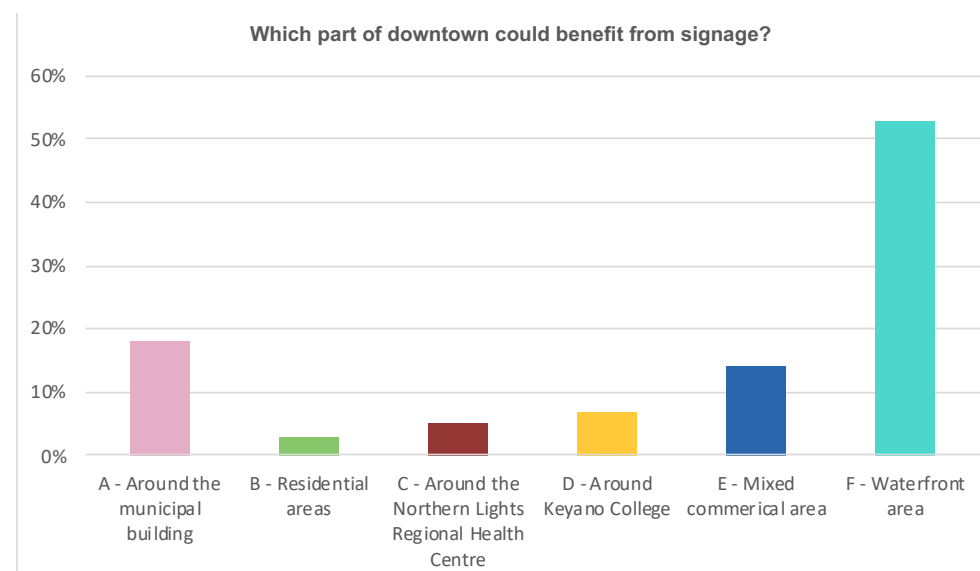
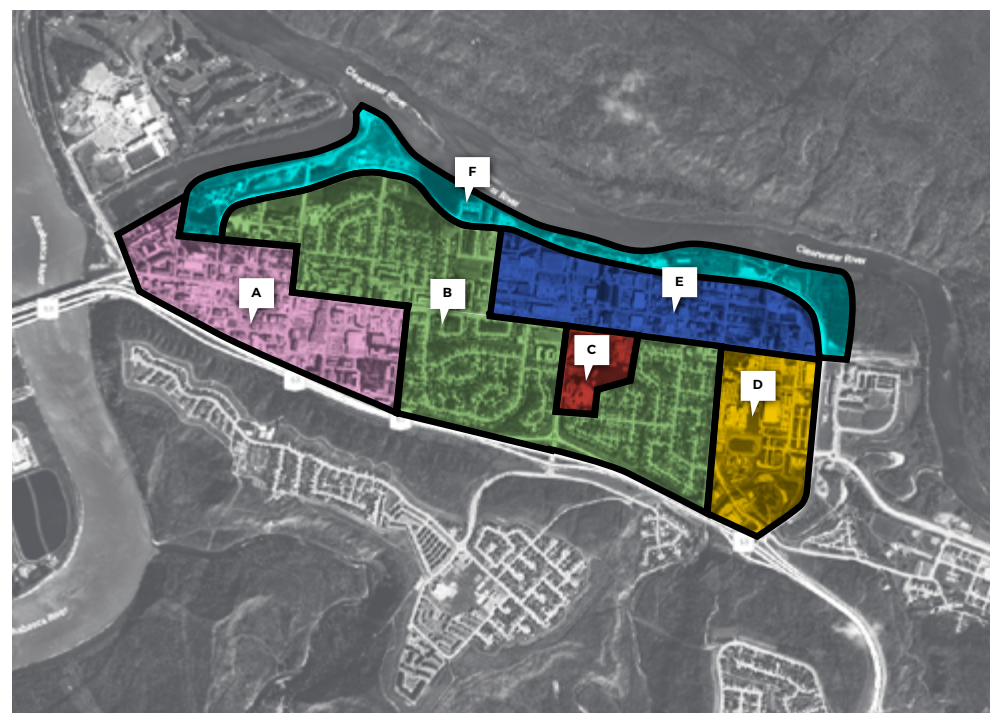
The project was promoted on PWB and in-person during the Fort McMurray Fall Trade Show & Market, September 24-26, 2022. The project was discussed with partners and stakeholder groups during virtual workshops. Extensive communications occurred through social media, radio, news releases, community posters, and numerous forms of advertising.

What were key engagement findings?

Key engagement finding 1: Signage is needed at the waterfront and around the municipal building.

Of all the downtown areas, the waterfront could benefit the most from signage. The area around the municipal building was a distant second.

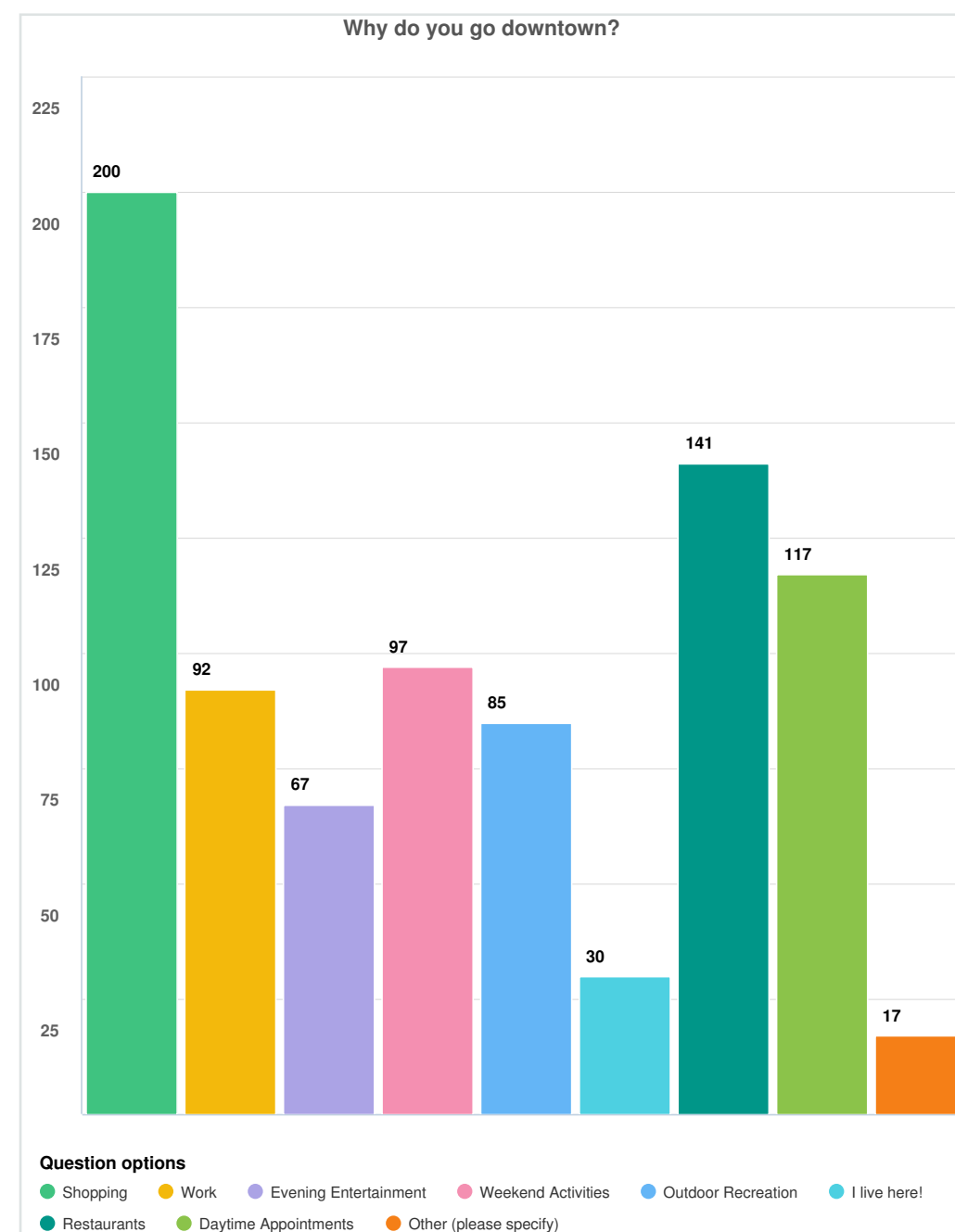
As a result, the downtown plan pays special attention to the waterfront and the area around the municipal building.



Key engagement finding 2: Most people visit downtown during the day.

Most people go downtown for shopping, dining out, and daytime appointments.

This feedback was used to develop a preliminary list of destinations that were then refined through discussions with residents, partners, and stakeholders.

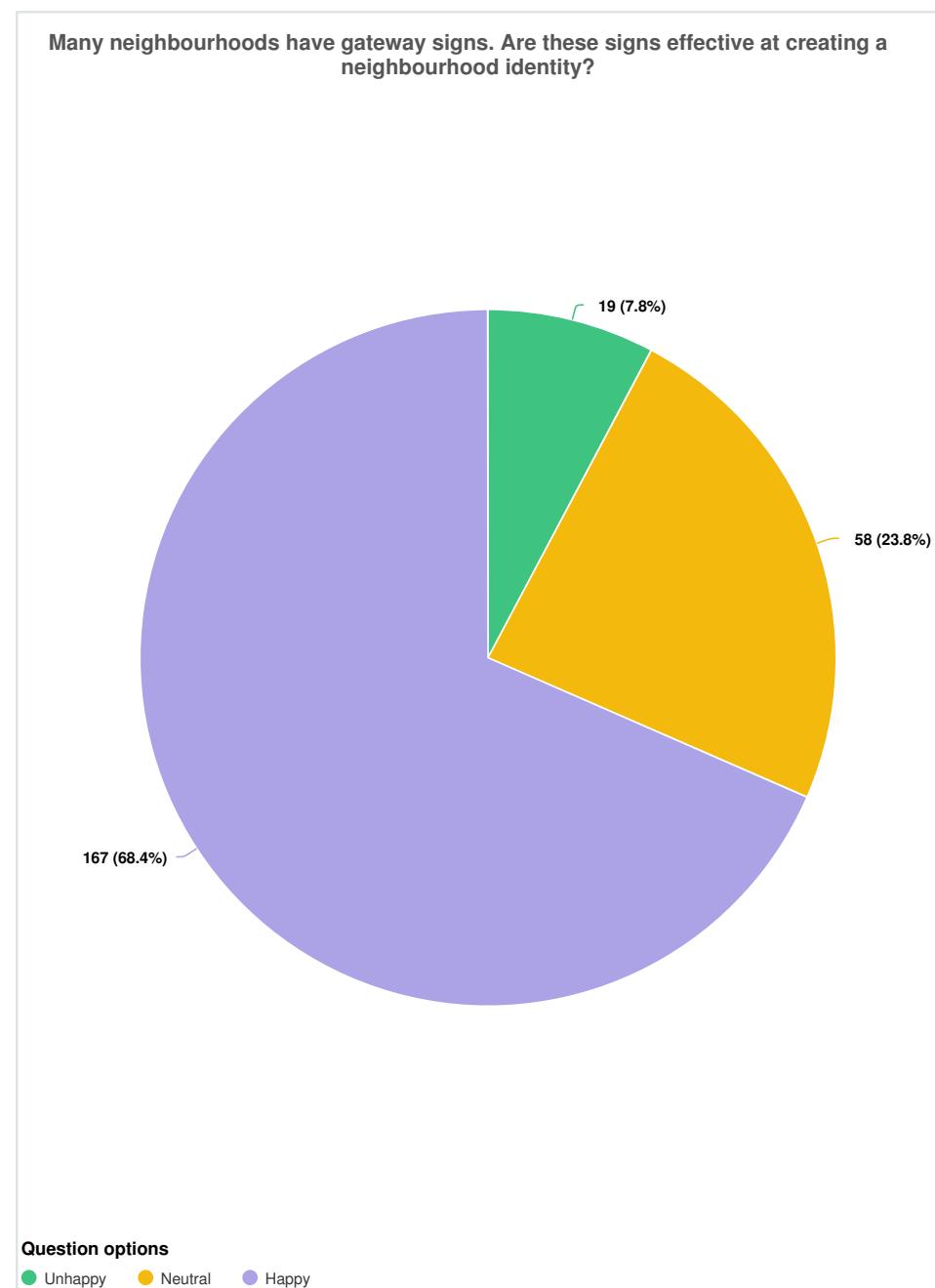


Developing the Plan

Key engagement finding 3: Gateway signs are effective.

A majority of residents (68%) think that gateway signs are effective at creating neighbourhood identity.

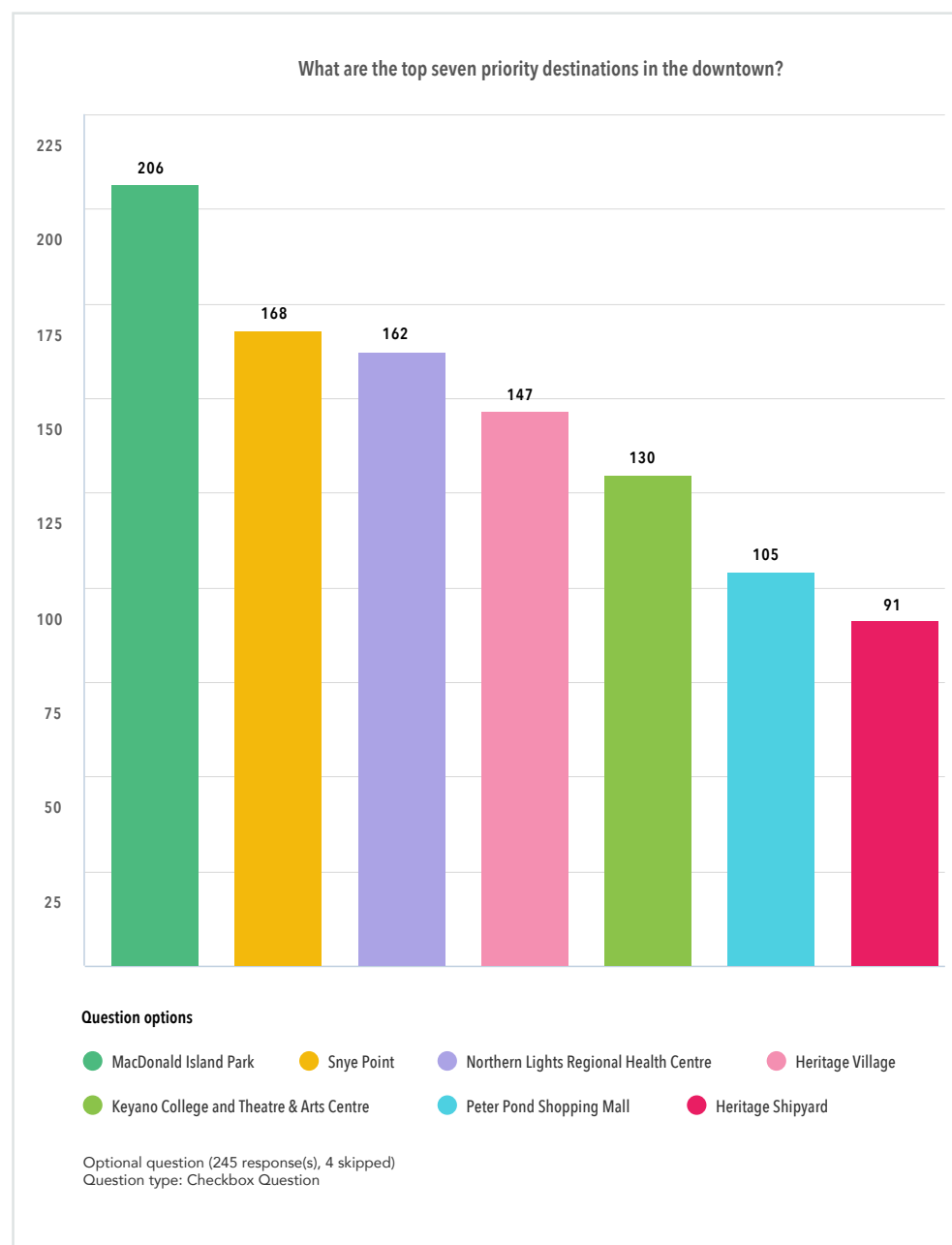
This indicated that the downtown would benefit from gateway signs to help establish a sense of place, and that the gateway signs should fit with the existing gateway signs in the region.



Key engagement finding 4: Important destinations are MacDonald Island Park, Snye Point, and Heritage Village.

The four most important downtown destinations identified were MacDonald Island Park, Snye Point, Northern Lights Regional Health Centre, and Heritage Village.

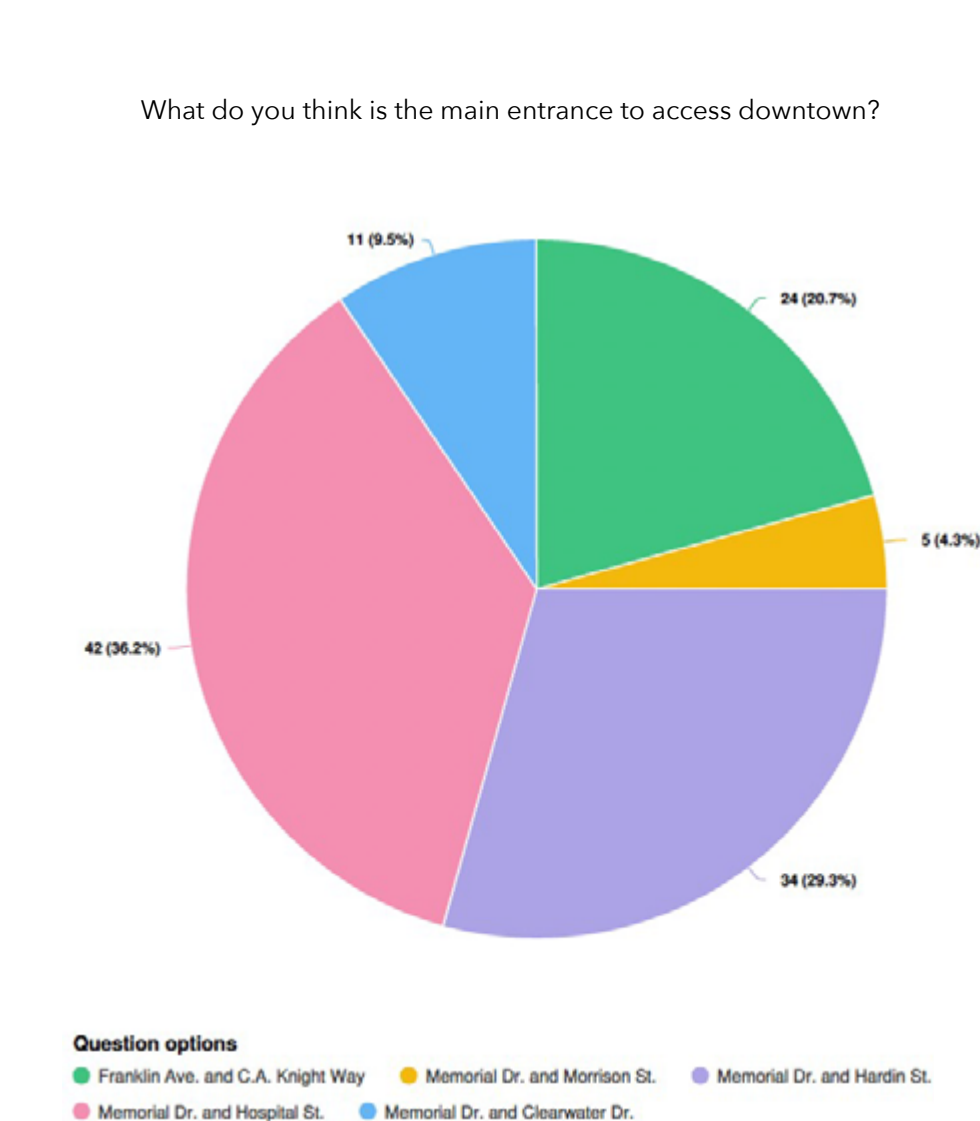
Input on priority destinations was used to create an initial destination hierarchy for subsequent engagement discussions.



Key engagement finding 5: Downtown main entrances are at Hospital, Hardin, and Franklin + C. A. Knight Way.

To get a better idea of the best location for downtown gateway signs, survey respondents were asked to identify downtown's main entrance.

Input was used to help identify where gateway signs would be most impactful.



Developing the Plan

How was input incorporated into the Plan?

The Downtown Plan involved substantial planning and consideration of engagement inputs. Responses to some of the engagement themes are included here.

	What we heard from residents, partners, and stakeholders	How input was incorporated in the Plan
1.	Signs around the Golden Years Society should be accessible.	<ul style="list-style-type: none"> A pedestrian orientation sign with a local area map was placed near the Golden Years Society in a location that maximizes pedestrian safety and accessibility.
2.	The Street Banner Program should be maintained.	<ul style="list-style-type: none"> The Street Banner Program places art banners on King Street (10 poles, single sided) and Clearwater Drive (12 poles, single sided). There are five groups of placemaking banners (groups of 5 poles, double-sided). Wayfinding banners and Street Banner Program art banners were placed side by side (double-sided) on Clearwater Drive. The wayfinding banner will provide consistency and the art banner will provide additional sense of place and reflect local pride. The Wayfinding Strategy does not have an impact on the Street Banner Program placemaking banners.
3.	How will the main entrances to access downtown be celebrated?	<p><u>Highway 63 and Hospital Street</u></p> <ul style="list-style-type: none"> New gateway sign was identified for Hospital Street before Fitzgerald Avenue. <p><u>Memorial Drive/Sakitawaw Trail and Hardin Street</u></p> <ul style="list-style-type: none"> Wayfinding banners with new poles were placed along Hardin between the highway and half a block past Franklin Avenue. Vehicular directional signs pointing to downtown were placed on Memorial Drive before the intersection. <p><u>Franklin Avenue and C.A. Knight Way</u></p> <ul style="list-style-type: none"> New gateway sign was identified for the teardrop-shaped grassed area between the roads.
4.	Include the Legion Hall and Military Museum in Waterways as a destination in the Plan.	<ul style="list-style-type: none"> Getting to Legion Hall from the downtown would require additional directional signs to be installed in Waterways, outside the scope of the downtown plan. Instead, "Waterways" was included as a destination on a vehicular sign along Clearwater Drive.
5.	Downtown facilities owned by the RMWB (e.g., parks, buildings) could benefit from additional signage to have a greater contribution to downtown's sense of place.	<ul style="list-style-type: none"> Parks identification signs have been included in the Downtown Plan. Different sizes are included in the Wood Buffalo sign family which could be used for facility identification.
6.	Downtown should be celebrated with gateway signs reflecting downtown's special place in the region.	<ul style="list-style-type: none"> Downtown gateway signs welcome visitors in three languages. Downtown gateway signs are a different style than those in other communities and neighbourhoods. The design incorporates river references and has a similar look to the Wood Buffalo sign family.

Recommendations for downtown wayfinding

The following recommendations support the implementation of the Plan.

	Topic	Discussion	Recommendation
1.	Illustrations	<p>The wayfinding plan provides an opportunity to incorporate illustrations that convey the character of the community.</p> <p>Illustrations for the downtown signs reflect the surrounding rivers, and plants and animals from the local natural environment. When needed, the RMWB could expand the number of illustrations available for wayfinding in the downtown.</p>	The RMWB should follow public art process to explore commissioning a local or local Indigenous artist for additional illustrations and artwork for downtown wayfinding, when needed.
2.	Heritage plaques	<p>The Heritage Plaque Program tells the stories of the significant people, places and events in the community's history for the enjoyment and education of residents and visitors. There are 19 plaques in downtown Fort McMurray, some in excellent condition and some in disrepair.</p> <p>The program is administered by the municipality in association with the Fort McMurray Heritage Society. The program has a small annual budget and a limited number of signs are created or updated each year.</p> <p>The RMWB sign family includes three designs for heritage plaques. The small version is the same size as the existing heritage plaques.</p>	<p>A. All heritage plaques in the downtown should be replaced with the RMWB sign family design.</p> <p>B. The content of all plaques should be reviewed in the context of the Truth and Reconciliation Commission of Canada: Calls to Action.</p> <p>C. The Municipal Heritage Plaque Program should create and install plaques that contain information about local Indigenous culture and history.</p>
3.	Downtown gateway signs	<p>Downtown Fort McMurray belongs to the entire region. It is not only a neighbourhood, a shopping and recreation destination, and a service area; it is the core of Wood Buffalo. As it belongs to all Wood Buffalo residents, it needs to be celebrated differently from other communities and neighbourhoods. The sign should act as a welcoming feature for regional residents and visitors.</p> <p>During engagement discussions it was stated that Indigenous history and culture is based on the land. Using plants and animals from the local environment in wayfinding illustrations pays honour to traditional and continuing Indigenous practices.</p> <p>The designs in the Plan include a variety of plant, animal and bird illustrations that are native to the area. As such, it made sense to carry these over onto the downtown gateway signs. The illustrations are prominent, creating an artistic focal point and adding further character to the wayfinding system.</p>	Gateway signs should celebrate downtown's unique role in the region.
4.	Downtown gateway signs – temporary electronic signs	<p>Installing one of downtown gateway signs will require a temporary electronic sign to be moved.</p> <p>To maximize visual impact of the gateway sign, the temporary electronic sign board should be relocated at least 100 m away. The gateway sign should take visual preference.</p>	Temporary electronic signs boards should not be placed within 100 m of downtown gateway signs.
5.	Downtown gateway signs - vegetation	<p>Where appropriate, gateway signs should be surrounded by a planting bed.</p> <p>Plant materials should not obscure the signs when they reach mature height. Careful plant selection will reduce maintenance (pruning) needs. Shrub species could include juniper, wild rose, blueberry, creeping willow, spirea, low bush or dwarf cranberry, bearberry, labrador tea, buckbrush, bird's nest spruce, or lingonberry. Refer to the recommended plant lists in the Engineering Servicing Standards (ESS).</p> <p>Consider installing an irrigation system to keep plant material robust and healthy-looking.</p> <p>Inspect plantings regularly and replace dead and dying plants promptly.</p>	The RMWB should incorporate planting around the gateway sign at Franklin Avenue and C.A. Knight Way.

Recommendations for downtown wayfinding

	Topic	Discussion	Recommendation
6.	Waterfront development and trail system	<p>The Downtown Plan includes signs for existing trails.</p> <p>Planned upgrades to the waterfront might require additional destinations to be included on signs. The pedestrian orientation signs are designed so the maps can be updated independently of the entire sign. Maintaining the overarching term “waterfront” as a catch-all destination extends the lifecycle of the signage system, as signs will not need to be updated as destination names change.</p> <p>Upgrades to the waterfront trail system design are in the planning process. Construction of new trails in the downtown and waterfront areas should include wayfinding elements such as trail markers. Interpretive signs could tell land-based stories about history and culture to create a more deeply-rooted sense of place along the rivers. The “did you know” markers are fun, quick ways to identify a special area, and could be used along the pathways or waterways to identify important plants, animals, or areas that have a cultural story.</p>	Wayfinding and signage for the waterfront park revitalization project should be guided by the Wood Buffalo Wayfinding Strategy.
7.	Maintenance/Fabrication/ Installation	<p>Sourcing a local supplier or fabricator will keep economic benefits in the region and simplify maintenance.</p> <p>Maintenance is integral for any wayfinding program and should be included in operational budgets. An inventory of all wayfinding elements should be created and updated as required. A local fabricator could be engaged to do regular inspections, noting deterioration or damage, missing hardware, dents, paint damage, and graffiti. It is also important to ensure the signs are cleaned when necessary. Ongoing inspection and maintenance will help maintain the integrity of the wayfinding system and minimize costly repairs or unplanned future replacement.</p>	The municipality should include maintenance of the wayfinding system in its operational budget.
8.	Banners along Memorial Drive/Sakitawaw Trail	The highway right-of-way is owned by Alberta Transportation. If the decision is made to install wayfinding banners along highway 63, an application to Alberta Transportation will be required.	The municipality should determine whether to pursue placing banners along Memorial Drive/Sakitawaw Trail.
9.	Special event banners	Creating banners with illustrations for specific special events, such as the Arctic Winter Games, will enhance the visual appeal of the downtown during the event.	The municipality should replace wayfinding banners with special event banners as needed. Special event banners could be placed along travel routes to the special event location. Special event banners could replace the illustrated banner, and hang beside the street name banner.
10.	Banners on Hardin Street at Memorial Drive/ Sakitawaw Trail	Additional posts might be required on Hardin Street between Memorial Drive/Sakitawaw Trail specifically for banners. Banner posts should conform to specifications similar to those for the pedestrian wayfinding posts, ensuring that the bottom of the banner is 12 feet from the ground as per the Street Banner Program specifications.	The municipality should consider installing banner posts in locations where they are not enough lamp standards or where the lamp standards are already used for other signage.

Recommendations for downtown wayfinding

	Topic	Discussion	Recommendation
11.	Highway 63/Memorial Drive/Sakitawaw Trail and downtown exits	The exits to downtown from northbound Memorial Drive/Sakitawaw Trail are not well marked. There is not enough land to install gateway signs at Manning or Hardin streets.	<p>A. The municipality should apply to Alberta Transportation to remove the existing “City Centre next 3 exits” sign along Highway 63 (northbound) and install a stand alone sign in advance of downtown that reads:</p> <p style="padding-left: 40px;">Downtown Fort McMurray Next 4 exits</p> <p>B. The stand alone sign northbound at Morrison Street should be replaced with a sign that reads</p> <p style="padding-left: 40px;">Downtown via Morrison Street --></p> <p style="padding-left: 40px;">A southbound sign should be placed in advance of Morrison St: <-- Downtown</p> <p>C. A vehicular directional sign should be placed in advance of the Hardin Street intersection that reads:</p> <p style="padding-left: 40px;">northbound: Downtown via Hardin St --></p>
12.	Bridge names	Naming the pedestrian bridges would provide opportunities to enhance sense of place and make wayfinding easier, as the bridges could be included as destinations or points of interest. This would be a great way to highlight Indigenous history and culture.	<p>A. The Community Identification Committee should start a process to assign names to the pedestrian bridges in downtown.</p> <p>B. Once the names are approved by the Community Identification Committee, install identification signs on each bridge.</p>
13.	Trail names	Naming the trails that are part of the downtown walking trail network would provide opportunities to enhance sense of place. Trail names would make wayfinding easier as names help users orient themselves.	<p>A. The Community Identification Committee should start a process to assign names to the walking trails in downtown.</p> <p>B. Once the names are approved by the Community Identification Committee, install trail identification signs at entrances and junctions.</p>
14.	Existing wayfinding signs	<p>There are only a few existing wayfinding signs in downtown. They should be removed when the new signs are installed.</p> <p>“City Centre” signs should be removed when vehicular directional signs are installed.</p> <p>The hospital routes marked by the blue “H” signs and arrows requires some upkeep. One arrow is missing from a sign on Franklin Avenue northbound, between Centennial Drive and Queen Street.</p>	<p>A. The municipality should Include removal of existing signs in scope of work for sign contractor.</p> <p>B. The municipality should replace any missing signs from the hospital routes.</p>

Attachment: Downtown Fort McMurray Wayfinding Plan April 2023 (Downtown Fort McMurray Wayfinding Plan)

Downtown Fort McMurray Wayfinding Plan

The Plan

The following pages contain the maps, sign schedules, details, and specifications for a comprehensive downtown wayfinding system.

Next steps

This list provides a high level overview of the general requirements for next steps for planning purposes only. It is not intended to be an exhaustive list of tasks.

1. Develop costing estimate for Phase 1 and other phases. Work to secure funding, through the capital budget process, grants, partnerships with other organizations, and other sources.
2. Indigenous and Rural Relations to work with local knowledge keepers to identify additional special places to be marked by “did you know” markers or interpretive signs.
3. Find a wayfinding consultant to act as project manager for the implementation of the downtown plan. Consultant’s scope of work will include the following.
 - Finalize sign package for tender.
 - Assist in contractor selection process.
 - Review shop drawings and material specifications provided by contractor to ensure quality control and alignment with the design.
 - Initiate and review production of prototypes.
 - Provide contract administration services: conduct site visits, prepare site review reports, identify deficiencies, review progress claims, etc.
4. Finalize sign package for tender.
 - Incorporate the Cree and Dene translations on the pedestrian signs.
 - Finalize the specs and drawings for review and acceptance by the municipality.
 - Determine which signs will be done within the first phase.
 - Determine scope of work for implementation (e.g., does the installer provide GIS locations for all wayfinding elements?)
5. Issue a tender to solicit bids for the fabrication and installation of the wayfinding elements. Secure a contractor.
6. Based on supplied templates, contractor will prepare an electronic file for each sign with the correct messaging, artwork, size, spacing, font, colours, etc., for municipal review and approval.
7. Contractor will install signs as per ESS.
8. Wayfinding consultant to provide contract administration services to provide oversight to contractor during fabrication and installation.
9. Once installation is complete, communicate and celebrate!

Sign Family

Pedestrian Signage

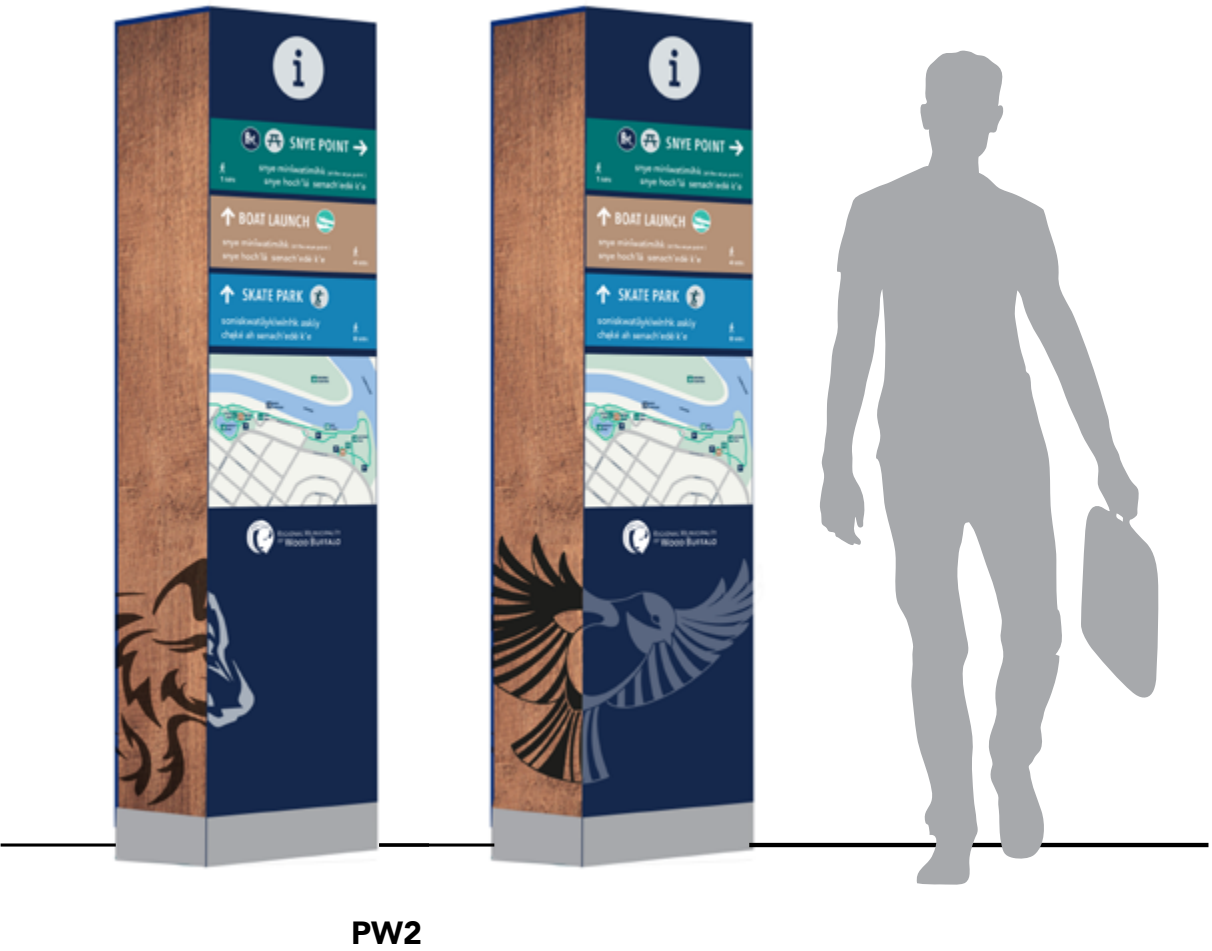
Pedestrian Wayfinding Blades

The pedestrian blades provide directional information, average walk times and icons where applicable. The bright colours are easy to spot and provide guidance while navigating by foot.



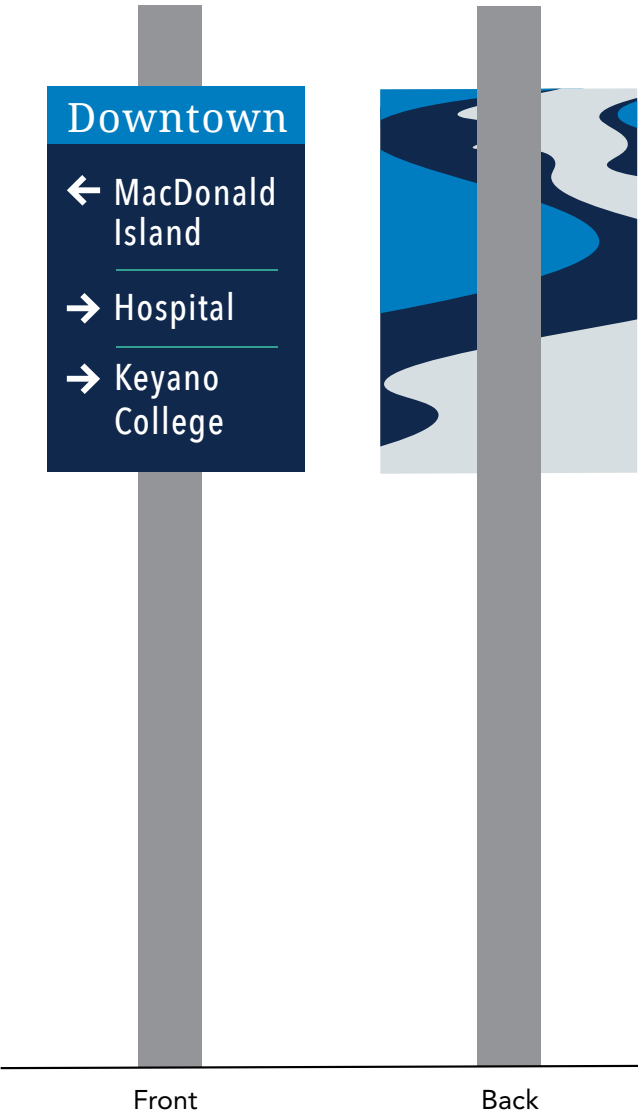
The pedestrian orientation sign contains directional information as well as a map of the surrounding area. Each sign contains a unique illustration that wraps around the side and front of the cabinet creating visual interest and adding texture and dimension to the sign.

Pedestrian Orientation



Vehicular Signage

Vehicular Directional (post mounted)



VW1-a

Vehicular Directional (free-standing)



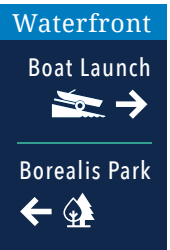
VW1-b

Vehicular Directional (Specific Destination)



VW2

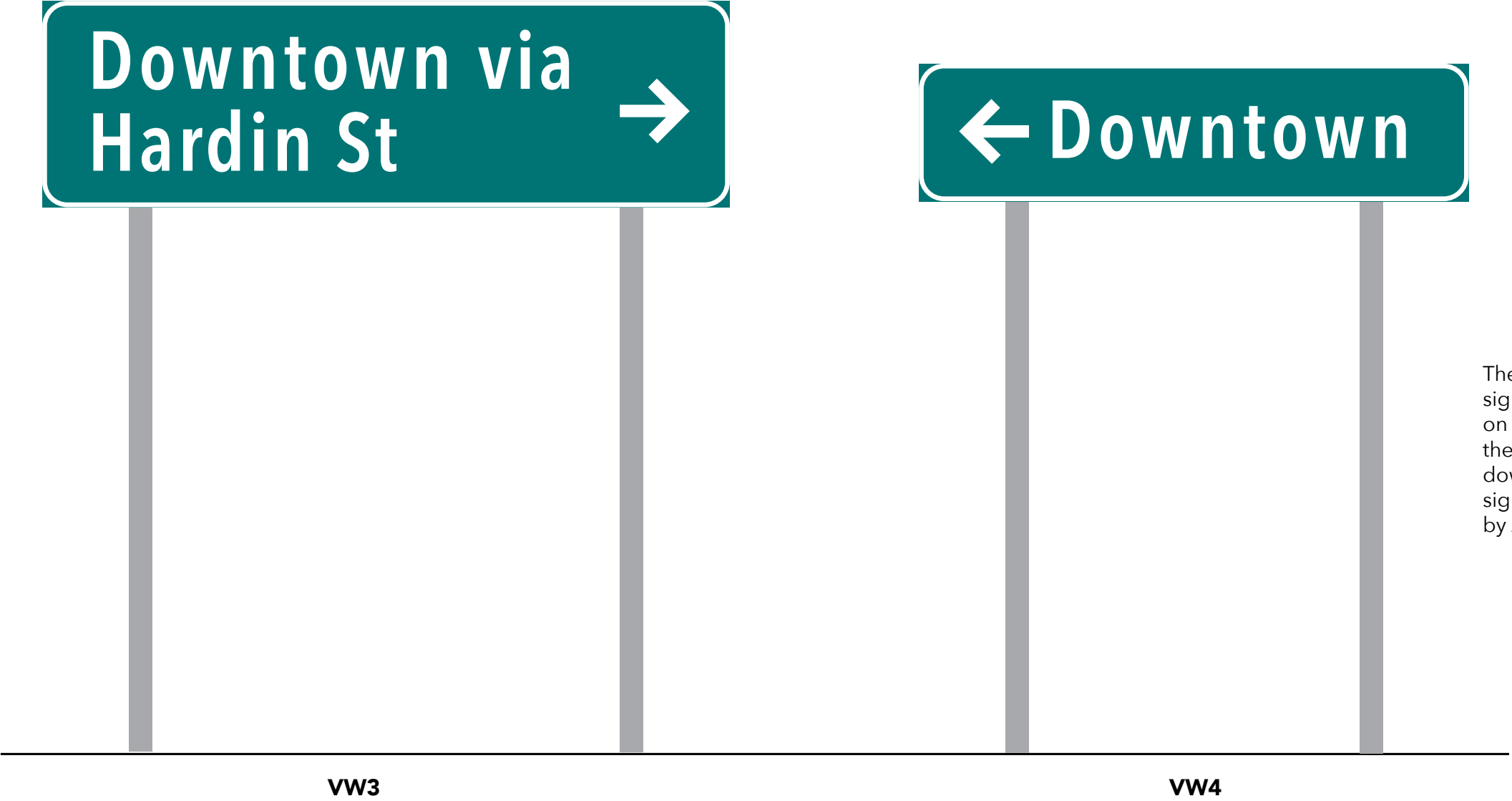
Destination Parking



VWP

The vehicular signage provides directional information to specific downtown destinations. The back of the panels contain a graphic illustration representing the rivers within downtown.

Highway Directional



Gateway Sign

The gateway sign is specific to downtown and will act as a prominent visual gateway welcoming people into downtown. During engagement discussions, it was stated that Indigenous history and culture is based on the land, and therefore illustrations should include plants and animals from the local environment. The back of one gateway sign includes an illustration of the raven, a conspicuous local citizen, and the other includes a chickadee. The illustrations create an artistic focal point which adds further character to the signage.

The sign uses backlit lettering so it will be highly visible at night. The illustrations on the back of the sign are routed out of aluminum, providing visual interest and dimension to the sign. The proportion of the sign allows room to incorporate the Cree and Dene languages.



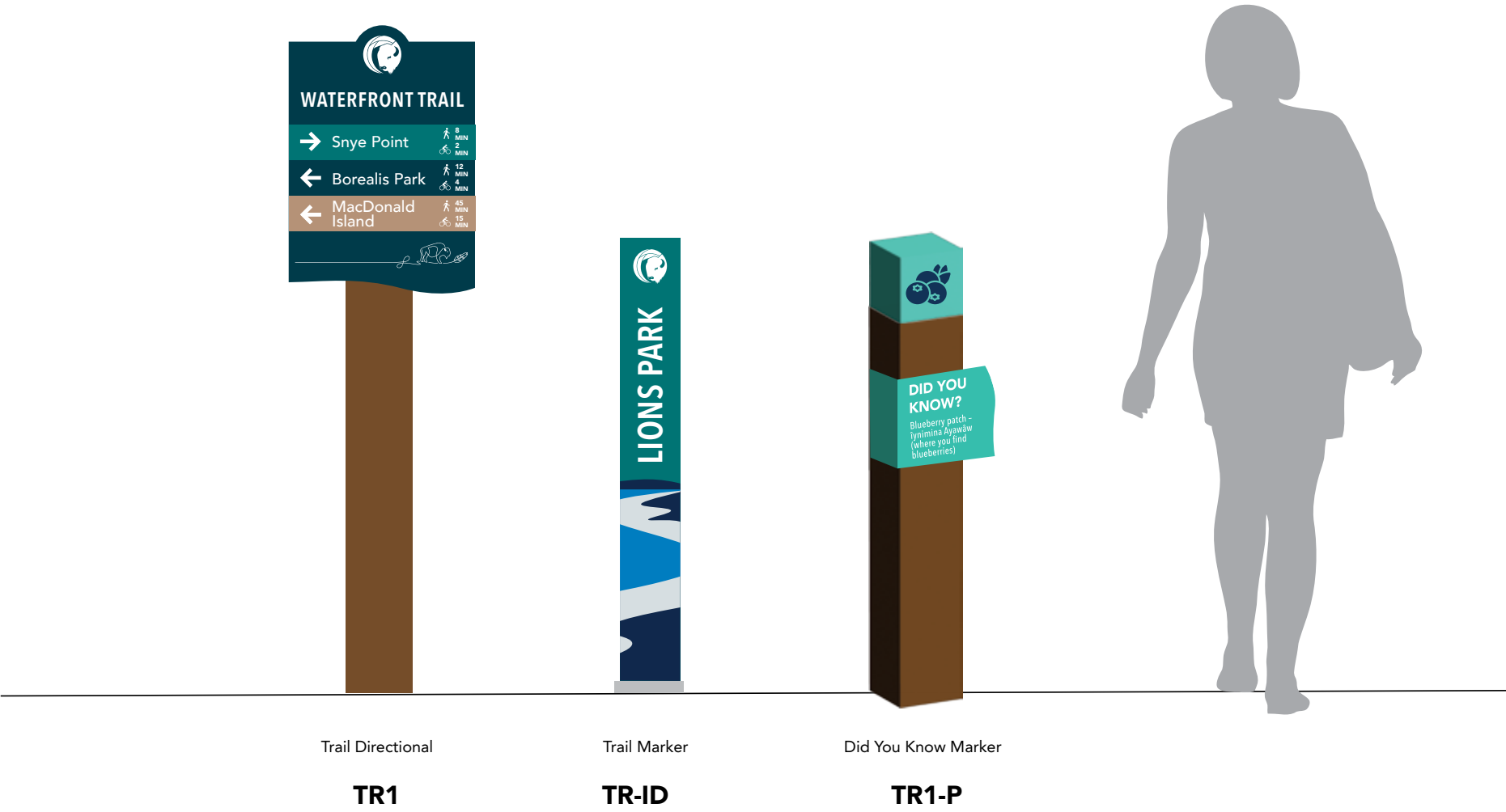
Trail & Park Signage

Trail Signage

The trail signage provides directional information along the pathways and trail systems throughout downtown and the waterfront. Like the pedestrian signage, it includes average walk times in addition to bike times.

The trail marker provides orientation when on the pathways or trails.

The “did you know” markers will draw attention to a special area with colour and graphic illustrations, and could be used along the pathways or waterways to identify important plants, animals, or areas that have a cultural story.



Primary Park ID

The primary park ID acts as the main identification sign for the larger parks (e.g.,. Snye Point, Borealis Park, Lions Park). They should be positioned in prime locations within the park for easy recognition. These signs are backlit and contain vibrant imagery, icons, a wood element and dimensional lettering. They will be easily seen in the daytime and at night.



ID-PKa

Secondary Park ID

The secondary park ID is intended to either support the primary park ID in larger parks with multiple entrances (e.g., Borealis Park access from the waterfront) or act as the main identification signage for smaller parks (e.g., Kiyām Community Park).

These signs contain dimensional lettering and an illustration over top of a wood element on the back side of the sign. The illustration can change depending on the location. It is recommended that flood lighting is used to enhance these signs at night.

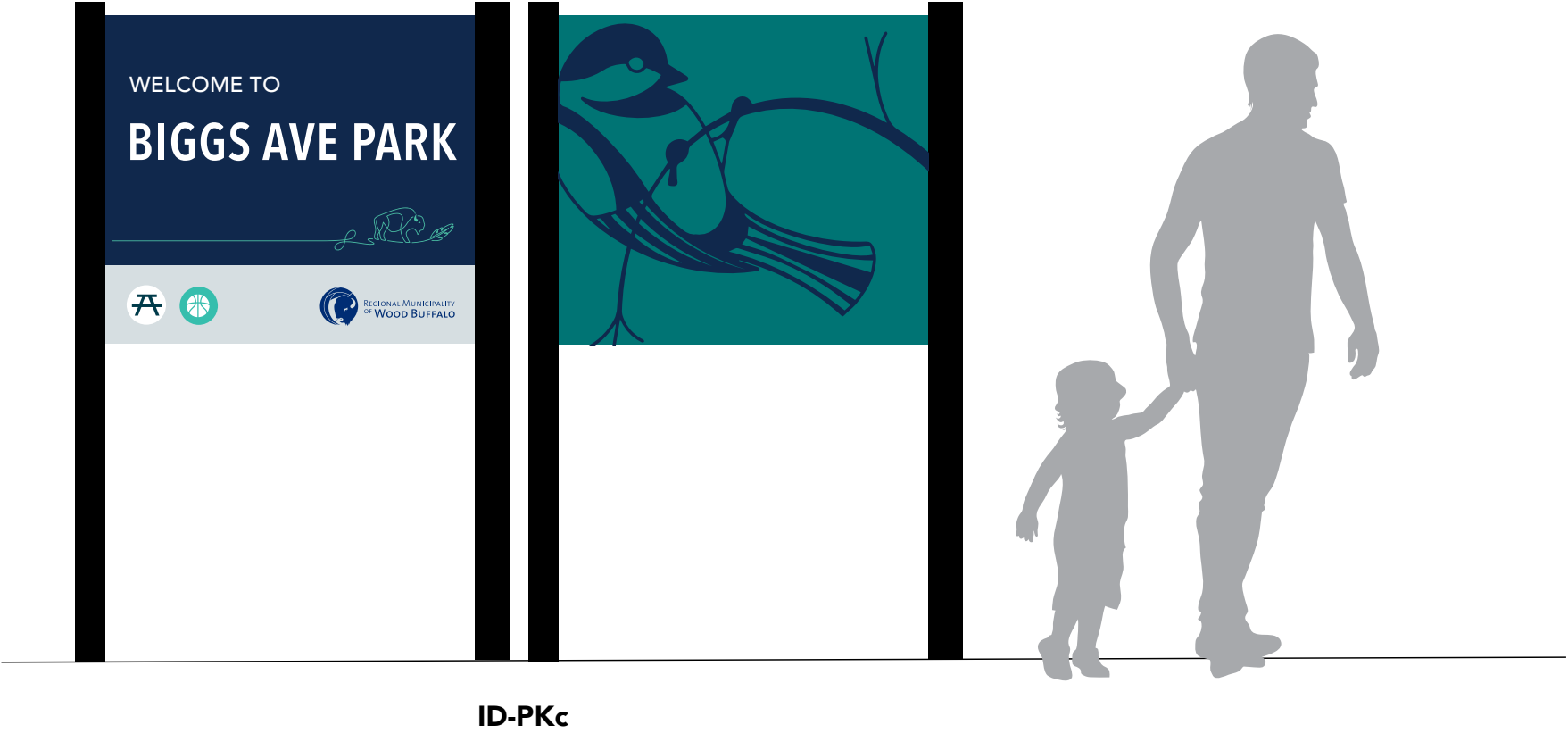


ID-PKb

Smaller Park ID

Much like the secondary park ID, the smaller park ID can be used to support the larger signs within larger parks (e.g., alternate entrances to Lions Park or Borealis Park) or can be used in other locations where a smaller sign is more appropriate (e.g., to identify a smaller park like Biggs Avenue Park or a splash park within a larger park).

These signs contain dimensional lettering and an illustration on the back side of the sign. The illustration can change depending on the location. It is recommended that flood lighting is used to enhance these signs at night.



Park Banners

Banners can also be used as identifiers in the parks. Utilize existing lamp poles within the parks to install banners.



Heritage Plaques

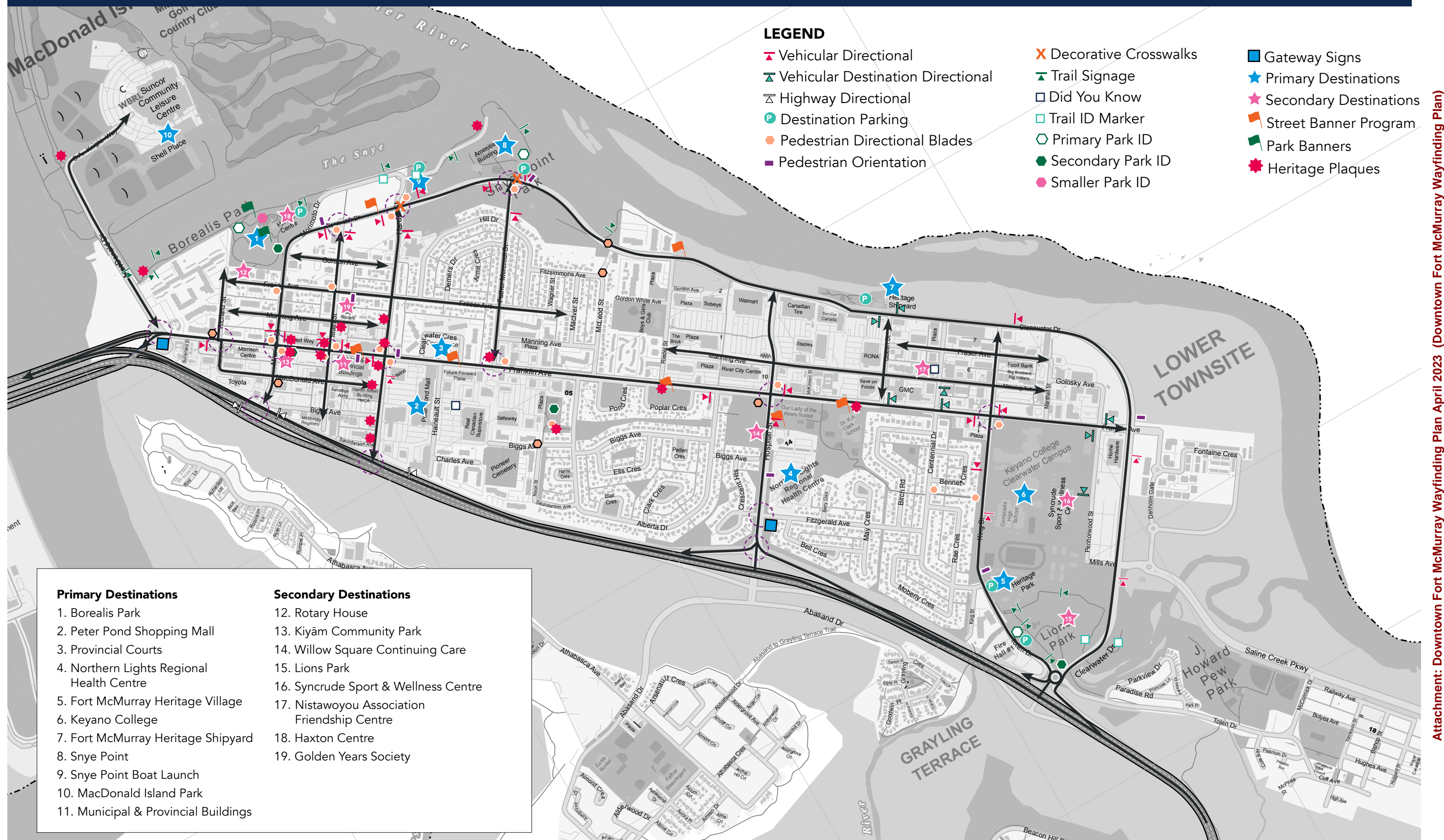
Heritage Plaques

The Heritage Plaque Program tells the stories of the significant people, places and events in the community's history for the enjoyment and education of residents and visitors.

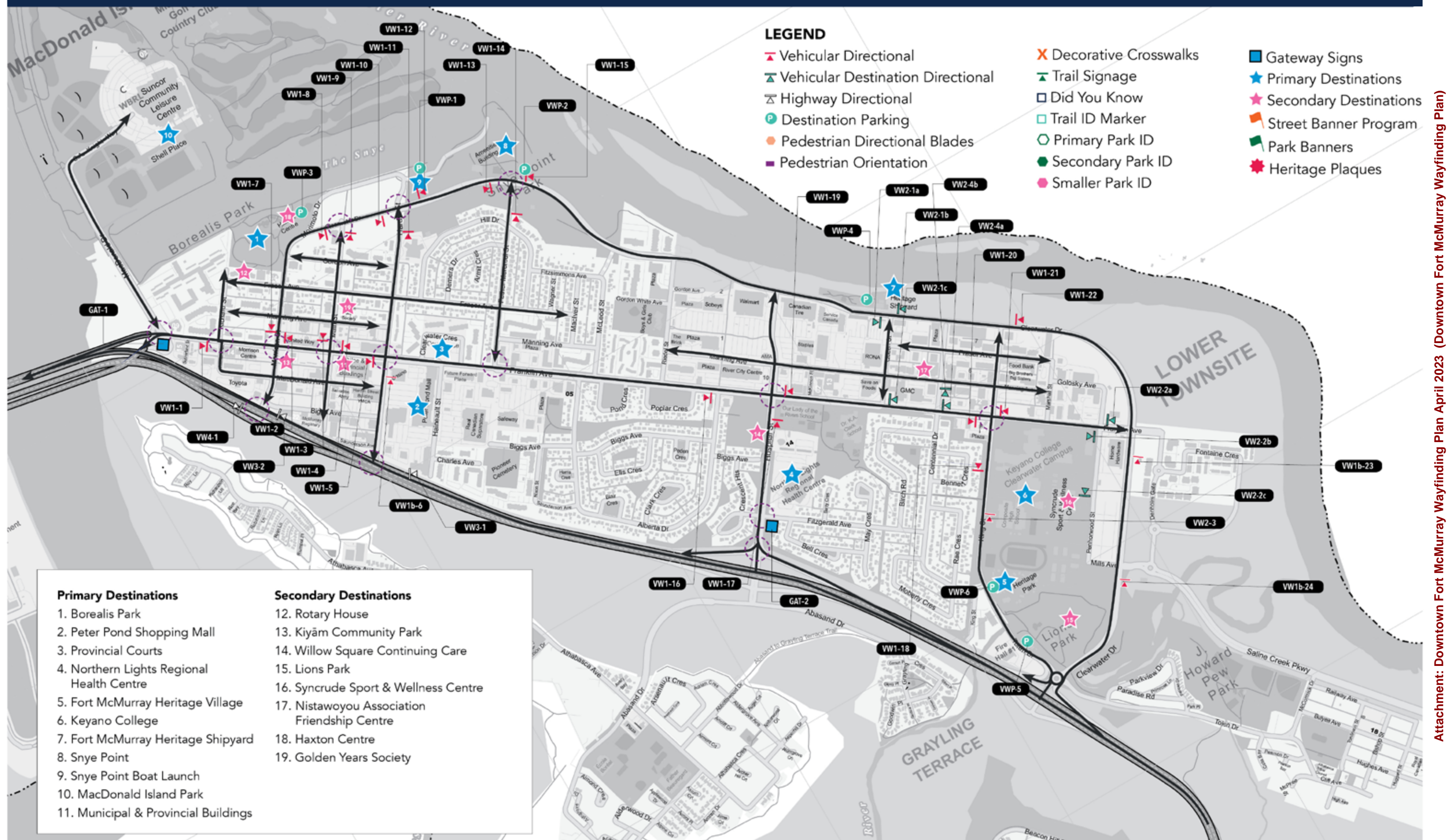


Downtown Sign Plotting

All Proposed Sign Locations



Vehicular Sign Locations



Vehicular Directional Schedule

Shading indicates first phase

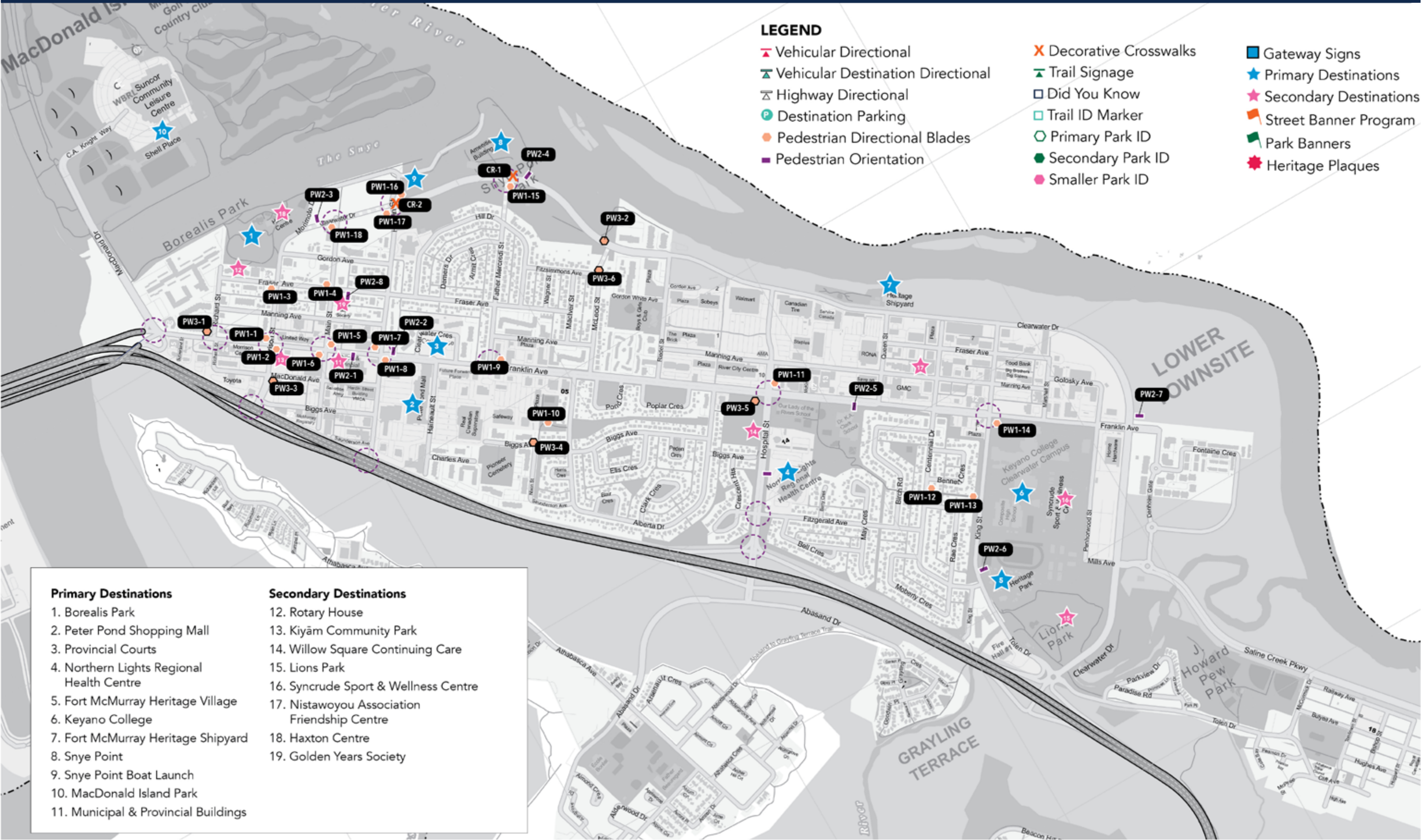
SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
VW1-1	Vehicular Directional (VW1)	809976 (lamp standard) Franklin Ave before Richard	Downtown ↑Kiyām Park ↑Prov & Municipal Bldgs ↑Shopping Mall	PHASE 1
VW1-2	Vehicular Directional (VW1)	773464 (lamp standard)	Downtown →Borealis Park →Waterfront ↑MacDonald Island	PHASE 1
VW1-3	Vehicular Directional (VW1)	111658 (lamp standard)	Downtown →MacDonald Island ←Prov & Municipal Bldgs ←Shopping Mall	
VW1-4	Vehicular Directional (VW1)	815129 (lamp standard)	Downtown →Waterfront ↑Kiyām Park ↑MacDonald Island	
VW1-5	Vehicular Directional (VW1)	940597 (lamp standard) Franklin Ave before Hardin St	Downtown ↑Prov Courts ↑Keyano ←Waterfront	PHASE 1
VW1b-6	Vehicular Directional (VW1b)	Hardin St before Franklin Ave	Downtown ↑Waterfront →Prov Courts ←Prov & Municipal Bldgs	PHASE 1 Free-standing sign
VW1-7	Vehicular Directional (VW1)	111662 (lamp standard)	Downtown →MacDonald Island ←Shopping Mall ←Prov & Municipal Bldgs	
VW1-8	Vehicular Directional (VW1)	890057 (lamp standard)	Waterfront ↑Boat Launch ↑Snye Point ↑Borealis Park + P Icon	
VW1-9	Vehicular Directional (VW1)		Waterfront →Boat Launch →Borealis Park + P Icon →Snye Point →Shipyards	
VW1-10	Vehicular Directional (VW1)	897029 (lamp standard)	Waterfront ←Boat Launch ←Borealis Park + P Icon ↑Snye Point ↑Shipyards	PHASE 1
VW1-11	Vehicular Directional (VW1)	952647 (lamp standard)	Waterfront ↑Boat Launch ↑Borealis Park →Snye Point →Shipyards	PHASE 1
VW1-12	Vehicular Directional (VW1)	896982 (lamp standard)	Waterfront →Boat Launch →Borealis Park + P Icon	PHASE 1

SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
VW1-13	Vehicular Directional (VW1)	896992 (lamp standard)	Waterfront ←Snye Point ↑Shipyards →Downtown	PHASE 1
VW1-14	Vehicular Directional (VW1)	896995 (lamp standard)	Waterfront ↑Snye Point ←Boat Launch ←Borealis Park + P Icon →Shipyards	
VW1-15	Vehicular Directional (VW1)	896976 (lamp standard)	Waterfront →Snye Point ↑Boat Launch ↑Borealis Park + P Icon	PHASE 1
VW1-16	Vehicular Directional (VW1)	111360 (lamp standard) Franklin Ave before Alberta Dr	Downtown ↑Hospital ↑Keyano ↑Sport Centre	PHASE 1
VW1-17	Vehicular Directional (VW1)	111382 (lamp standard) Hospital St before Franklin Ave	Downtown →Keyano →Sport Centre ←Prov Courts ←Shopping Mall	Remove current City Centre Sign
VW1-18	Vehicular Directional (VW1)	940602 (lamp standard) King St	Downtown ←Keyano ↑Heritage Village ↑Lions Park	
VW1-19	Vehicular Directional (VW1)	111296 (lamp standard) Franklin Ave before Hospital St	Downtown ←Hospital →Waterfront ↑Prov Courts ↑Shopping Mall	Remove current City Centre Sign
VW1-20	Vehicular Directional (VW1)	111286 (lamp standard)	Downtown →Keyano →Heritage Village →Lions Park ↑Sport Centre	PHASE 1
VW1-21	Vehicular Directional (VW1)	111376 (lamp standard) Franklin Ave before King St	Downtown ←Keyano ←Theatre & Arts Centre ←Heritage Village	PHASE 1
VW1-22	Vehicular Directional (VW1)	806238 (lamp standard)	Waterfront ↑Shipyards ↑Snye Point ↑Boat Launch ←Keyano	
VW1b-23	Vehicular Directional (VW1)	Clearwater Dr before Franklin Ave	Downtown ↑Shipyards ↑Snye Point ←Keyano ←Hospital	Free-standing sign

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SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
VW1b-24	Vehicular Directional (VW1b)	Clearwater Dr before Saline Creek Pkwy	Downtown ←Sport Centre →Howard J Pew Park →Waterways	PHASE 1 Free-standing sign
VW2-1a	Vehicular Destination Directional (VW2)	Clearwater Dr & Queen St	Waterfront ←Heritage Shipyard	PHASE 1 New post required
VW2-1b	Vehicular Destination Directional (VW2)	Clearwater Dr & Queen St	Waterfront →Heritage Shipyard	PHASE 1 New post required
VW2-1c	Vehicular Destination Directional (VW2)	Franklin Ave & Queen St	Downtown →Heritage Shipyard	New post required
VW2-2a	Vehicular Destination Directional (VW2)	Franklin Ave & Penhorwood St	Downtown ←Sport Centre	New post required
VW2-2b	Vehicular Destination Directional (VW2)	Franklin Ave & Penhorwood St	Downtown →Sport Centre	New post required
VW2-2c	Vehicular Destination Directional (VW2)	Penhorwood St	Downtown →Sport Centre	New post required
VW2-3	Vehicular Destination Directional (VW2)	King Street before Keyano	Downtown ↑Keyano College ↑Theatre & Arts Centre	PHASE 1 New post required
VW2-4a	Vehicular Destination Directional (VW2)	111283 (lamp standard) Franklin Ave & Centennial	→Nistawoyou Association Friendship Centre	
VW2-4b	Vehicular Destination Directional (VW2)	Centennial before Manning	←Nistawoyou Association Friendship Centre	New post required
VW3-1	Highway Directional (VW3)	HWY 63 & Morrison St	Downtown via Morrison St →	PHASE 1
VW3-2	Highway Directional (VW3)	HWY 63 & Hardin St	Downtown via Hardin St →	PHASE 1
VW4-1	Highway Directional (VW4)	HWY 63 & Morrison St	←Downtown	
VWP-1	Destination Parking (VWP)	Boat Launch	Waterfront Boat Launch + parking Icon	PHASE 1 New post required
VWP-2	Destination Parking (VWP)	Snye Point	Waterfront Snye Point + parking Icon	PHASE 1 New post required
VWP-3	Destination Parking (VWP)	Borealis Park	Waterfront Borealis Park + parking Icon	PHASE 1 New post required
VWP-4	Destination Parking (VWP)	Heritage Shipyard	Waterfront Heritage Shipyard + parking Icon	New post required
VWP-5	Destination Parking (VWP)	Lions Park	Downtown Lions Park + parking Icon	New post required
VWP-6	Destination Parking (VWP)	Heritage Village	Downtown Heritage Village + parking Icon	New post required
GAT-1	Gateway Signage (GAT)	Teardrop (Franklin Ave)	Downtown Fort McMurray nistawâyâw ełıdłj kuę	PHASE 1
GAT-2	Gateway Signage (GAT)	Hospital St	Downtown Fort McMurray nistawâyâw ełıdłj kuę	

Pedestrian Sign Locations



Pedestrian Directional Schedule

Shading indicates first phase

SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
PW1-1	Pedestrian Directional (PW1)	Morrison St North of Franklin Ave	Panel 1: MacDonald Island Panel 2: Borealis Park (park Icon) Panel 3: Kiyām Park (park Icon) Panel 4: Shopping Mall (shopping icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-2	Pedestrian Directional (PW1)	Morrison St South of Franklin Ave	Panel 1: MacDonald Island Panel 2: Borealis Park (park Icon) Panel 3: Kiyām Park (park Icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-3	Pedestrian Directional (PW1)	Morrison St South of Fraser Ave	Panel 1: Golden Years Society Panel 2: Borealis Park (park Icon) Panel 3: Franklin Ave <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-4	Pedestrian Directional (PW1)	Main St South of Fraser Ave	Panel 1: Franklin Avenue Panel 2: Waterfront <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-5	Pedestrian Directional (PW1)	Main St North of Franklin Ave	Panel 1: Golden Years Society Panel 2: Provincial Courts Panel 3: Kiyām Park (park icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-6	Pedestrian Directional (PW1)	Main St South of Franklin Ave	Panel 1: Provincial & Municipal Bldgs Panel 2: Kiyām Park (park Icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-7	Pedestrian Directional (PW1)	Hardin St North of Franklin Ave	Panel 1: Waterfront Panel 2: Provincial Courts Panel 3: Shopping Mall (shopping icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-8	Pedestrian Directional (PW1)	Hardin St South of Franklin Ave	Panel 1: Provincial & Municipal Bldgs Panel 2: Waterfront Panel 3: Kiyām Park (park Icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-9	Pedestrian Directional (PW1)	Franklin Ave @ Father Mercredi St	Panel 1: Waterfront Panel 2: Provincial Courts Panel 3: Shopping Mall (shopping icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-10	Pedestrian Directional (PW1)	Greenspace off of Alberta Dr	Panel 1: Shopping (shopping icon) Panel 2: Cemetery <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).

SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
PW1-11	Pedestrian Directional (PW1)	Franklin Ave @ Hospital St	Panel 1: Waterfront Panel 2: Hospital (Hospital icon) Panel 3: Keyano College (college icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-12	Pedestrian Directional (PW1)	Centennial Dr @ Pathway	Panel 1: Keyano College (college icon) Panel 2: Heritage Village (heritage icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-13	Pedestrian Directional (PW1)	Kings St @ Pathway	Panel 1: Keyano College (college icon) Panel 2: Heritage Village (heritage icon) Panel 3: Lions Park (park icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-14	Pedestrian Directional (PW1)	Kings St @ Franklin Ave	Panel 1: Sport Centre (sports icon) Panel 2: Lions Park (park icon) Panel 3: Heritage Village (heritage icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-15	Pedestrian Directional (PW1)	Father Mercredi St South of Clearwater Dr	Panel 1: Snye Point Panel 2: Heritage Shipyard (heritage icon) Panel 3: Downtown <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-16	Pedestrian Directional (PW1)	Hardin St North of Clearwater Dr	Panel 1: Skate Park (skateboard icon) Panel 2: Haxton Centre Panel 3: Borealis Park (park icon) Panel 4: Snye Point Park (park icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-17	Pedestrian Directional (PW1)	Hardin St South of Clearwater Dr	Panel 1: Boat Launch (boat launch icon) Panel 2: Borealis Park (park icon) Panel 3: Snye Point Panel 4: Downtown <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).
PW1-18	Pedestrian Directional (PW1)	Main St South of Clearwater Dr	Panel 1: Snye Point Panel 2: Downtown Panel 3: Borealis Park (park icon) Panel 4: Golden Years Society <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW1).

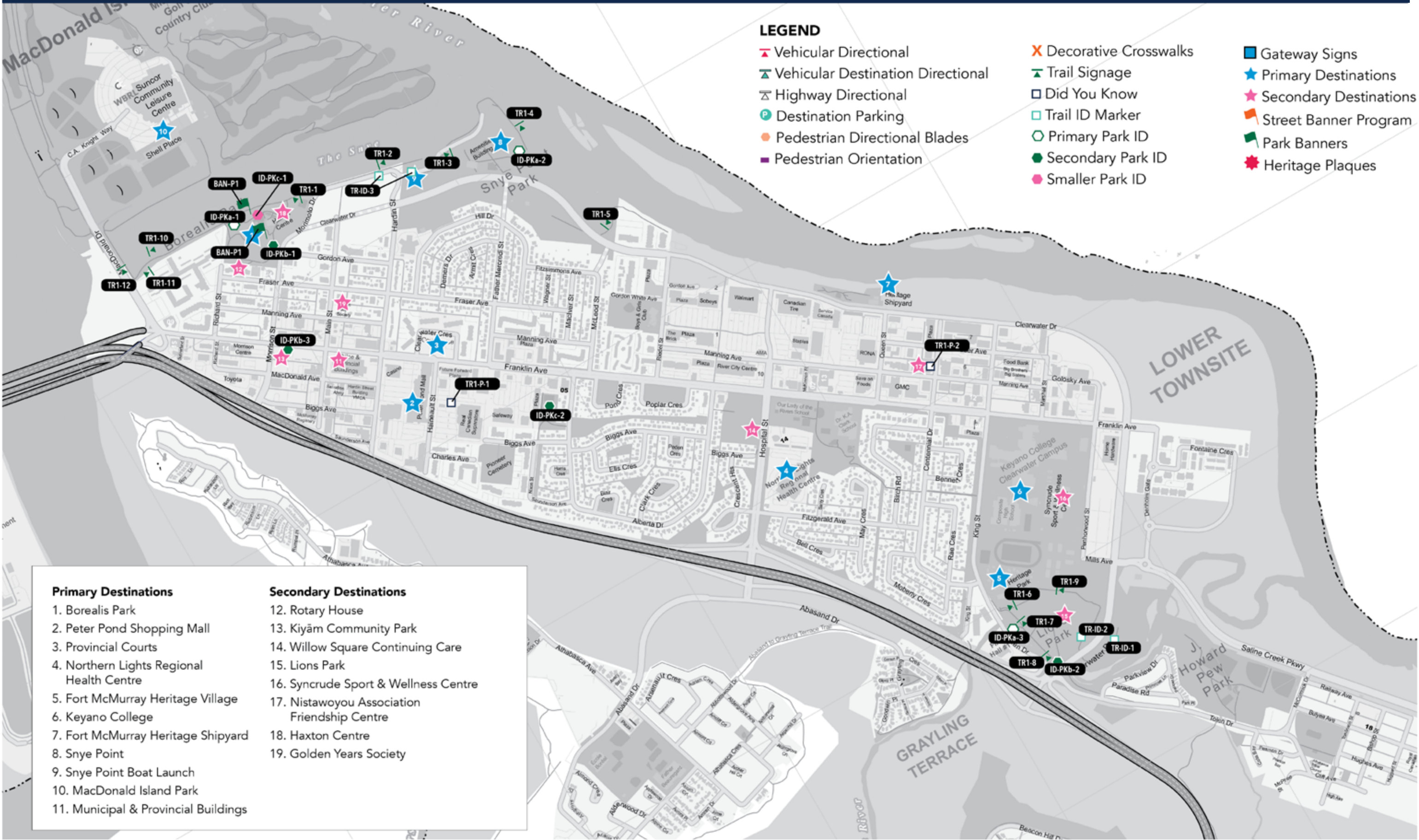
Attachment: Downtown Fort McMurray Wayfinding Plan April 2023 (Downtown Fort McMurray Wayfinding Plan)

SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
PW2-1	Pedestrian Orientation (PW2)	Franklin Ave near Municipal building	SIDE 1 Map ⬆️ Kiyām Park (park icon) SIDE 2 ⬅️ Waterfront ⬆️ Provincial Courts ⬆️ Shopping Mall (shopping icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1
PW2-2	Pedestrian Orientation (PW2)	Franklin Ave near Provincial Courts	SIDE 1 ⬆️ Kiyām Park (park icon) ⬆️ Prov & Municipal Bldgs SIDE 2 Map ⬅️ Waterfront ⬆️ Provincial Courts <i>Average walk times to each destination to be calculated and included on panel.</i>	
PW2-3	Pedestrian Orientation (PW2)	Clearwater Dr near Main St.	SIDE 1 ⬆️ Boat Launch (boat launch icon) ⬆️ Snye Point (playground icon) ⬆️ Heritage Shipyard (heritage icon) SIDE 2 Map ⬆️ Borealis Park (park icon, skate-board icon, splash park icon) ⬆️ Haxton Centre <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1
PW2-4	Pedestrian Orientation (PW2)	Clearwater Dr near Father Mercredi St.	SIDE 1 ➡️ Snye Point (playground icon) ⬆️ Boat Launch (boat launch icon) ⬆️ Borealis Park (park icon, skate-board icon, splash park icon) SIDE 2 Map ⬆️ Heritage Shipyard (heritage icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1
PW2-5	Pedestrian Orientation (PW2)	Franklin Ave between Hospital St and King St	SIDE 1 Map ⬆️ Hospital (hospital icon) SIDE 2 ⬆️ Keyano College (college icon) ⬆️ Theatre & Arts Centre (arts & theatre icon) ⬆️ Sports Centre (sports icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	
PW2-6	Pedestrian Orientation (PW2)	King St	SIDE 1 Map ⬆️ Keyano College (college icon) ⬆️ Theatre & Arts Centre (arts & theatre icon) SIDE 2 ⬆️ Heritage Village (heritage icon) ⬆️ Lions Park (park icon, disc golf icon, picnic icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1

SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
PW2-7	Pedestrian Orientation (PW2)	Clearwater Dr north of Franklin Ave	SIDE 1 Map ⬆️ Waterfront ⬆️ Heritage Shipyard (heritage icon) ⬆️ Snye Point (playground icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	
PW2-8	Pedestrian Orientation (PW2)	Fraser Ave in front of Golden Years Society	SIDE 1 Map ➡️ Franklin Ave SIDE 2 ➡️ Waterfront ⬆️ Rotary House <i>Average walk times to each destination to be calculated and included on panel.</i>	
PW3-1	Pedestrian Wayfinding (PW3)	Richard St north of Franklin Ave	Panel 1: Kiyām Park (park icon) Panel 2: MacDonald Island <i>Average walk times to each destination to be calculated and included on panel.</i>	
PW3-2	Pedestrian Wayfinding (PW3)	Clearwater Dr & Ridel St	Panel 1: Snye Point Panel 2: Heritage Shipyard (heritage icon) Panel 3: Borealis Park (park icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	PHASE 1 Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW3).
PW3-3	Pedestrian Wayfinding (PW3)	MacDonald Ave & Morrison St	Panel 1: Kiyām Park (park icon) Panel 2: Franklin Ave <i>Average walk times to each destination to be calculated and included on panel.</i>	Double-sided panels with same content front and back with arrows always pointing outwards facing direction of destination (see design intent drawing PW3).
PW3-4	Pedestrian Wayfinding (PW3)		➡️ Cemetery <i>Average walk times to each destination to be calculated and included on panel.</i>	
PW3-5	Pedestrian Wayfinding (PW3)		➡️ Willow Square Continuing Care ➡️ Hospital (hospital icon) <i>Average walk times to each destination to be calculated and included on panel.</i>	
PW3-6	Pedestrian Wayfinding (PW3)		➡️ Waterfront <i>Average walk times to each destination to be calculated and included on panel.</i>	
CR-1	Decorative crosswalk (CR)	Crosswalk at Snye Point along Clearwater Dr and Father Mercredi St	Decorative Crosswalk	
CR-2	Decorative crosswalk (CR)	Crosswalk at Boat Launch along Clearwater Dr and Hardin St	Decorative Crosswalk	

Attachment: Downtown Fort McMurray Wayfinding Plan April 2023 (Downtown Fort McMurray Wayfinding Plan)

Trail and Park Sign Locations



Trail and Park Signage Schedule

Shading indicates first phase

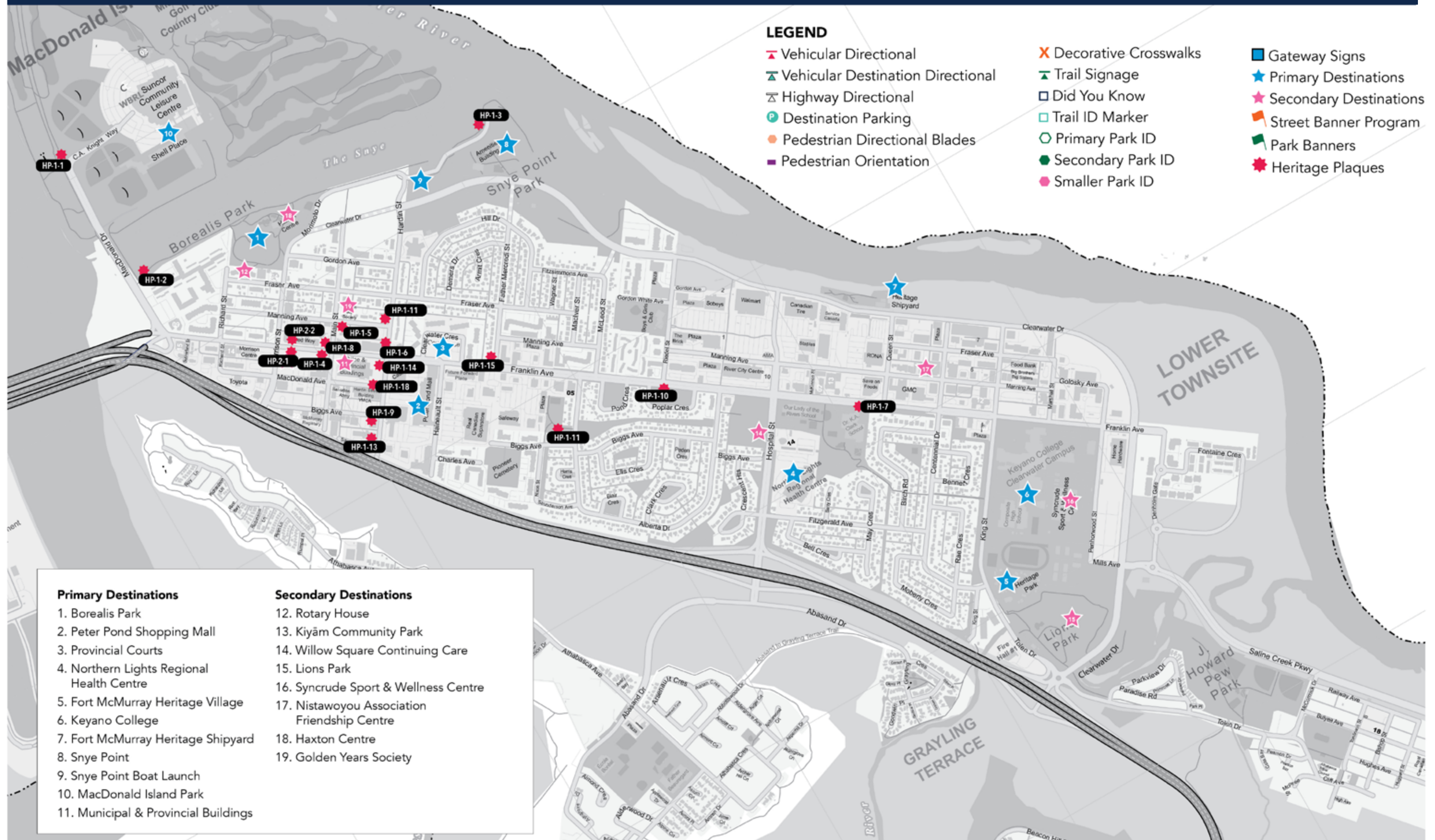
SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
ID-PKa-1	Primary Park Identification (ID-PKa)	Borealis Park	Borealis Park Spray Park Icon Skateboard Icon Playground Icon Picnic Icon	Confirm icons
ID-PKb-1	Secondary Park Identification (ID-PKb)	Borealis Park	Borealis Park Spray Park Icon Skateboard Icon Playground Icon Picnic Icon	PHASE 1 Confirm icons
ID-PKa-2	Primary Park Identification (ID-PKa)	Snye Point	Snye Point Picnic Icon Playground Icon	PHASE 1 Confirm icons
ID-PKa-3	Primary Park Identification (ID-PKa)	Lions Park	Lions Park Playground Icon Picnic Icon	Confirm icons
ID-PKb-2	Secondary Park Identification (ID-PKb)	Lions Park	Lions Park Playground Icon Picnic Icon Skating (seasonal) Disc Golf Icon	PHASE 1 Confirm icons
ID-PKb-3	Secondary Park Identification (ID-PKb)	Kiyām Community Park	Kiyām Community Park Playground Icon Picnic Icon Basketball Icon	PHASE 1 Confirm icons
ID-PKc-1	Smaller Park Identification (ID-PKc)	Borealis Park Splash Park	Borealis Park Splash Park Splash Park Icon Restrooms Icon Picnic Icon	
ID-PKc-2	Smaller Park Identification (ID-PKc)	Biggs Avenue Park	Biggs Avenue Park Basketball icon	
TR1-1	Trail Directional (TR1)	Waterfront	Trail Name (TBD) ⬆ Boat Launch ⬆ Snye Point ⬆ Playground Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-2	Trail Directional (TR1)	Waterfront	Trail Name (TBD) ⬆ Borealis Park ⬆ Skate Park ⬆ Haxton Centre Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-3	Trail Directional (TR1)	Waterfront	Trail Name (TBD) ⬆ Snye Park ⬆ Outdoor Stage ⬆ Playground Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1

SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
TR1-4	Trail Directional (TR1)	Waterfront	Trail Name (TBD) ⬆ Boat Launch ⬆ Borealis Park ⬆ Skate Park Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-5	Trail Directional (TR1)	Waterfront	Trail Name (TBD) ⬆ Snye Park ⬆ Boat Launch ⬆ Borealis Park Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-6	Trail Directional (TR1)	Lions park	Trail Name (TBD) ⬆ Trail Loop to east parking lot Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-7	Trail Directional (TR1)	Lions park	Trail Name (TBD) ⬆ Heritage Village Average walk and bike times to each destination to be calculated and included on panel.	
TR1-8	Trail Directional (TR1)	Lions park	Trail Name (TBD) ⬆ Disc Golf Course ⬆ Playground ⬆ Lions Club Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-9	Trail Directional (TR1)	Lions park	Trail Name (TBD) ⬆ Lions Park ⬆ Lions Club ⬆ Heritage Village Average walk and bike times to each destination to be calculated and included on panel.	
TR1-10	Trail Directional (TR1)	Waterfront	Trail Name (TBD) ⬆ MacDonald Island ⬆ Aboriginal Interpretive Trail Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-11	Trail Directional (TR1)	Waterfront	Waterfront Trail ⬆ Borealis Park ⬆ Haxton Centre ⬆ Snye Point Average walk and bike times to each destination to be calculated and included on panel.	PHASE 1
TR1-12	Trail Directional (TR1)	Waterfront	Waterfront Trail ⬆ MacDonald Island ⬆ Aboriginal Interpretive Trail Average walk and bike times to each destination to be calculated and included on panel.	
TR-ID-1	Trail ID (TR-ID)	Lions park	Trail Name (TBD)	Confirm name of trail
TR-ID-2	Trail ID (TR-ID)	Lions park	Trail Name (TBD)	Confirm name of trail
TR-ID-3	Trail ID (TR-ID)	Morimoto Promenade, one at each end	Morimoto Promenade	x2 Quantity

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SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
TR-P-1	Did You Know Marker (TR-P)	Superstore	Did you know? At one time this area was a blueberry patch that the community would frequently pick. îynimîna Ayawâw (where you find blueberries)	PHASE 1
TR-P-2	Did You Know Marker (TR-P)	Friendship Centre	Did you know? The friendship centre has a long history and acts as a first stop for visitors that come to Fort McMurray. Include Cree and Dene translation of Friendship Centre.	PHASE 1
BAN-P1	Park Banner	Borealis Park	Borealis Park	PHASE 1 x2 Quantity

Heritage Plaque Locations



Heritage Plaques Schedule

SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
HP-1-1	Heritage Plaque (HP-1)	Near small parking lot by Aboriginal Interpretive Trail 56.737378, -111.389905	John McDonald This plaque provides the history about John McDonald (1853-1942) who staked land on the island now known as MacDonald Island.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-2	Heritage Plaque (HP-1)	Greenspace west off MacDonald Drive near the Snye 56.732930, -111.389057	Hudson’s Bay Company	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-3	Heritage Plaque (HP-1)	Located near the Amenities Building along a a paved path beside a bench, overlooking the Snye. 56.731204, -111.368469	The Snye This plaque highlights the history of the Snye as a port for arrival and departure for early bush pilots as well as the only airport in Fort McMurray until 1942.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-4	Heritage Plaque (HP-1)	Kiyām Community Park, near corner of Franklin Ave and Main Street 56.7277251,-111.3838599	Franklin Hotel This plaque tells the story of the Franklin Hotel	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-5	Heritage Plaque (HP-1)	On the corner of Main Street and Manning Ave 56.7286226, -111.38181	RCMP Downtown Fort McMurray Detachment This plaque details the history of this building as the former RCMP downtown Fort McMurray detachment.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-6	Heritage Plaque (HP-1)	Hardin Street, between Franklin Avenue and Manning Avenue 56.727084, -111.378687	David Thompson This plaque details the life and achievements of David Thompson, an explorer and surveyor for the Hudson’s Bay Company and the North West Company during the late 18th and early 19th centuries.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-7	Heritage Plaque (HP-1)	Near transit shelter in front of Dr. K. A. Clark School on Franklin Ave. 56.7187819,-111.3583664	Dr. Karl Clark This plaque highlights the life and accomplishments of Dr. Karl Clark.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-8	Heritage Plaque (HP-1)	Corner of Franklin Ave and Main Street 56.727926, -111.381675	Frank and Marie O’Coffey This plaque tells the story of the O’Coffey family: Frank, an owner of the Franklin Hotel; his wife, Marie, who fundraised to send local men goods and supplies during the Second World War; and their son Patrick, who died fighting in the war. This plaque is scheduled to be re-designed as a Municipal Heritage Plaque and installed in 2021.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-9	Heritage Plaque (HP-1)	Corner of Hardin Street and Biggs Ave 56.725057, -111.381443	Philip Turnor This plaque details the significance of Philip Turnor, who some people claim was the greatest map maker in North America, with the establishment of the Hudson’s Bay Company in the Fort McMurray area. This plaque is scheduled to be re-designed as a Municipal Heritage Plaque and installed in 2021.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-10	Heritage Plaque (HP-1)	Poplar Crescent Park, next to bench facing Franklin Ave 56.721504, -111.365988	R.C. Fitzsimmons This plaque tells the story of R.C. Fitzsimmons who was one of the first people to achieve the commercial oil sands hot-water separation production. He owned the International Bitumen Company which, in 1938, opened a small plant about 80 km north of Fort McMurray: Bitumount. Only two years later, however, Fitzsimmons was forced to sell his company due to financial difficulties.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-11	Heritage Plaque (HP-1)	Along the trail between Alberta Drive and Biggs Ave	Sidney C. Ells This plaque tells the story of Sidney C. Ells and his early work mapping the oil sand deposits.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-12	Heritage Plaque (HP-1)	On corner of Manning Ave and Hardin Street, in front of All Saints Anglican Church	Simon Fraser This plaque tells the story of the Fraser family (Simon Fraser, Colin Fraser and Colin Fraser II) and their individual contributions to the exploration of western Canada and the fur trading companies, the North West Company and the Hudson’s Bay Company, during the 18th and 19th centuries. This plaque is scheduled to be re-designed as a Municipal Heritage Plaque and installed in 2021.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-13	Heritage Plaque (HP-1)	Hardin Street, in front of the Canada Post building 56.724636, -111.382063	Sir Alexander Mackenzie This plaque looks at the achievements of the explorer Sir Alexander Mackenzie, who was the first person to record a description of the Athabasca oil sands. He is also noted to have completed the first overland journey across North America.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-14	Heritage Plaque (HP-1)	Corner of Franklin Ave and Hardin Street 56.726557, -111.379406	Sir John Franklin This plaque tells the story of Sir John Franklin, one of the most famous explorers of the 19th century, who added much to our knowledge of the Canadian north. While on his travels, Franklin passed through Fort McMurray several times. This plaque is scheduled to be re-designed as a Municipal Heritage Plaque and installed in 2021.	All content to be supplied by the municipality. Remove and replace existing sign.

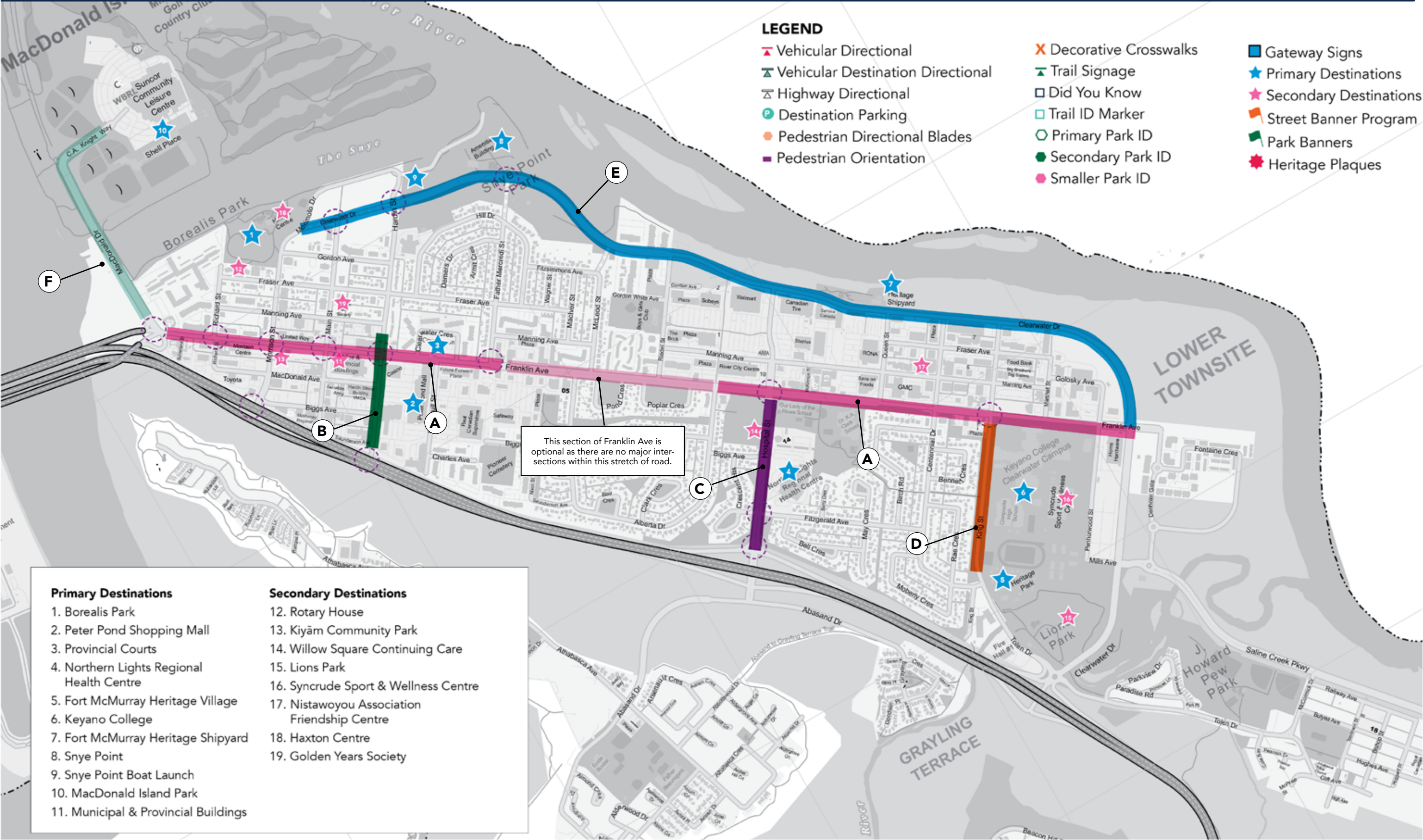
SIGN NO.	SIGN TYPE	LOCATION	MESSAGE	NOTES
HP-1-15	Heritage Plaque (HP-1)	On corner of Franklin Ave and Father Mercredi Street	The Ryan Brothers This plaque tells the story of the Ryan Brothers, Mickey and Pat, who came to Fort McMurray around 1914 and started the transportation business, “Ryan Brothers Freighting and Transportation Agents”.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-1-16	Heritage Plaque (HP-1)	Location TBD	George Golosky This plaque tells the story of George Golosky, one of Fort McMurray’s early entrepreneurs.	All content to be supplied by the municipality. New sign, location to be determined.
HP-1-17	Heritage Plaque (HP-1)	Location TBD	Hill Drug Store This plaque provides the history of Hill Drugs, a local pharmacy that served the community from 1918 to 1988.	All content to be supplied by the municipality. New sign, location to be determined.
HP-1-18	Heritage Plaque (HP-1)	On corner of Hardin Street & Macdonald Ave (by Jubilee Plaza)	St. Gabriel’s Hospital This plaque commemorates St. Gabriel’s Hospital, the first hospital in Fort McMurray. The hospital served the community from 1937 to 1969.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-2-1	Heritage Plaque wall mounted (HP-2)	On the exterior wall of 10019 Franklin Ave	Post Office This plaque provides the history of the Canadian Post Office in Fort McMurray from 1934 to 1968.	All content to be supplied by the municipality. Remove and replace existing sign.
HP-2-2	Heritage Plaque wall mounted (HP-2)	Plaque mounted on the wall of the Haxton Building on Franklin Ave	Wop May Home This plaque details the life and achievements of the pilot and decorated First World War veteran Wilfrid “”Wop”” May. This plaque recognizes the site of this home in Fort McMurray, which has been re-located to Heritage Village.	All content to be supplied by the municipality. Remove and replace existing sign.

Estimated quantities by sign type

SIGN REFERENCE	SIGN TYPE	PHASE 1 QUANTITY	PHASE 2 QUANTITY	TOTAL QUANTITY
ID-PKa	Primary Park Identification (ID-PKa)	1	2	3
ID-PKb	Secondary Park Identification (ID-PKb)	3		3
ID-PKc	Smaller Park Identification (ID-PKc)		2	2
TRI	Trail Directional	9	3	12
TR-ID	Trail Marker		3	4
TR1-P	Did You Know Marker	2		2
VW1	Vehicular Wayfinding	12	10	24
VW1b	Vehicular Wayfinding	1	1	3
VW2	Vehicular Wayfinding	3	6	9
VW3	Vehicular Wayfinding (Highway)	2		2
VW4	Vehicular Wayfinding (Highway)	1		1
VWP	Vehicular Destination Parking	3	3	6
GAT-1	Gateway	1		1
GAT-2	Gateway		1	1
BAN-P	Park Banners	2 Sets		2 Sets
PW1	Pedestrian Wayfinding	8	10	18
PW2	Pedestrian Orientation	4	4	8
PW3	Pedestrian Wayfinding	1	5	6
HP-1	Heritage Plaques			20
BAN-1	Street Banners	134	89	223 Sets

Wayfinding Banners

Banner Corridors



Wayfinding Banners

The wayfinding banners are being introduced to aide in navigation by highlighting the main thoroughfares within downtown. Each major street will contain a unique illustration and have a different colour combination for easy recognition. The banners also create vibrancy along the streetscape and add to a sense of place.

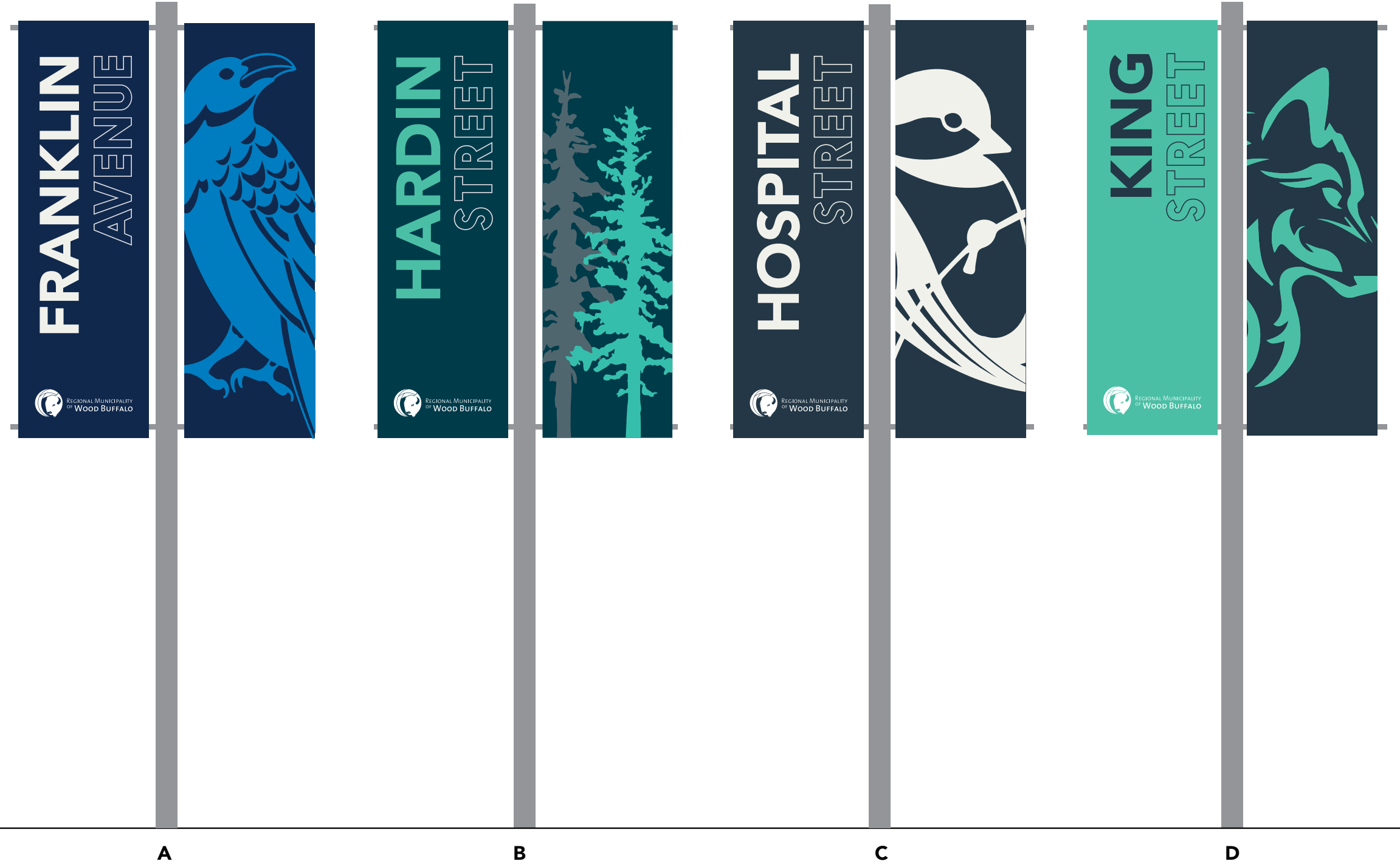
Placement

In order to achieve the most impact, a banner set should be installed on every lamp standard within the selected corridor as noted on the map. As a cost saving measure, it would be acceptable to alternate every other lamp standard, however it may not have as much impact. Do not install banners on lamp standards that contain vehicular wayfinding signage.

Street Banner Program

The Street Banner Program and their current locations should be maintained. It is important that the banners are grouped so they do not appear sporadic.

In cases where the Street Banner Program falls withing the banner corridors, replace the wayfinding banner that contains the illustration with the art banner.



Wayfinding Banners



Graphic Standards

Colour System

The sign family uses the RMWB brand colour palette which is inspired by the rich hues of the region’s natural landscape. The colours work well in signage as they provide sufficient contrast while invoking colour and vibrancy into the signage system. This chart should be referenced and adhered to in order to maintain colour consistency. Some adjustments have been made to Big Sky and Aurora to accommodate for signage.

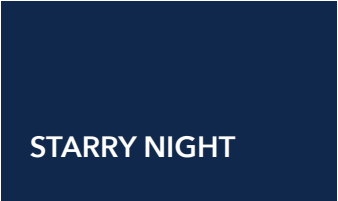
Paint

Ensure proper preparation is done prior to painting. [Refer to Matthews Paint Substrate Preparation Guide.](#)

All painted surfaces shall be protected with a graffiti-resistant polyurethane clear coat finish with a satin sheen.

Wood Detail

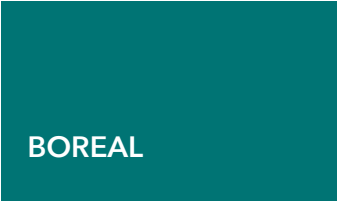
The wood detail shown in the signage program is an architectural finish which is made for exterior applications. It was selected as an alternative to using wood as it is more durable.



PANTONE 2767 C
CMYK: 100/87/42/41
Matthews Paint: Dark Blue (MP75) Semi Gloss
Opaque Vinyl: 3M™ Light Navy



PANTONE 2925 C
CMYK: 95/36/0/5
Matthews Paint: Process Cyan U (MP9133) Semi Gloss
Opaque Vinyl: 3M Olympic Blue
(Note, for signage purposes, this colour has been darkened, use the above noted CMYK breakdown before printing.)



PANTONE 7718 C
CMYK: 88/36/53/14
Matthews Paint: Vivid Teal Met. (MP51137) Semi Gloss
Opaque Vinyl: 3M™ Teal



PANTONE 309 C
CMYK: 100/64/52/44
Matthews Paint: Legend Blue Met. (MP22001)
Opaque Vinyl: 3M™ Bermuda Blue



PANTONE 7465 C
CMYK: 67/0/40/15
Matthews Paint: Aqua Riva (MP14879) Semi Gloss
Opaque Vinyl: 3M™ Dark Aqua
Translucent Vinyl: 3M™ Turquoise
(Note, for signage purposes, this colour has been darkened, use the above noted CMYK breakdown before printing.)



PANTONE 4262 C
CMYK: 0/24/36/33
Matthews Paint: Wilderness Cabin (MP7185) Semi Gloss
Opaque Vinyl: 3M™ Tan



PANTONE 7529 C
CMYK: 0/9/15/24
Matthews Paint: Frosty Nickel Met. (MP20046) Semi Gloss
Opaque Vinyl: 3M Sandstone



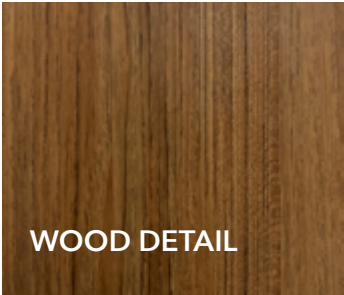
PANTONE 7541 C
CMYK: 2/0/0/11
Matthews Paint: Starshine Blue (MP6062) Semi Gloss
Opaque Vinyl: 3M™ Light Grey



PANTONE 663 C
CMYK: 0/0/2/4
Matthews Paint: Fleet White (MP3408) Semi Gloss
Opaque Vinyl: 3M™ Pearl Grey



PANTONE 7546 C
CMYK: 12/7/0/72
Matthews Paint: Dark Matter Blue Met. (MP22027) Semi Gloss
Opaque Vinyl: 3M™ Boat Blue



3M™-DI-NOC-Architectural Finish WG-1140EX
Note: Must be installed by 3M™ Authorized installer. Ensure 3M™ Anti-graffiti over-laminate is applied over top in all instances.

Typography

Avenir is the primary typeface used in the RMWB sign system. It is an ADA compliant font and also the primary font for the RMWB Brand.

Droid Serif is the secondary typeface that will be used on occasion alongside Avenir. Droid Serif is one of the brand fonts from the Fort McMurray’s Place Brand.

AVENIR LTE STD MEDIUM

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890!?!&

AVENIR CONDENSED

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890!?!&

DROID SERIF REGULAR

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890!?!&

AVENIR LTE STD HEAVY

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890!?!&

AVENIR CONDENSED DEMI BOLD

abcdefghijklmnopqrstuvwxyz!?!&
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890!?!&

DROID SERIF BOLD

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890!?!&

Icons

Icons and symbols are an integral part of any wayfinding system. They are a universal language that can be easily understood at a glance. Icons on wayfinding signs support the community's language diversity, and provide visual interest and vibrancy.

Wood Buffalo's icon family is primarily based on universally used symbols and icons with some modernized symbols to capture a range of amenities. Any additional icons that might be required in the future should follow a similar look and feel to those used in this icon family.

The icons can appear in various colour scenarios depending on where they are used. Always ensure sufficient contrast between the icon and background colour to ensure legibility. When the icon is used on a circular background, ensure the circle has a white keyline surrounding it when it appears on a dark coloured background. There is no need to include the outline when it appears on a light coloured background.



Acceptable colour use



Sufficient contrast between icon and background colour

Unacceptable colour use



Insufficient contrast between icon and background colour

Design Intent Drawings

Signage

Fabricators to submit shop drawings for municipal approval for each sign type, refer to design intent drawings for more information.

All materials for wayfinding signs shall be free from defects.

Sign posts and fabrication to be reviewed by a structural engineer to ensure they will withstand wind loads. Concrete footing details to be reviewed by a structural engineer for their intended use.

Hardware

All hardware or fastening devises shall be aluminum, stainless steel, or steel with galvanized coating.

All anchorage and fastenings of miscellaneous metal items shall be structurally adequate and painted or finished to match the sign surface.

Coatings

All face coatings to be exterior grade and guaranteed for five to eight years against fading and discoloration.

Smooth all cut edges of pre-finished metals.

Wood element to be installed by 3M™ Authorized Installer.

Paint and Vinyl

Refer to Colour System section for paint and vinyl specifications on page 52 of this document.

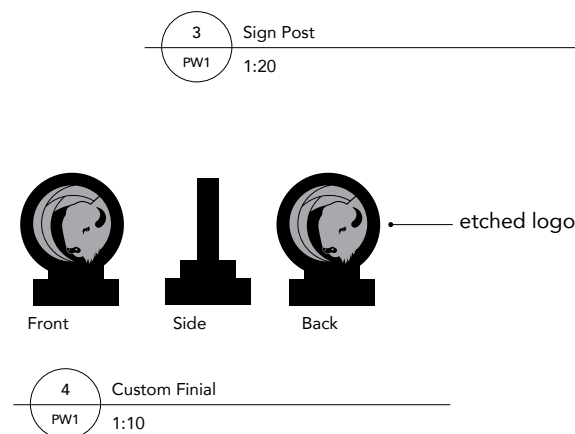
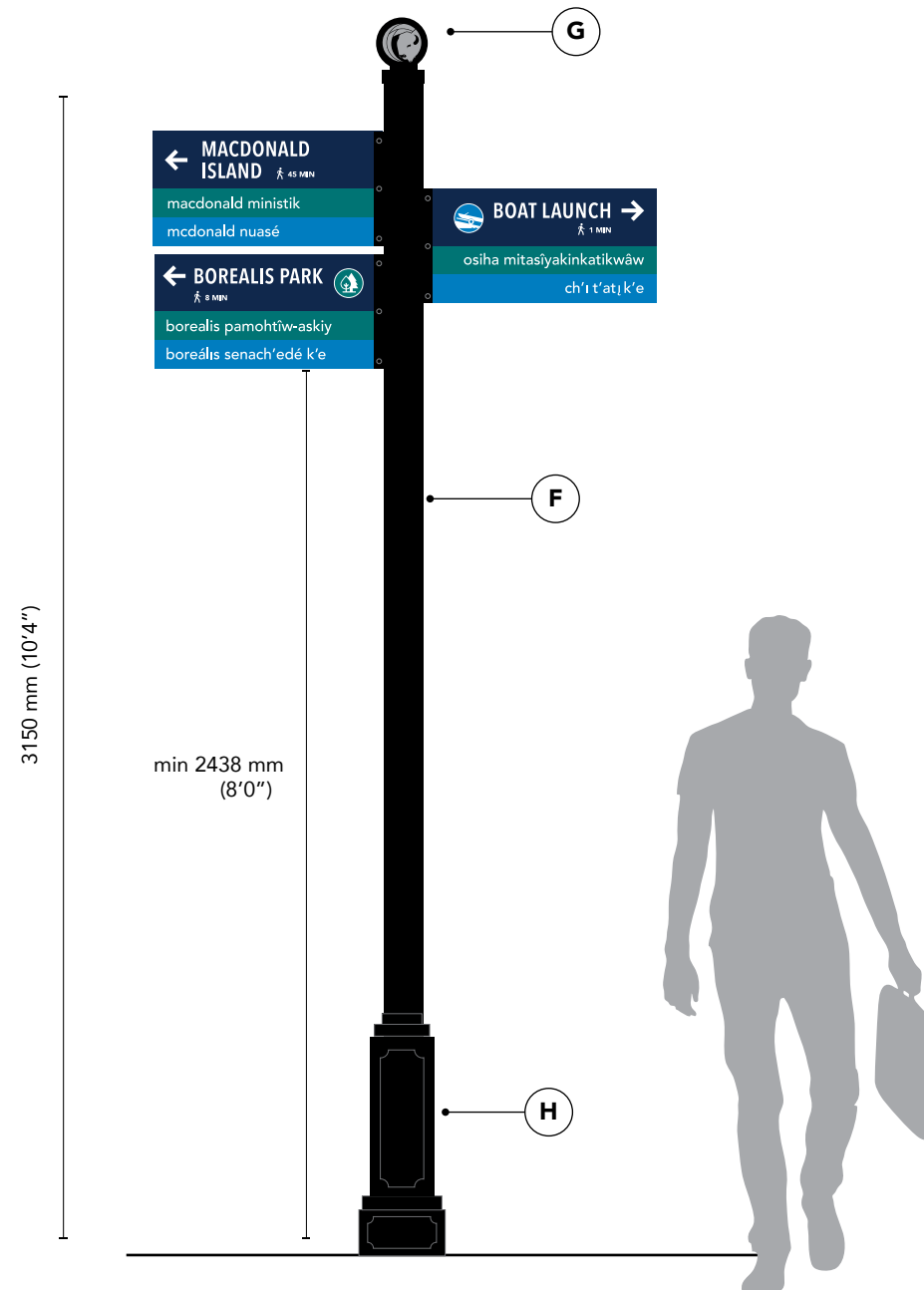
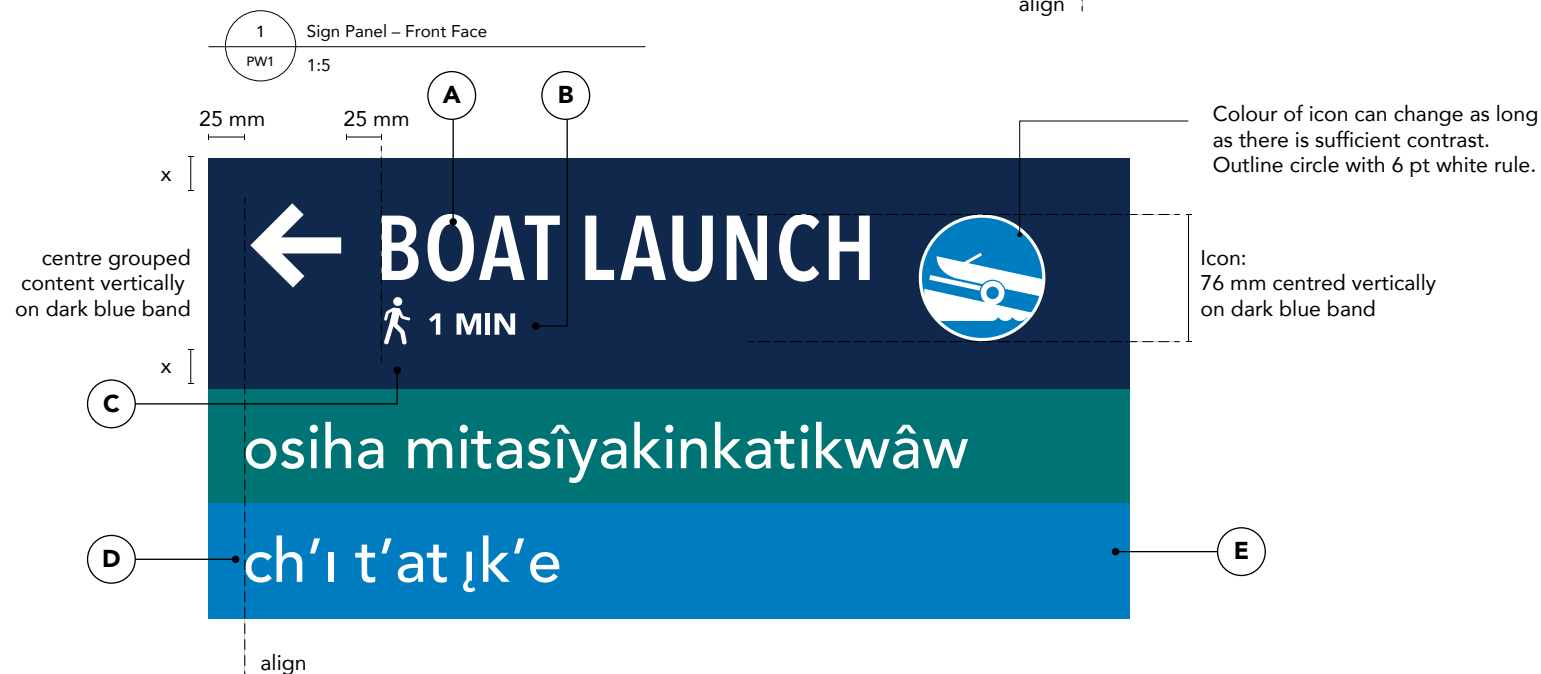
Sign Posts

Pedestrian and vehicular sign posts are square, black powder coated aluminum with decorative bases. Trail sign posts are brown pressure treated wood.

All sign posts to be installed as per RMWB Engineering Servicing Standards and Development Procedures (ESS). Sign post to be located 1 metre from edge of pathway or road to avoid damage from snow clearing and grass cutting.

Alternate Materials / Substitutions

Prospective contractors may submit estimates based on alternate construction materials. Contractors who submit using alternate materials or methods are required to provide a detailed comparison noting all cost differences and including any different levels of durability or anticipated lifespan.

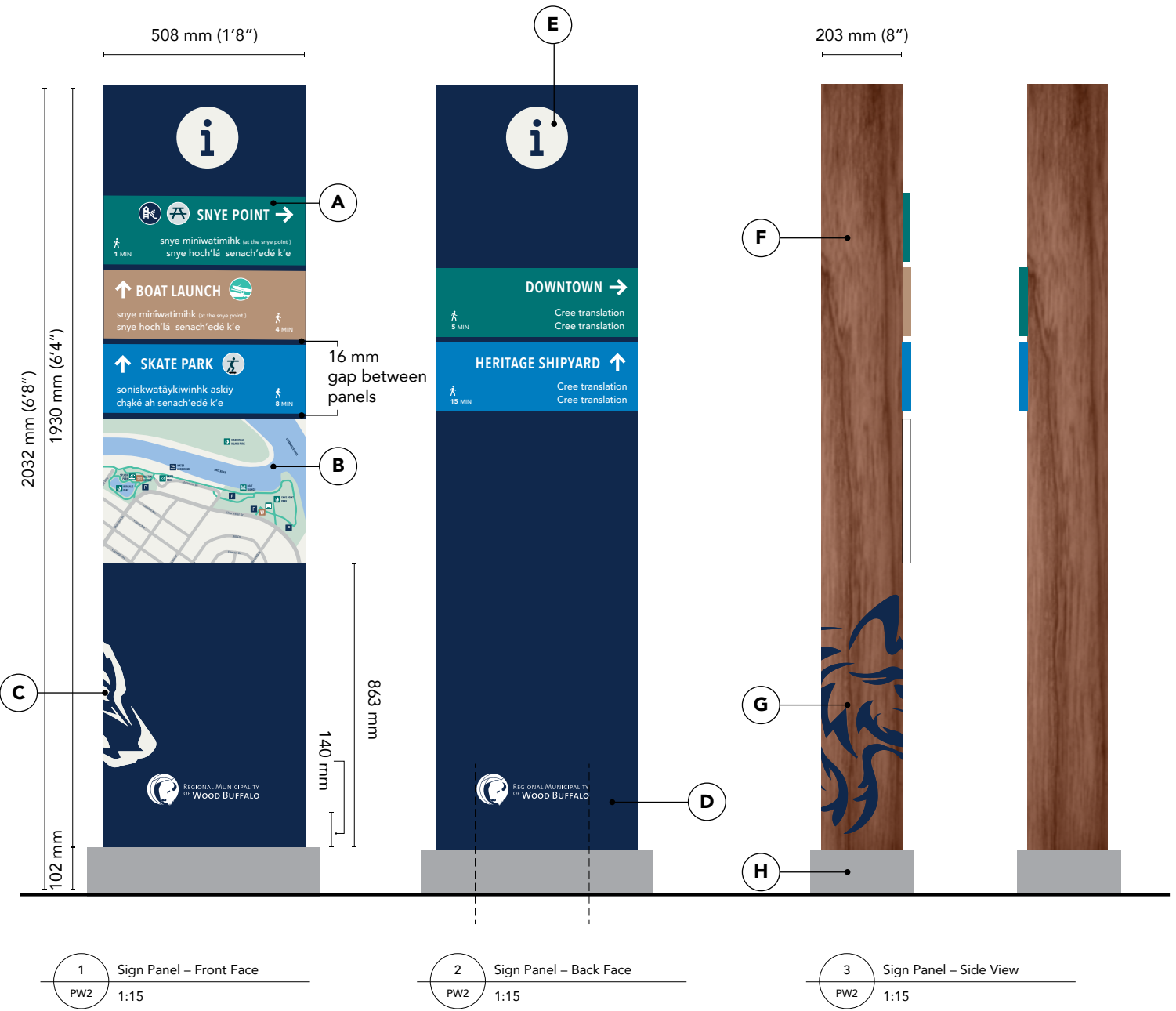


- A** Destination name:
Avenir Condensed Demi Bold 160 pt with 20 pt tracking set in all caps.
- B** Walk time:
Avenir Black 60 pt with 10 pt tracking set in all caps
- C** Pedestrian icon:
32 mm high
- D** Cree and Dene:
Avenir Medium 115 pt with 10 pt tracking set in lower case.
- E** Message panels:
6 mm thick dibond or aluminum panel. Primed and painted all sides in Starry Night. Direct print Boreal and Big Sky colour bands. All text and graphics in die-cut vinyl. Mechanically fasten panels with L-brackets or appropriate hardware primed and painted black to match post.

Apply anti-graffiti coating to both sides
- F** Post: 101 mm (4") square black aluminum sign post. Cap with custom finial.
- G** Finial: Custom aluminum finial to cap square sign post. Black with RMWB logo etched out of aluminum.
- H** Decorative base: 610 mm high x 216 mm wide square aluminum decorative base for 101 mm (4") square post



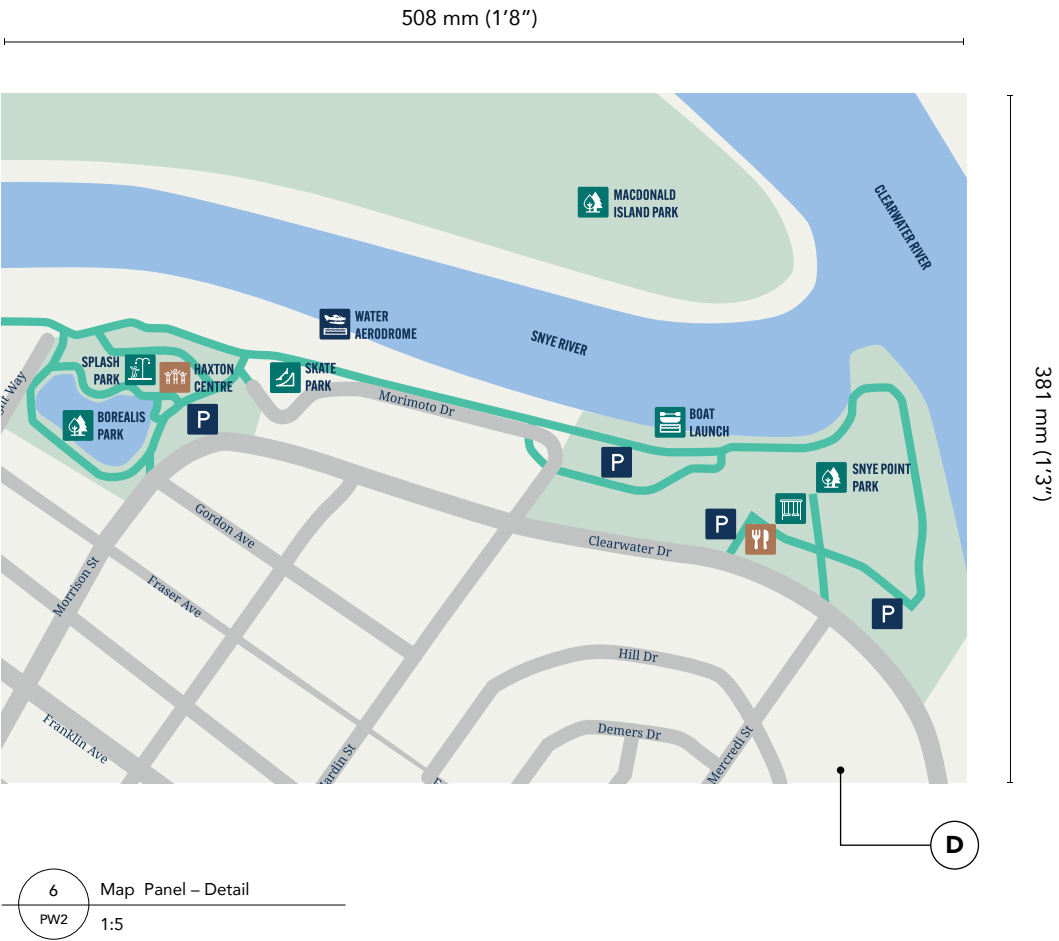
PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: PW1
SIGN TYPE:	Pedestrian Wayfinding Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	As noted



- A** Message panels:
6 mm thick aluminum panels primed and painted in alternating colours. All text and graphics in die-cut vinyl. Apply 3M UV and Anti-graffiti overlaminates to front face. Securely fasten panels to face of cabinet. Must have ability to change out panels if necessary. *Maximum of three panels per side.*
- B** Map panel:
6 mm thick aluminum panels primed and painted in Starry Night. Direct print graphics to front face using exterior grade inks. Apply 3M UV and Anti-graffiti overlaminates to front face. Securely fasten panels to face of cabinet. Must have ability to change out panels if necessary.
- C** Illustration:
Option A
Laser cut illustration out of 6 mm aluminum painted in **Snow Drift** for front part of illustration and **Starry Night** for side portion of illustration. Flush mounted to cabinet. Miter edges to wrap around sides.
- G**
Option B
Laser cut matte vinyl **Snow Drift** for front part of illustration and **Starry Night** for side portion of illustration. Anti-graffiti over laminate applied as top surface over entire cabinet.
- D** RMWB logo: opaque white cut vinyl applied to sign face. Apply 3M UV and Anti-graffiti overlaminates to all sides and top.
- E** Information icon: 6 mm thick icon painted in Snow Drift on front and sides, pin mounted flush to sign face.
- F** Aluminum sign cabinet primed and painted in Starry Night with 3M-Di-Noc-Architectural Finish WG-1140EX applied to both sides and top of cabinet; seal edges. Must be installed by 3M Authorized installer. Apply 3M UV and Anti-graffiti overlaminates to all sides and top of cabinet.
- G** Install cabinet onto concrete footing.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: PW2.a
SIGN TYPE:	Freestanding Pedestrian Orientation Sign	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	

The panel messaging can be aligned to the left or right on the panel depending on what works best from a directional standpoint. If it contains a right arrow, it should be aligned to the right. If it contains a left arrow, it should be aligned to the left. A straight arrow can have either alignment.



- A** Destination:
Avenir Condensed Demi Bold 115 pt
- B** Cree and Dene:
Avenir Medium 75 pt set in upper/lowercase
- C** Travel time:
Avenir Black 48 pt set in uppercase.
- D** Message panel:
6 mm thick aluminum panel primed and painted in alternating colours. All text and graphics in die-cut vinyl. Apply 3M UV and Anti-graffiti overlamine to front face. Securely fasten panels to face of cabinet.
- E** Map panel:
Direct print with exterior grade inks. 3M UV and Graffiti overlamine applied to front face.

Acceptable colour combinations.



Big Sky background with text and graphics in white



Trail background with text and graphics in white



Boreal background with text and graphics in white

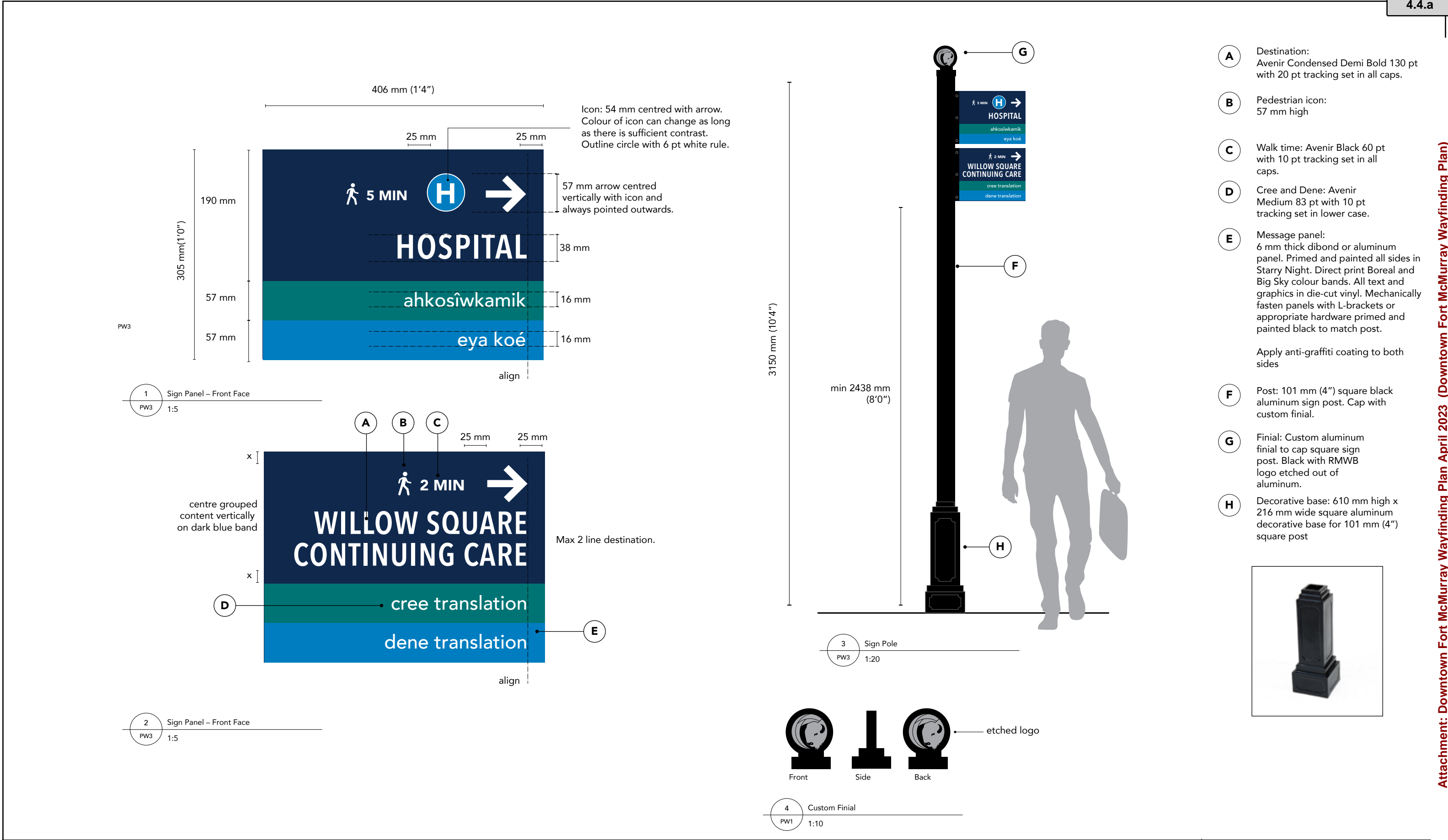


Snow Drift background with text and graphics in Industry



Birch background with text and graphics in Starry Night

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: PW2.b
SIGN TYPE:	Freestanding Pedestrian Orientation Sign	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	As noted



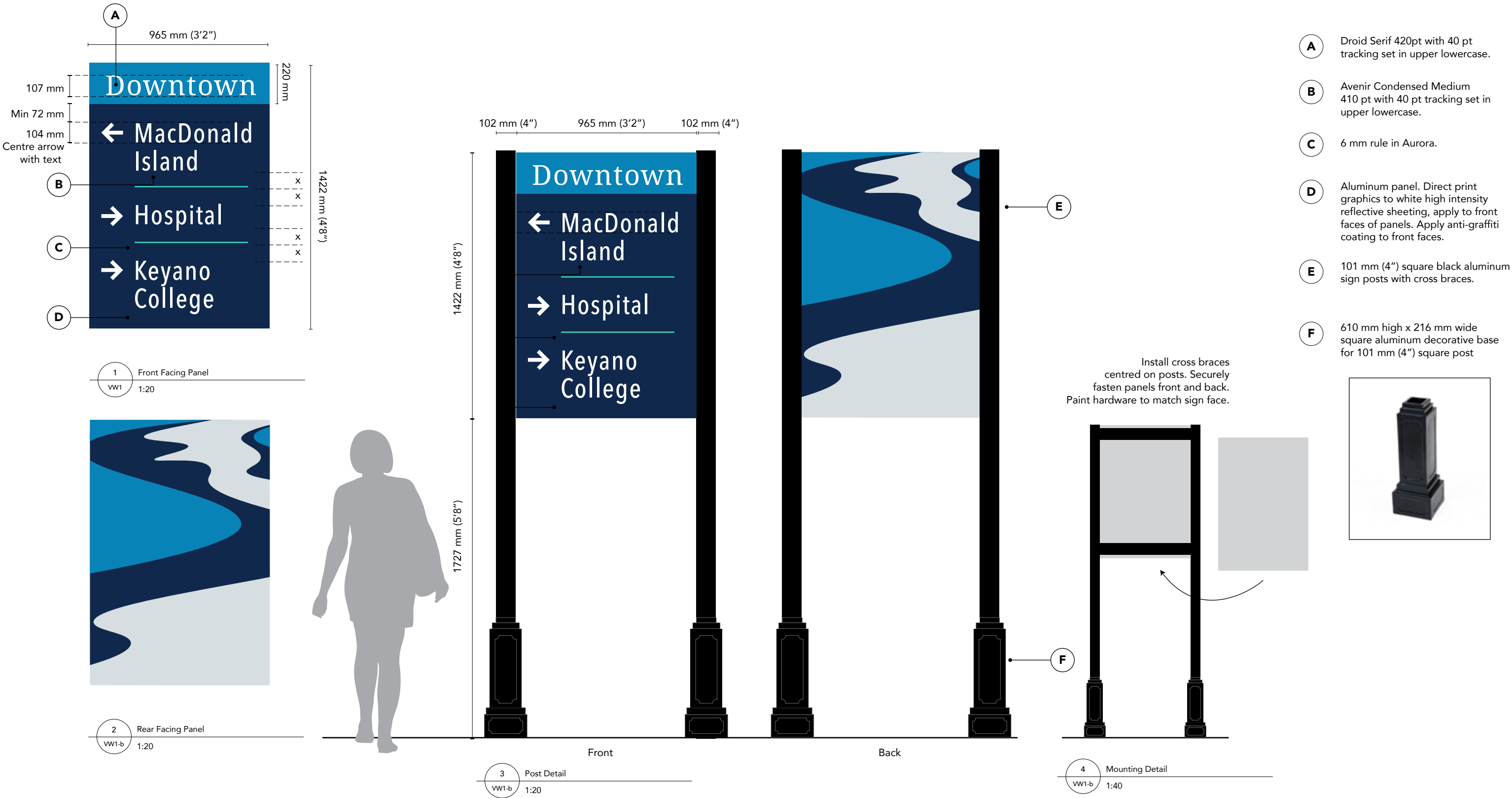
PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: PW3
SIGN TYPE:	Pedestrian Wayfinding Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	



Attachment: Downtown Fort McMurray Wayfinding Plan April 2023 (Downtown Fort McMurray Wayfinding Plan)

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: VW1-a
SIGN TYPE:	Vehicular Wayfinding Signage – Pole Mounted	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	

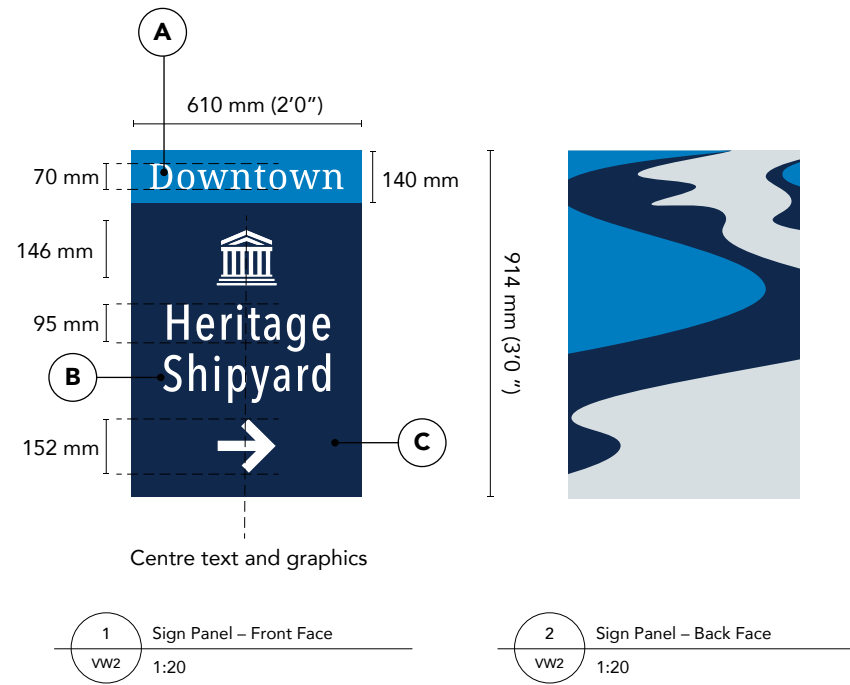
This free-standing option is to be used when a lamp standard is not viable due to location or if it already contains signage.



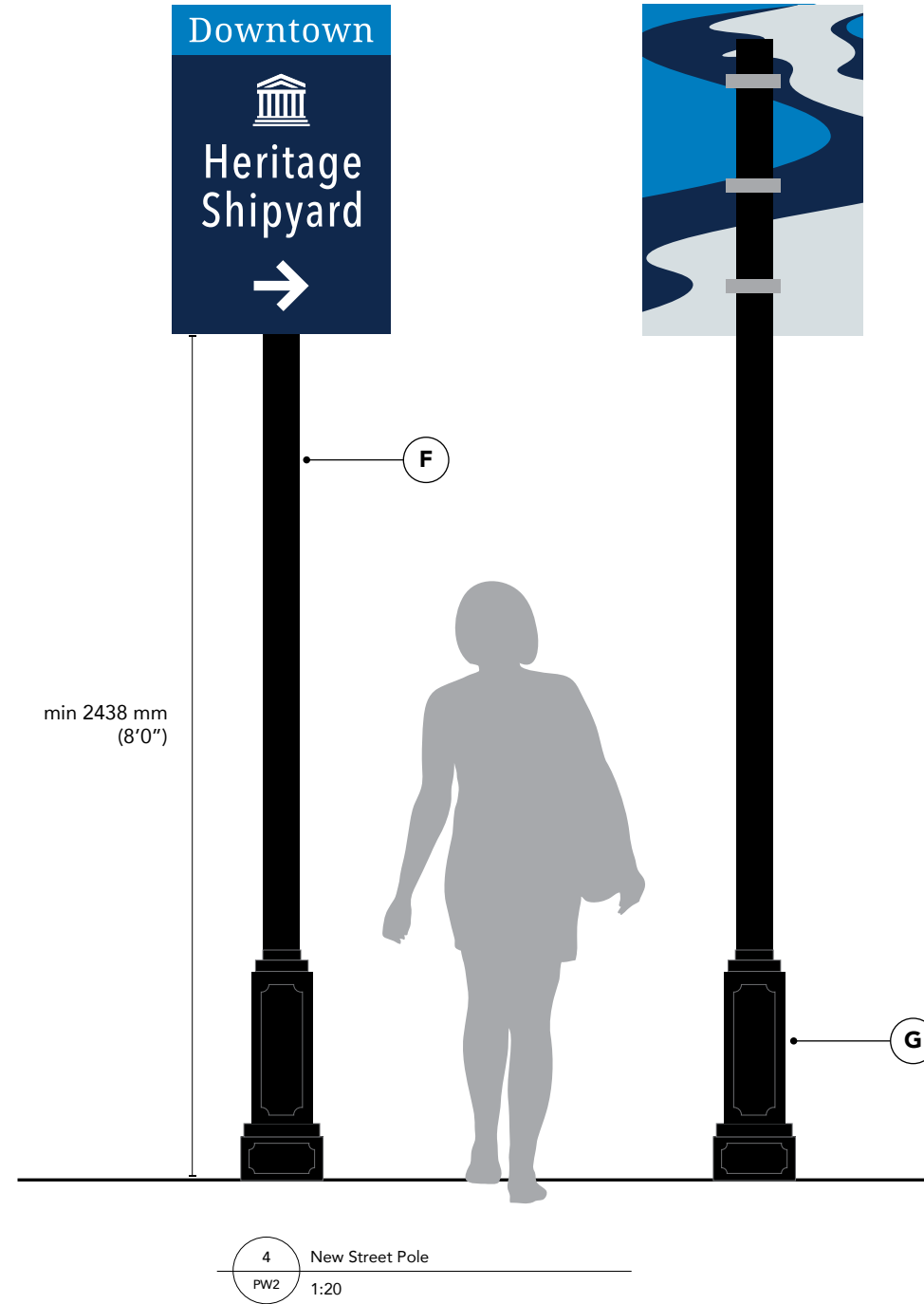
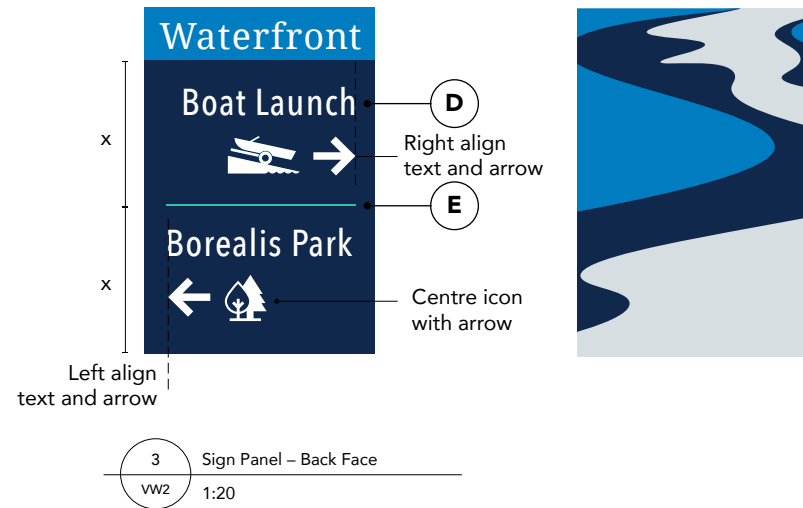
Attachment: Downtown Fort McMurray Wayfinding Plan April 2023 (Downtown Fort McMurray Wayfinding Plan)

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: VW1-b
SIGN TYPE:	Vehicular Wayfinding Signage – Double-sided free-standing	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	As noted

Single destination:



Two destinations:



- A** Droid Serif 270 pt with 30 pt tracking set in upper lowercase.
- B** Avenir Condensed Medium 375 pt / 385 leading with 35pt tracking set in upper lowercase.
- C** Aluminum panel. Direct print graphics to white high intensity reflective sheeting, apply to front and back faces of panel. Apply anti-graffiti coating to both sides.
- D** Avenir Condensed Medium 280 pt / 300 leading with 30 pt tracking set in upper lowercase.
- E** 4 mm rule in Aurora.
- F** Securely mount panel to new black 101 mm (4") square aluminum street poles using Band-it or equivalent strapping and buckles.
- G** 610 mm high x 216 mm wide square aluminum decorative base for 101 mm (4") square post



PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: VW2
SIGN TYPE:	Vehicular Wayfinding Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	



1 Sign Panel – Front Face
VW3 1:20



VW3-2



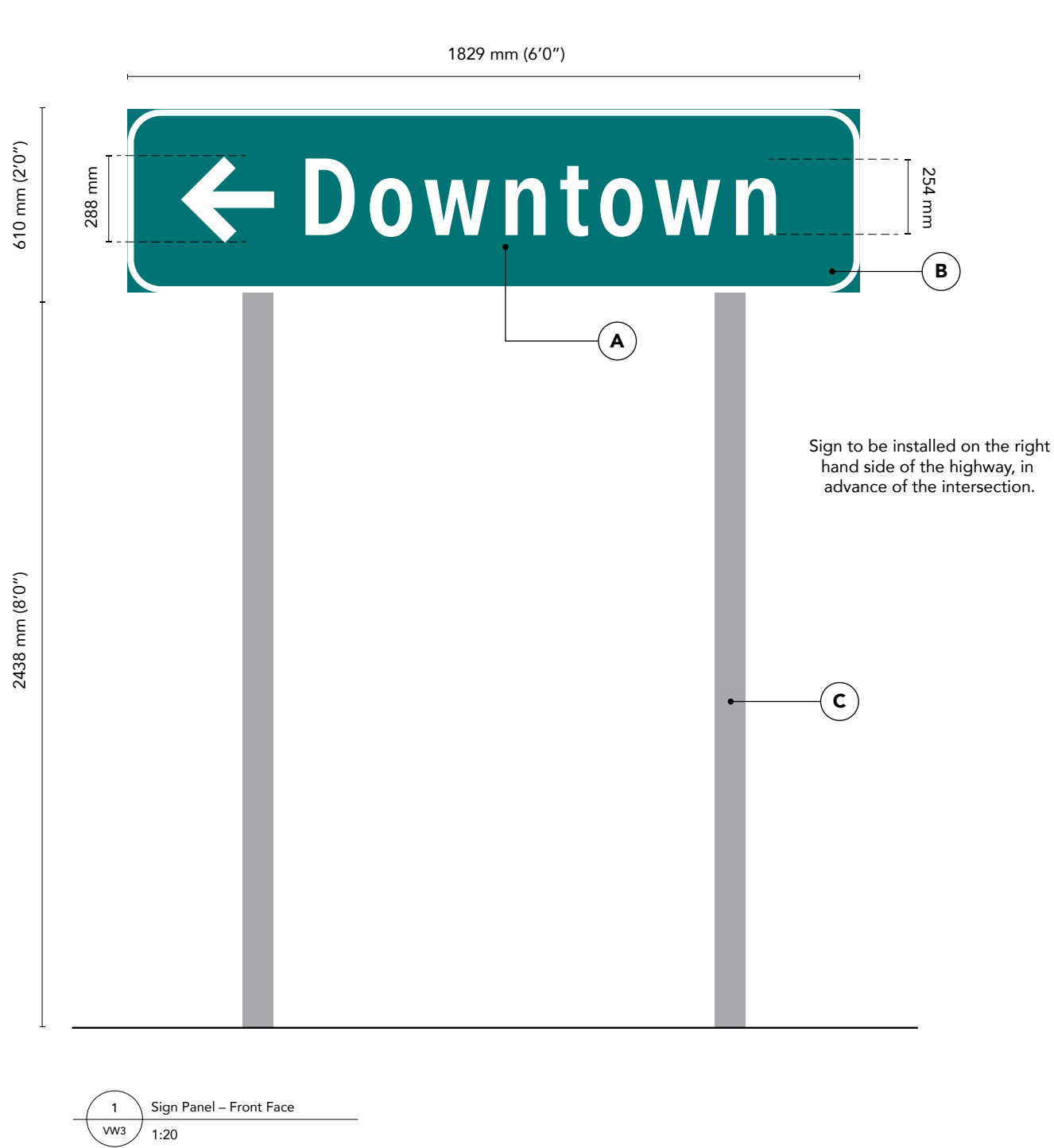
VW3-3

- A** Avenir Condensed Demi Bold with 60 pt tracking. The province may request to replace the font with **ClearviewHWY 5-W** in order to be in compliance with the Alberta Transportation guidelines.
- B** Types VII and IX Retro Reflective Sheeting with 3/4" plywood backing. Gerts or bracing material may be needed to stiffen the plywood surface and provide a suitable mounting support.
- C** Ground mounted breakaway steel i-beam posts. Signs, bases and posts should be installed in conformance with Alberta Transportation typical signage Drawings.

All signs that are placed in a provincial highway right of way must be approved by Alberta Transportation.

A signage design plan must be submitted to Alberta Transportation as part of the design submission package.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: VW3
SIGN TYPE:	Vehicular Wayfinding Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	



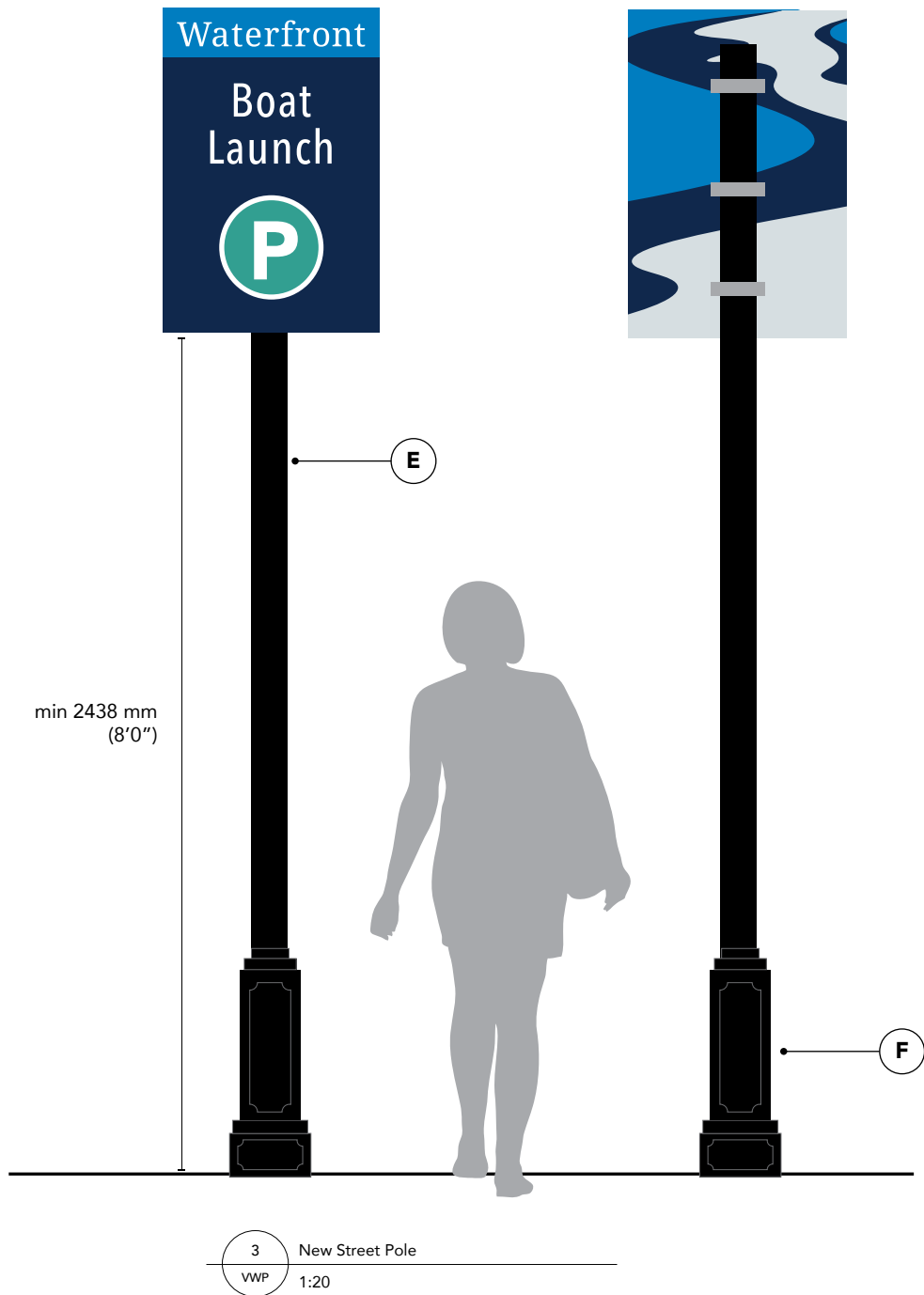
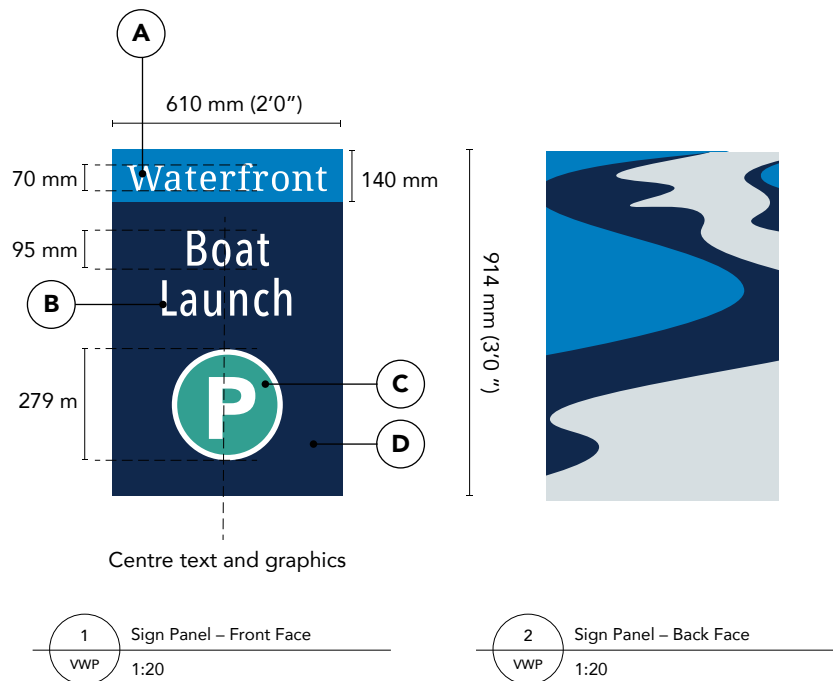
- A** Avenir Condensed Demi Bold with 60 pt tracking. The province may request to replace the font with **ClearviewHWY 5-W** in order to be in compliance with the Alberta Transportation guidelines.
- B** Types VII and IX Retro Reflective Sheeting with 3/4" plywood backing. Gerts or bracing material may be needed to stiffen the plywood surface and provide a suitable mounting support.
- C** Ground mounted breakaway steel i-beam posts. Signs, bases and posts should be installed in conformance with Alberta Transportation typical signage Drawings.

All signs that are placed in a provincial highway right of way must be approved by Alberta Transportation.

A signage design plan must be submitted to Alberta Transportation as part of the design submission package.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: VW4
SIGN TYPE:	Vehicular Wayfinding Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	

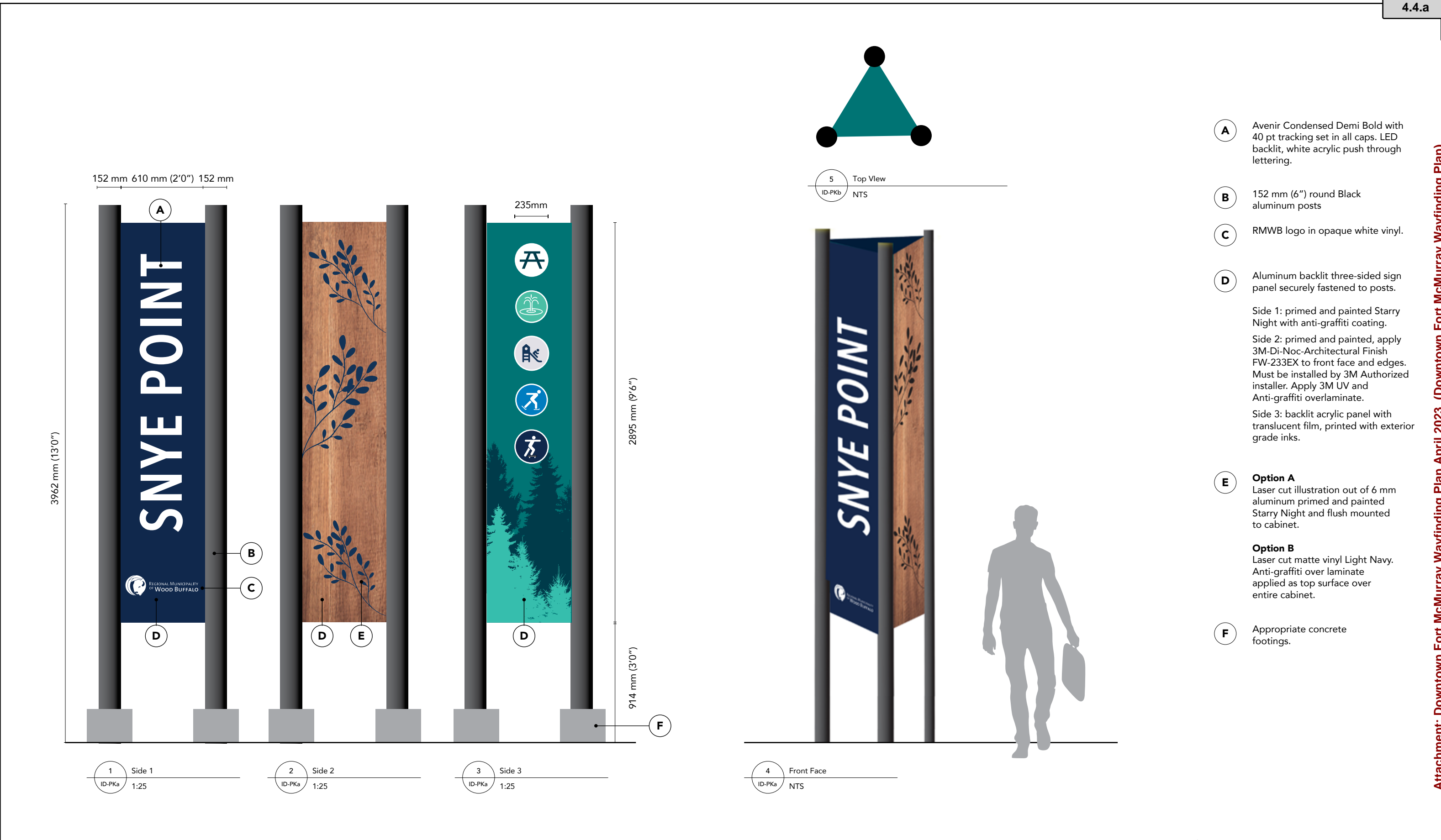
Single destination:



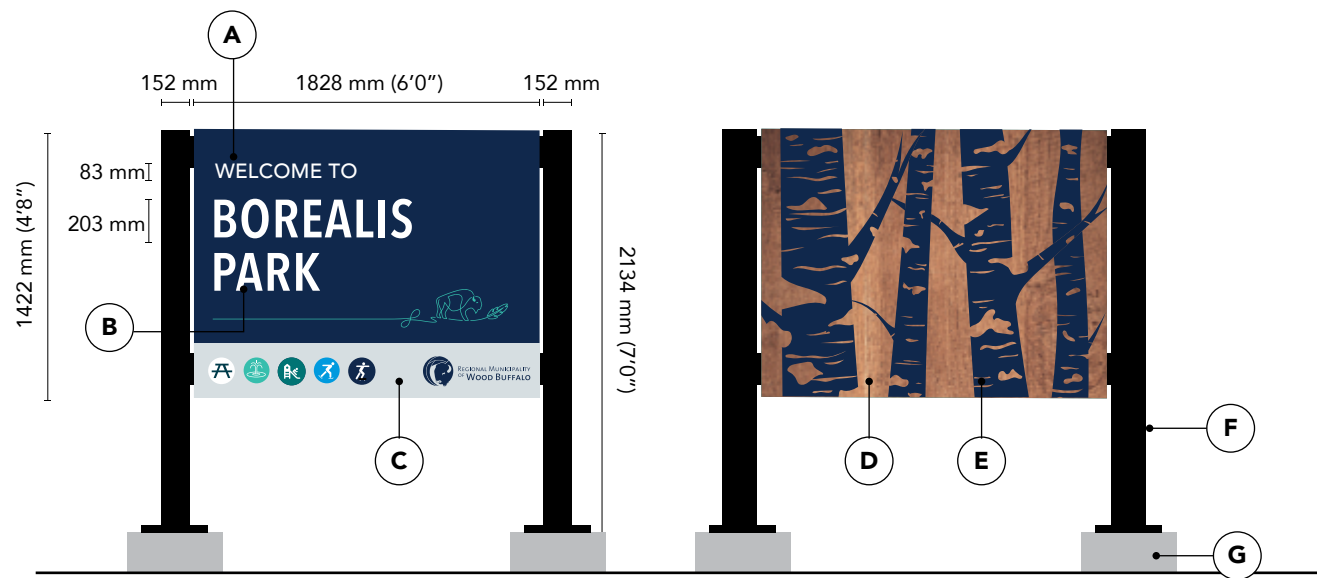
- A** Droid Serif 270 pt with 30 pt tracking set in upper lowercase.
- B** Avenir Condensed Medium 375 pt / 385 pt leading with 35 pt tracking set in upper lowercase.
- C** Parking icon with 40 pt white stroke around circle.
- D** Aluminum panel. Direct print graphics to white high intensity reflective sheeting, apply to front and back faces of panel. Apply anti-graffiti coating to both sides.
- E** Securely mount panel to new black 101 mm (4") square street poles using Band-it or equivalent strapping and buckles.
- F** 610 mm high x 216 mm wide square aluminum decorative base for 101 mm (4") square post



PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: VWP
SIGN TYPE:	Vehicular Wayfinding Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	As noted



PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: ID-PKa
SIGN TYPE:	Primary Park Identification Signage – Backlit	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	



1 Front Face
ID-PKb 1:40

2 Back Face
ID-PKb 1:40



3 Front Face
ID-PKb 1:40

4 Back Face
ID-PKb 1:40

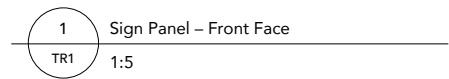
- A** Avenir Medium with 10 pt tracking set in all caps. 6 mm Aluminum letters primed and painted white, pin mounted flush to panel.
- B** Avenir Condensed Demi Bold with 10 pt tracking set in upper/lowercase. 6 mm Aluminum letters primed and painted white, flush mounted to panel.
- C** Aluminum sign cabinet 51 mm in depth primed and painted Starry Night with direct print graphics. Apply anti-graffiti coating.
- D** Aluminum sign cabinet 51 mm in depth. Apply 3M-Di-Noc-Architectural Finish WG-1140EX to back side, top and bottom edges. Seal edges. Must be installed by 3M Authorized installer. Apply 3M UV and Anti-graffiti overlaminate to all sides and top.
- E** **Option A**
Laser cut illustration out of 6 mm aluminum primed and painted Starry Night and flush mounted to cabinet.
Option B
Laser cut matte vinyl Light Navy. Anti-graffiti over laminate applied as top surface over entire cabinet.
- F** 152 mm (6") Black aluminum sign posts with cross beams welded together for mounting panels.
- G** Appropriate concrete footings.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: ID-PKb
SIGN TYPE:	Secondary Park Identification Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	



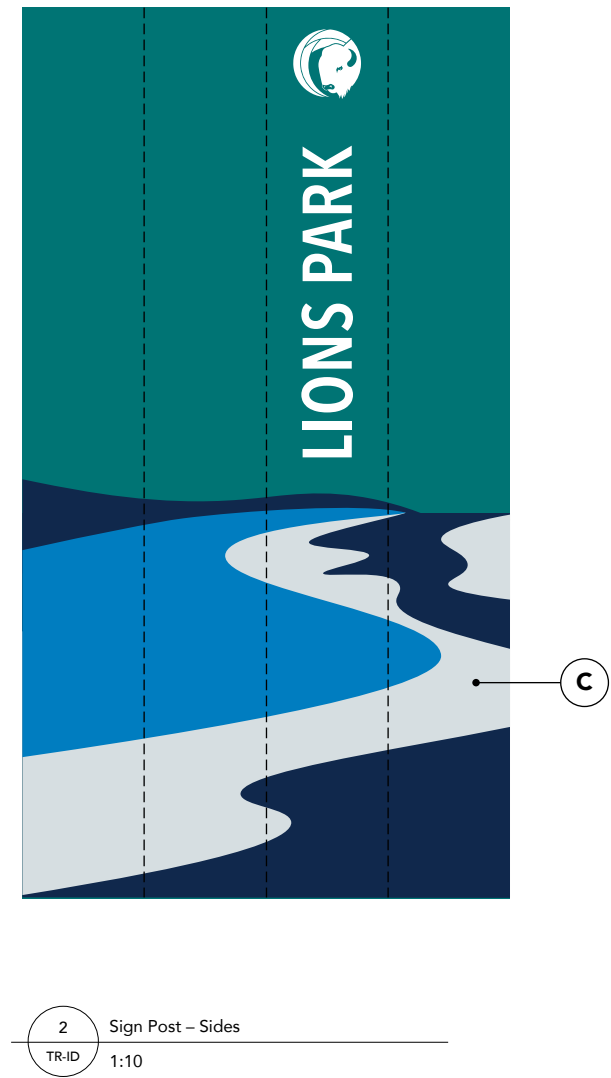
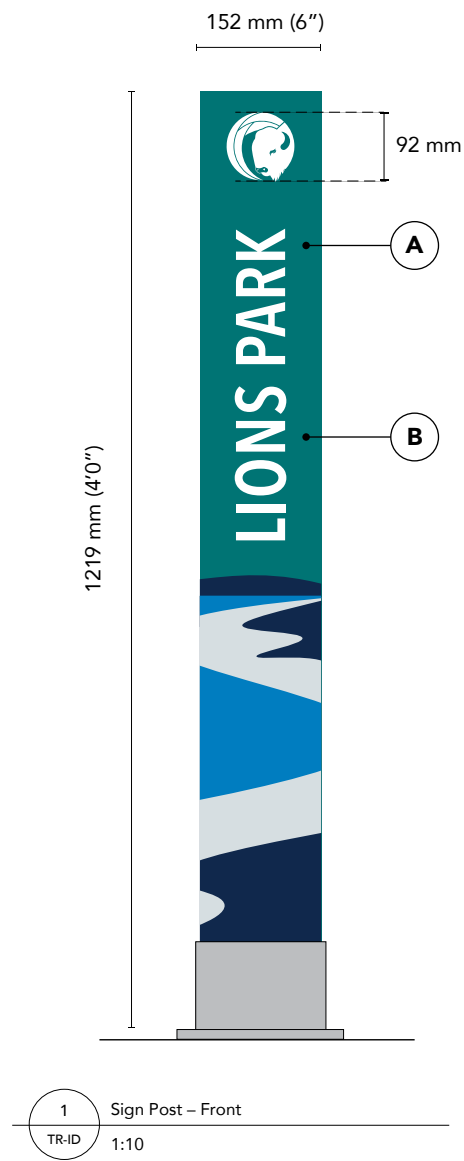
- A** Avenir Medium with 10 pt tracking set in uppercase. 3 mm Aluminum letters primed and painted white, flush mounted to panel.
- B** Avenir Condensed Demi Bold with 20 pt tracking set in uppercase. 3 mm Aluminum letters primed and painted white, flush mounted to panel.
- C** 25 mm thick aluminum sign panel primed and painted Starry Night. Direct print all graphics, other than dimensional lettering with exterior grade inks. Apply anti-graffiti coating.
- D** 25 mm thick aluminum sign panel primed and painted Boreal. Direct print all graphics, other than dimensional lettering with exterior grade inks. Apply anti-graffiti coating to entire panel.
- E** Illustration cut out of matte vinyl Light Navy. Anti-graffiti over laminate applied as top surface over panel.
- F** 152 mm (6") Black aluminum sign posts with cross beams welded together for mounting panels.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: ID-PKc
SIGN TYPE:	Small Park Identification Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	As noted



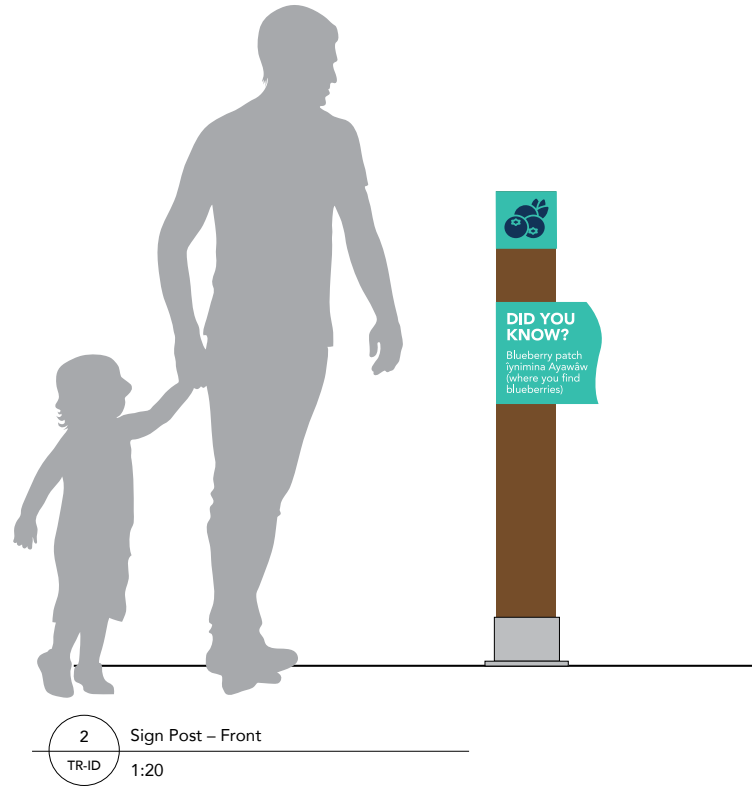
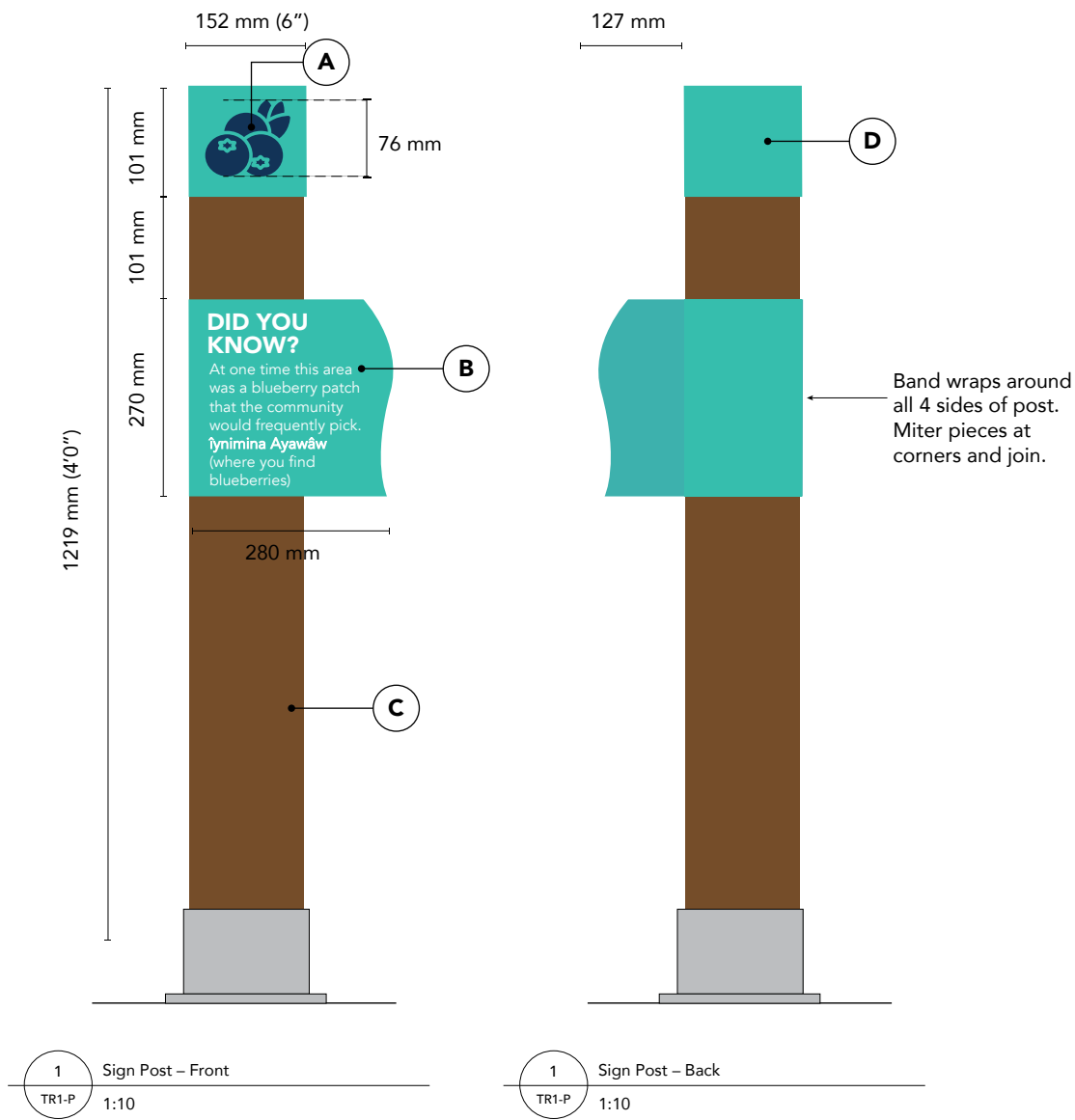
- Apply 3M UV and Anti-graffiti coating to both sides. Securely mount panel to wood post.

TR1



- A 152 mm (6") aluminum post primed and painted Boreal. Post installed with steel sleeve welded to steel footing, and fastened to concrete base. Bolt steel sleeve to aluminum post.
- B Avenir Condensed Demi Bold 260 pt set in uppercase. Type size can be made smaller to fit. Die-cut opaque white vinyl.
- C Printed cut vinyl applied around all 4 sides of post. Apply anti-graffiti coating to entire post.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: TR-ID
SIGN TYPE:	Trail Identification Signage	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	As noted

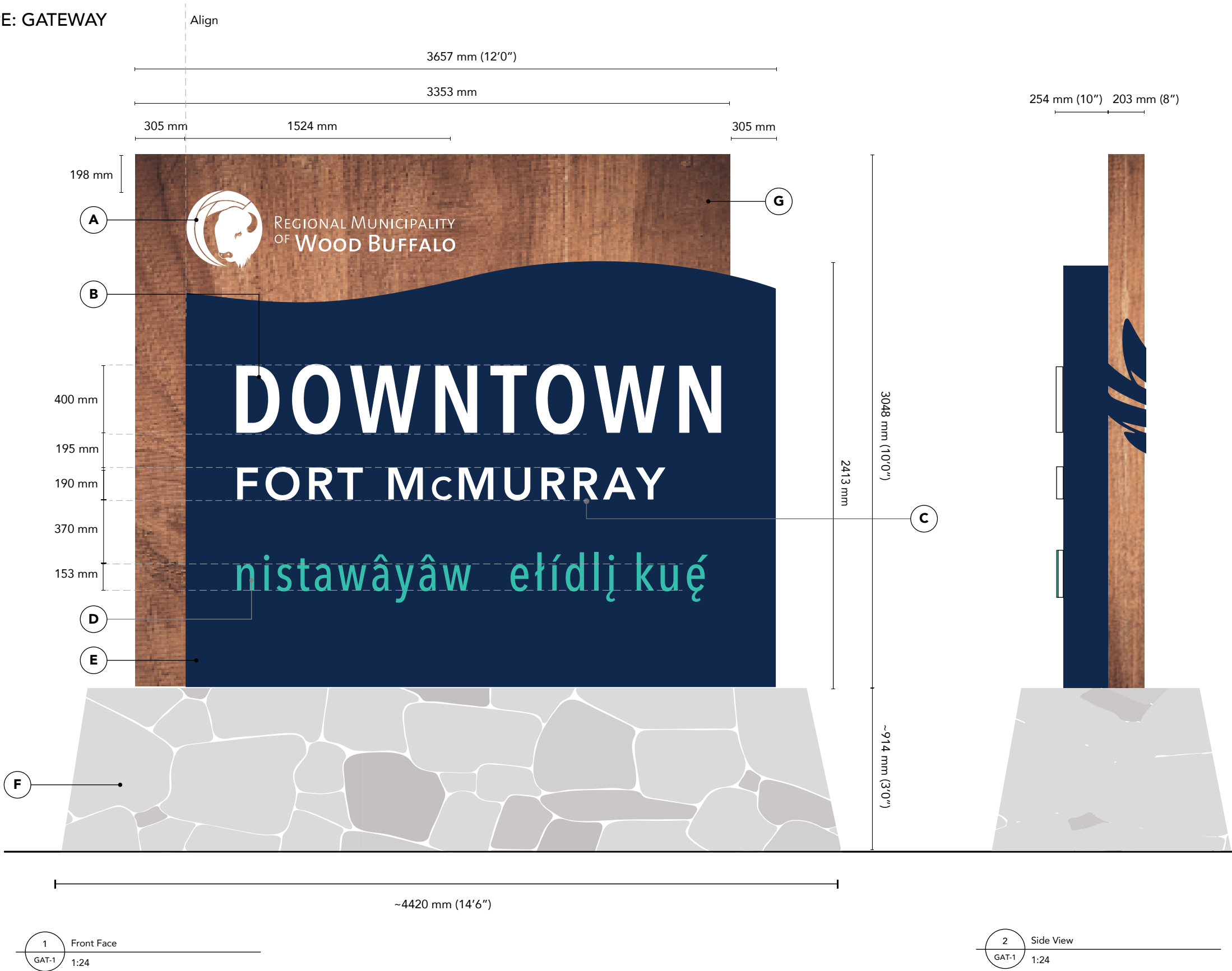


- A** Illustration applied in cut vinyl or direct print.
- B** 6 mm aluminum cut to shape, primed and painted Aurora. Secured to wood post with no visible fasteners.

Lettering in die-cut white vinyl. Apply anti-graffiti coating.
- C** 152 mm (6") brown pressure treated post installed with steel sleeve welded to steel footing, and fastened to concrete base. Bolt steel sleeve to wood post.
- D** Aluminum cap primed and painted Aurora. Secured to wood post with no visible fasteners.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	TBD	DWG NO.: TR1-P
SIGN TYPE:	Did You Know Marker	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	

SIGN TYPE: GATEWAY



- A** RMWB LOGO:
6 mm aluminum logo painted white on front and sides, flush mounted to sign face.
- B** DOWNTOWN:
White push-thru LED lit acrylic lettering. Avenir Condensed Demi Bold set in uppercase with letter spacing.
- C** FORT McMURRAY:
White push-thru LED lit acrylic lettering. Avenir Demi Bold with letter spacing.
- D** CREE AND DENE LANGUAGES:
Push-thru LED lit acrylic lettering with translucent vinyl in Aurora applied to front face of letters. Avenir Condensed Medium with letter spacing.
- E** Internally lit, aluminum sign cabinet primed and painted on all sides in Starry Night. Apply anti-graffiti coating.
- F** Concrete base with cultivated stone cladding "river rock" Apply anti-graffiti coating to all sides.
- G** Apply 3M-Di-Noc-Architectural Finish WG-1140EX to all sides and top of aluminum cabinet; seal edges. Must be installed by 3M Authorized installer. Apply 3M UV and Anti-graffiti overlamine to all sides and top.

Support Frame Structure:
Aluminum posts must be used in frame structure.

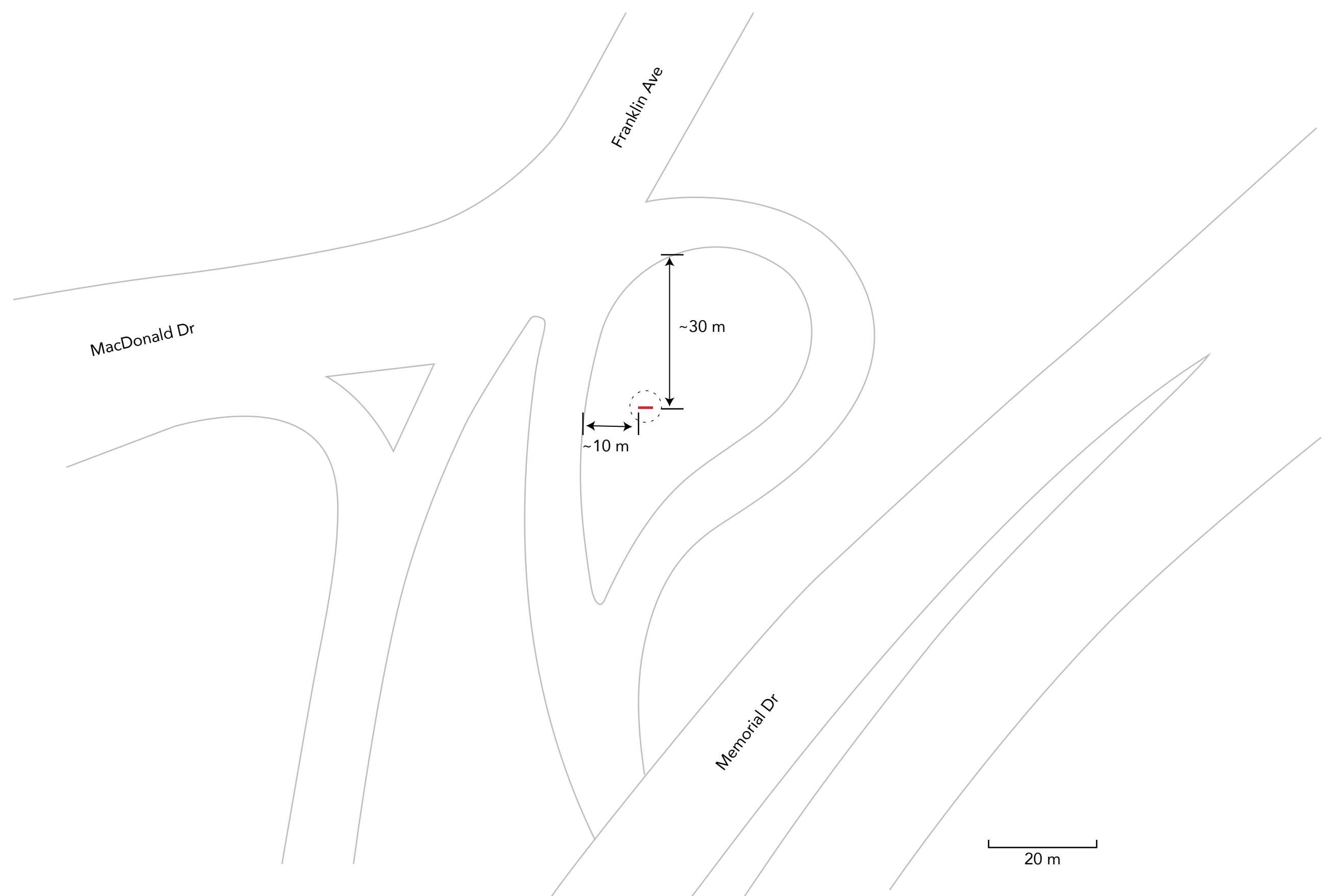
PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Franklin Ave (teardrop)	DWG NO.: GAT-1
SIGN TYPE:	Gateway	QUANTITY:	1	
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	1:24

SIGN TYPE: GATEWAY (BACK)



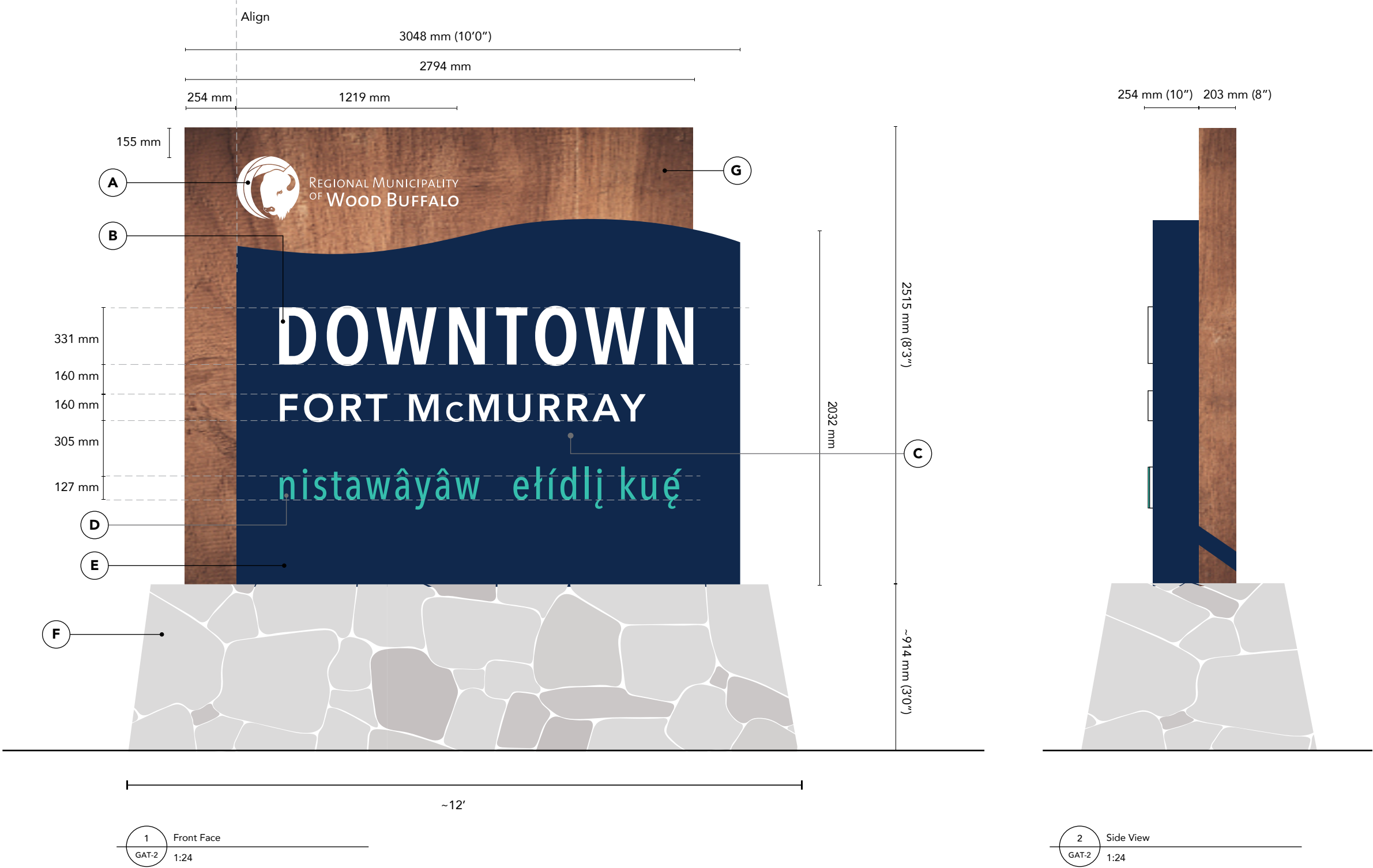
- G**
- Option A**
Laser cut illustration out of 6 mm aluminum painted Starry Night and flush mounted to cabinet. Miter edges to wrap around sides.
- Option B**
Illustration cut out of matte vinyl Light Navy. Anti-graffiti over laminate applied as top surface over entire cabinet.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Franklin Ave (teardrop)	DWG NO.: GAT-1
SIGN TYPE:	Gateway	QUANTITY:	1	
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	1:24



PROJECT:	RMWB Downtown Wayfinding Program	LOCATION:	Franklin Ave (teardrop)	DWG NO.: GAT-1
SIGN TYPE:	Gateway Location Drawing	QUANTITY:	1	
NOTES:	Location is approximate. A thorough site inspection and locates must be done prior.		SCALE:	As noted

SIGN TYPE: GATEWAY



- A** RMWB LOGO:
6 mm aluminum logo painted white on front and sides, flush mounted to sign face.
- B** DOWNTOWN:
White push-thru LED lit acrylic lettering. Avenir Condensed Demi Bold set in uppercase with letter spacing.
- C** FORT McMURRAY:
White push-thru LED lit acrylic lettering. Avenir Demi Bold with letter spacing.
- D** CREE AND DENE LANGUAGES:
Push-thru LED lit acrylic lettering with translucent vinyl in Aurora applied to front face of letters. Avenir Condensed Medium with letter spacing.
- E** Internally lit, aluminum sign cabinet primed and painted on all sides in Starry Night. Apply anti-graffiti coating.
- F** Concrete base with cultivated stone cladding "river rock" Apply anti-graffiti coating to all sides.
- G** Apply 3M-Di-Noc-Architectural Finish WG-1140EX to all sides and top of aluminum cabinet; seal edges. Must be installed by 3M Authorized installer. Apply 3M UV and Anti-graffiti overlamine to all sides and top.

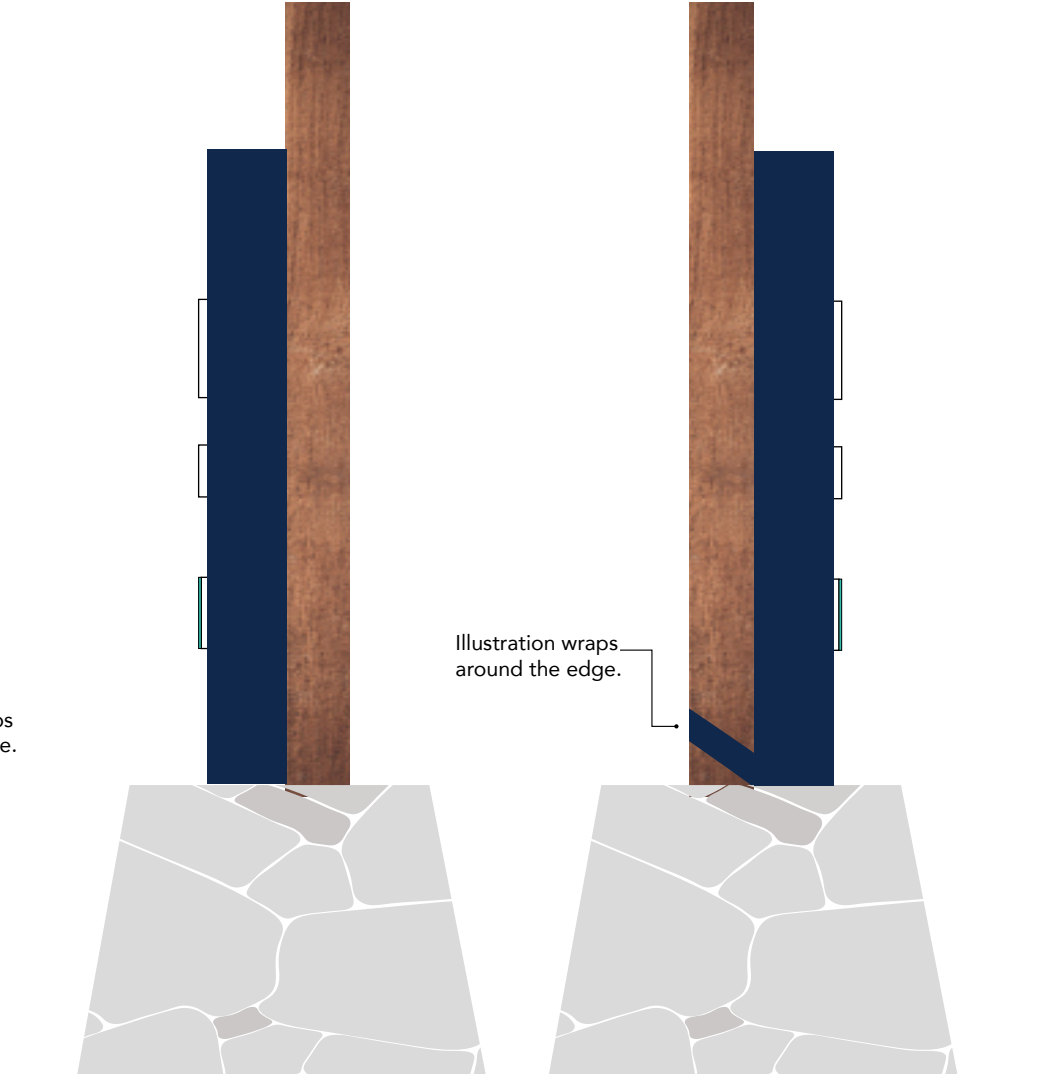
Support Frame Structure:
Aluminum posts must be used in frame structure.

PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Hospital St	DWG NO.: GAT-2
SIGN TYPE:	Gateway	QUANTITY:	1	
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	1:24

SIGN TYPE: GATEWAY (BACK)



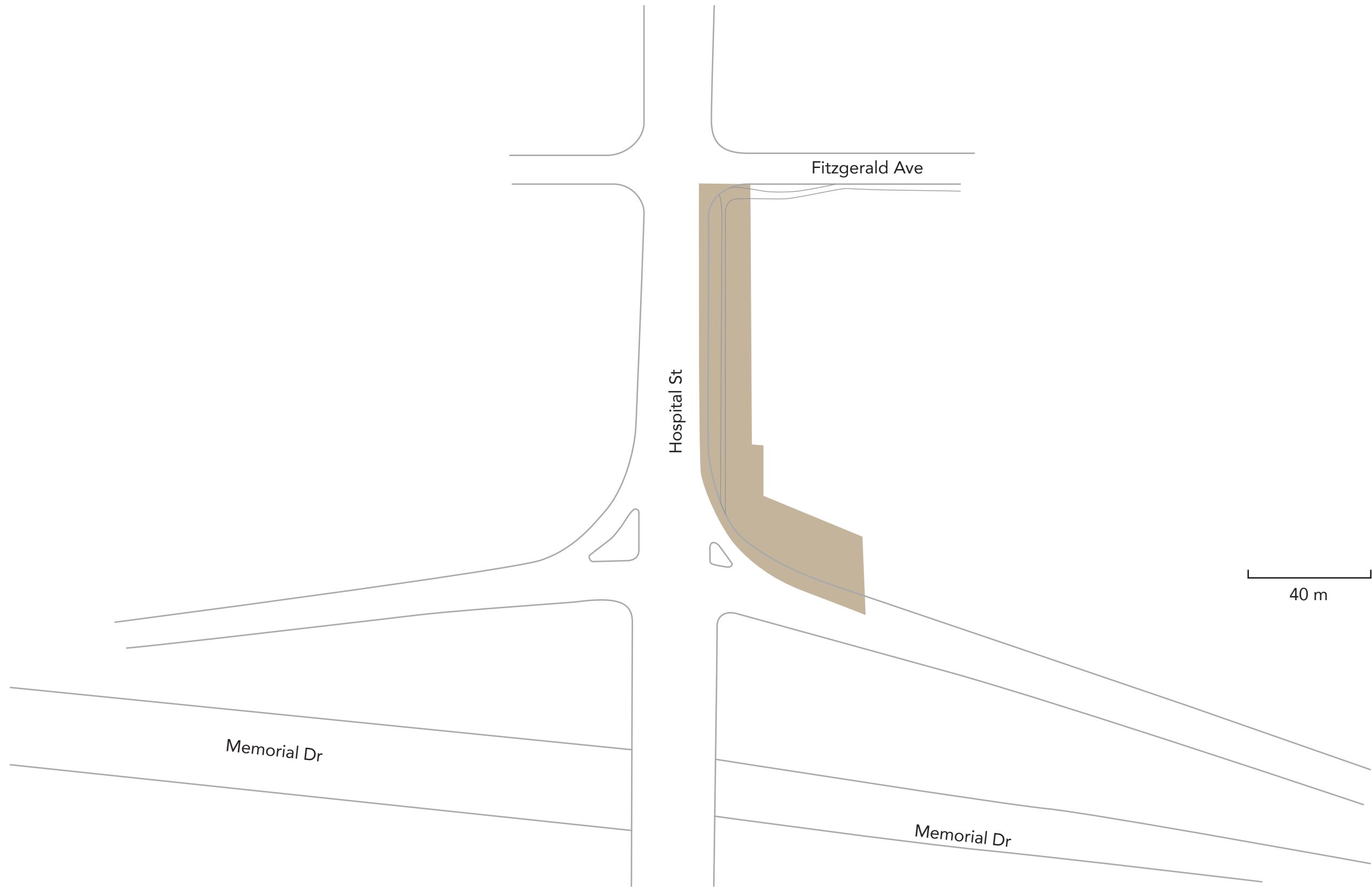
3 Rear Face
GAT-2 1:24



4 Side View
GAT-2 1:24

- G** **Option A**
Laser cut illustration out of 6 mm aluminum painted Starry Night and flush mounted to cabinet. Miter edges to wrap around sides.
- Option B**
Illustration cut out of matte vinyl Light Navy. Anti-graffiti over laminate applied as top surface over entire cabinet.

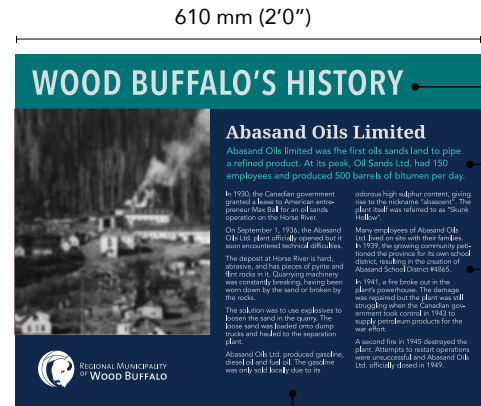
PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Hospital St	DWG NO.: GAT-2
SIGN TYPE:	Gateway	QUANTITY:	1	
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	1:24



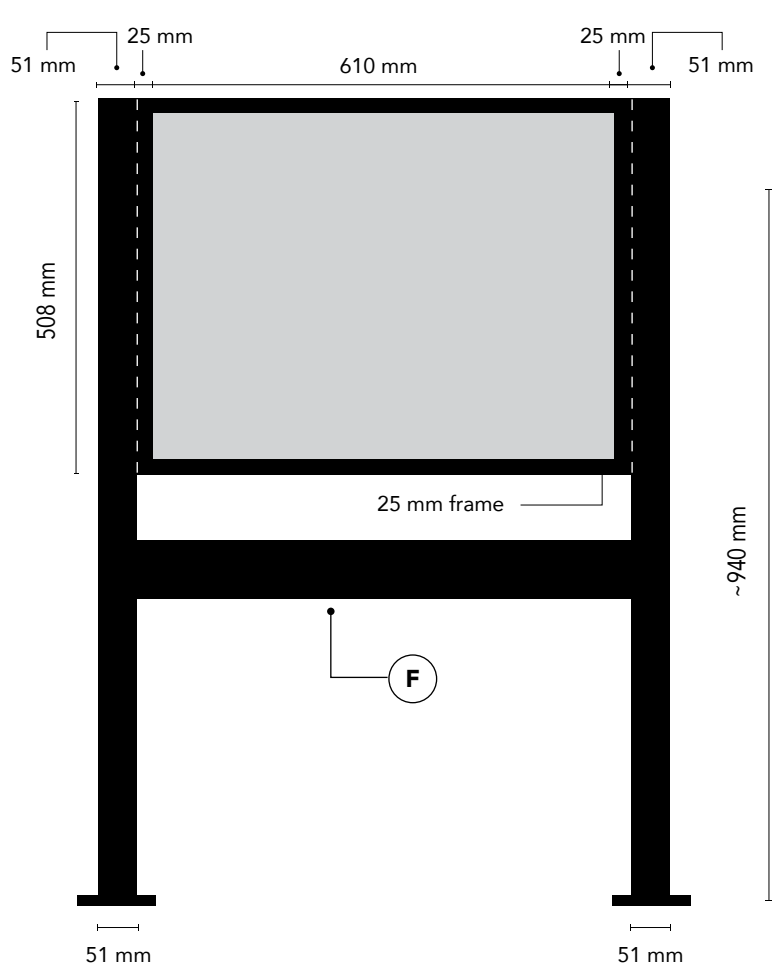
PROJECT:	RMWB Downtown Wayfinding Program	LOCATION:	Hospital St	<div>DWG NO.:</div> <div>GAT-2</div>
SIGN TYPE:	Gateway Location Drawing	QUANTITY:	1	
NOTES:	Location is approximate. A thorough site inspection and locates must be done prior.		SCALE:	As noted



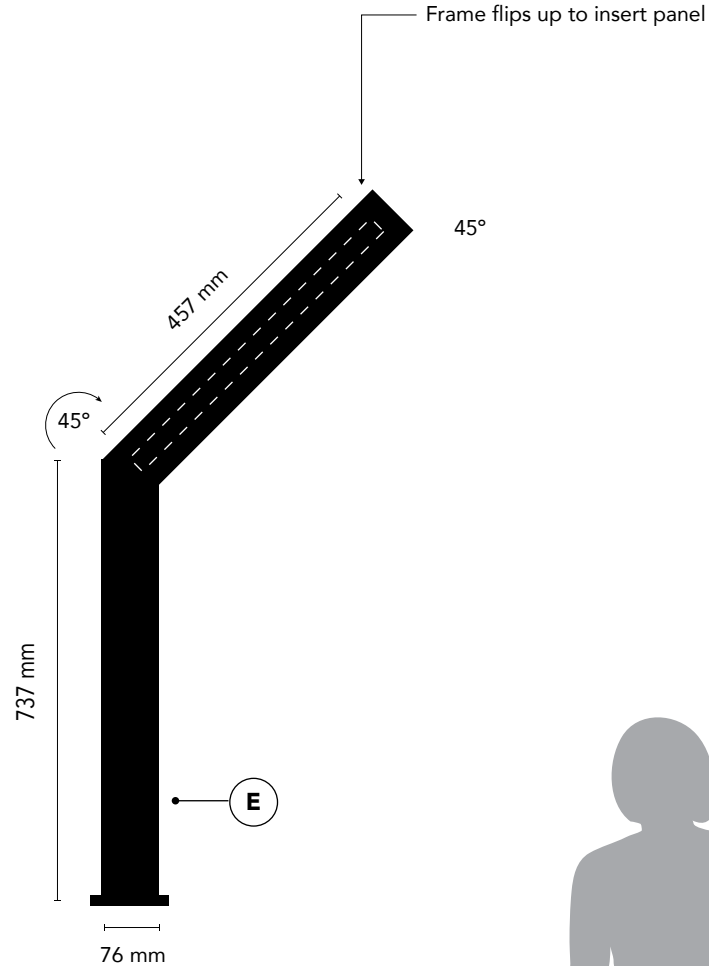
PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	Refer to map	DWG NO.: BAN-1
SIGN TYPE:	Street Banners	QUANTITY:		
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.	SCALE:	As noted	



1 Panel
HP-1 1:10



2 Front View
HP-1 1:10



3 Side View
HP-1 1:10

- A** Avenir Condensed Demi Bold 128 pt with 30 pt tracking set in uppercase. Colour is Birch.
- B** Title: Droid Serif Bold 65 pt set in upper/lowercase. Colour is Birch. Intro Copy: Avenir Medium 34 pt set in upper/lowercase. Colour is Aurora.
- C** Avenir Regular 26 pt. Colour is Birch.
- D** 13 mm (0.5") thick high pressure laminate sign panel (HPL).
- E** Aluminum cantilever frame with panel insert painted black with 2 part Polyurethane automotive paint.
- F** Cross brace to add more stability.



PROJECT:	RMWB Downtown Wayfinding Program – Design Intent Drawings	LOCATION:	TBD	DWG NO.: HP-1
SIGN TYPE:	Heritage Plaque	QUANTITY:	20	
NOTES:	Drawing shows design intent only. Signage fabricator to site verify all site dimensions and conditions prior to production.		SCALE:	As noted



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

OFFICE OF THE MAYOR

P R O C L A M A T I O N

- WHEREAS** the impacts of sexual violence are prevalent among all Albertans; and
- WHEREAS** it is in the public interest for community members and leaders to come together to create a community of support for survivors and to celebrate the increased advocacy and awareness of sexual violence in communities; and
- WHEREAS** challenging the systems that contribute to sexual violence can help eliminate violence in 2023 and for years to come; and
- WHEREAS** the Regional Municipality of Wood Buffalo supports working together to eliminate sexual violence in the region.

NOW THEREFORE, I, Sandy Bowman, Mayor of the Regional Municipality of Wood Buffalo, do hereby proclaim **May 2023** as:

“SEXUAL VIOLENCE AWARENESS MONTH”

IN WITNESS WHEREOF, I have hereunder set my hand and caused to be affixed the seal of the Regional Municipality of Wood Buffalo in Fort McMurray, Alberta, this **25th day of April 2023**.

Sandy Bowman
Mayor



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: 2022 Audited Consolidated Financial Statements

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT the 2022 Audited Consolidated Financial Statements for the Regional Municipality of Wood Buffalo for the year ending December 31, 2022, be accepted as information.

Summary:

The *Municipal Government Act* requires that every Alberta municipality prepare and submit a Financial Information Return and Audited Financial Statements by May 1 of each year for the preceding year.

Background:

All information from subsidiary Corporations which includes the Regional Recreation Corporation of Wood Buffalo (RRC), Regional Municipality of Wood Buffalo Library Board, the Wood Buffalo Housing and Development Corporation, the Wood Buffalo Economic Development Corporation and the Wood Buffalo Arctic Winter Games Host Society have been fully consolidated within the Regional Municipality of Wood Buffalo Financial Statements.

The Municipality's 2022 Audited Consolidated Financial Statements have been audited by Deloitte LLP, the Municipality's Auditors, and will also be made available to the public on the Regional Municipality of Wood Buffalo's website.

Budget/Financial Implications:

The Consolidated Statement of Financial Position, or Balance Sheet, shows an increase in cash and cash equivalents of \$42M and an increase in investments of only \$3.5M, as cash from operations were not transferred to investments during the year. Further, low-interest earning investments were used to pay down long-term debt by \$12M. The increase in trade and other receivables includes \$10M for submitted Disaster Recovery Program (DRP) claims.

Operating revenues to December 31, 2022, are \$642M, a 3.7% or \$23M increase from the prior year. Sales and user charges increased by \$10M, including \$5M at RRC following the lifting of social distancing restrictions in 2022 and \$5M from greater usage of transit and environmental utility services, combined with 2022 user fee adjustments. Government transfers for operating were higher in 2022 by \$10M due to submission of DRP claims for prior year expenses.

Expenses to December 31, 2022 total \$688M, a 7.4% or \$48M increase from the prior year. The majority of this increase was the result of rural broadband project costs of \$9M, an increase in temporary flood mitigation costs of \$7M, inflationary pressures increased costs of electricity, fuel and other supplies by \$7M and capital adjustments were \$21M greater in 2022 for amortization expense, losses and write-downs of capital assets.

The 2022 year ended with an operating surplus of \$24.5M which has been transferred to reserves as per FIN-160.

Rationale for Recommendation:

Section 276 of the *Municipal Government Act* requires that all municipalities prepare annual financial statements and the auditor's report by May 1 of each year for the immediate preceding year.

Strategic Plan Values:

Fiscal Management

Attachments:

2022 Audited Consolidated Financial Statements

2022 RMWB Consolidated Financial Statements - Presentation

Consolidated Financial Statements of

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Year ended December 31, 2022

Consolidated Financial Statements of
REGIONAL MUNICIPALITY OF WOOD BUFFALO

Year ended December 31, 2022

Management's Responsibility for the Consolidated Financial Statements	1
Independent Auditor's Report	2
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Consolidated Statement of Change in Net Financial Assets	6
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MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of the Regional Municipality of Wood Buffalo (the "Municipality") are the responsibility of the Municipality's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies followed by the Municipality are described in Note 1 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The Mayor and Members of Council met with management and the external auditors to discuss the consolidated financial statements and any significant financial reporting or internal control matters prior to the management approval of the consolidated financial statements.

The consolidated financial statements have been audited by Deloitte LLP, independent auditors appointed by the Municipality. The Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Municipality's consolidated financial statements.

For: Regional Municipality of Wood Buffalo

Laurie Farquharson, CPA, CMA
Chief Financial Officer

Paul Thorkelsson, MPA, MArch, Architect-AIBC
Chief Administrative Officer

April 25, 2023

Independent Auditor's Report inserted here (page 1 of 2)

Independent Auditor's Report inserted here (page 2 of 2)

REGIONAL MUNICIPALITY OF WOOD BUFFALO
Consolidated Statement of Financial Position

December 31, 2022

	2022	2021
Financial assets		
Cash and cash equivalents	\$ 186,319,475	\$ 144,179,471
Restricted cash (Note 2)	15,249,312	16,227,783
Taxes and grants in lieu receivable (Note 3)	8,676,278	9,794,273
Trade and other receivables (Note 4)	72,576,201	56,653,025
Inventories held for resale	1,195,985	178,849
Investments (Note 5)	1,115,111,746	1,111,627,468
Mortgages and notes receivable (Note 6)	3,987,903	4,243,015
	<u>1,403,116,900</u>	<u>1,342,903,884</u>
Liabilities		
Accounts payable and accrued liabilities	94,668,995	80,118,136
Deposit liabilities	9,539,340	10,001,752
Deferred revenue (Note 7)	64,279,339	75,344,250
Employee benefit obligations (Note 8)	20,048,646	19,274,475
Contaminated sites liability (Note 9)	2,325,346	2,131,609
Provision for landfill closure and post-closure obligation (Note 10)	21,361,728	20,097,468
Long-term debt (Note 11)	45,676,921	57,829,778
	<u>257,900,315</u>	<u>264,797,468</u>
Net financial assets	<u>1,145,216,585</u>	<u>1,078,106,416</u>
Non-financial assets		
Tangible capital assets (Note 13)	4,290,256,760	4,349,160,448
Consumable inventories	4,488,067	4,956,326
Prepaid expenses	4,733,900	3,702,496
	<u>4,299,478,727</u>	<u>4,357,819,270</u>
Accumulated surplus (Note 14)	<u>\$ 5,444,695,312</u>	<u>\$ 5,435,925,686</u>

Contractual rights (Note 18)

Commitments and contingent liabilities (Note 19)

See accompanying notes to consolidated financial statements.

Approved by:

Chief Financial Officer

Chief Administrative Officer

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial Statements)

REGIONAL MUNICIPALITY OF WOOD BUFFALO
Consolidated Statement of Operations and Accumulated Surplus

For the Year Ended December 31, 2022

	Budget	2022	2021
	(Note 23)		
Revenue:			
Net taxes available for municipal purposes (Note 15)	\$ 465,343,700	\$ 467,717,354	\$ 468,722,230
Government transfers for operating (Note 16)	22,598,925	39,595,380	29,866,192
Sales and user charges (Note 22)	61,096,484	60,356,744	50,507,593
Sales to other governments	3,275,100	4,060,266	3,700,436
Penalties and costs on taxes	2,340,700	5,477,638	2,570,018
Licenses and permits	1,641,000	2,043,515	2,406,319
Fines	2,870,000	2,891,434	2,976,732
Franchise and concession contracts	8,200,000	9,112,676	8,017,790
Returns on investments	19,911,325	22,582,736	23,918,167
Rentals	17,379,887	19,305,611	17,778,641
Other	4,263,521	8,734,613	8,787,864
	608,920,642	641,877,967	619,251,982
Expenses (Note 17):			
Council and other legislative	1,430,554	1,290,976	1,115,045
General administration	89,573,094	102,029,940	96,531,860
Other general government	40,346,330	60,990,854	45,093,845
Police	40,501,489	39,289,291	41,464,789
Fire	33,999,447	37,647,826	35,180,546
Disaster and emergency measures	3,907,361	14,736,182	13,741,048
Ambulance and first aid	9,550,281	10,548,627	11,118,231
Bylaws enforcement	6,490,669	5,346,991	5,216,635
Common and equipment pool	21,580,850	24,215,959	21,168,836
Roads, streets, walks, lighting	30,469,340	71,288,423	65,074,524
Public transport	20,045,780	28,142,274	27,675,294
Storm sewers and drainage	886,868	6,009,835	4,332,256
Water supply and distribution	31,692,564	67,291,284	50,680,550
Wastewater treatment and disposal	18,479,532	47,201,952	41,110,633
Waste management	15,884,796	16,512,231	16,471,376
Family and community support	8,777,030	8,503,849	23,615,307
Cemeteries and crematoriums	573,321	283,672	477,334
Land use planning, zoning and development	14,039,621	9,757,021	11,528,750
Public housing operations	22,688,377	36,236,238	26,034,942
Land, housing and building rentals	4,220,586	3,138,510	2,754,642
Recreation boards	75,100	68,072	18,145
Parks and recreation	63,191,041	91,706,421	94,424,020
Culture: libraries, museums, halls	5,312,819	5,399,718	5,149,738
	483,716,850	687,636,146	639,978,346
Annual deficit before other	125,203,792	(45,758,179)	(20,726,364)
Other:			
Contributions of tangible capital assets	-	-	6,710,245
Government transfers for capital (Note 16)	16,750,000	54,527,805	57,078,128
Annual surplus	141,953,792	8,769,626	43,062,009
Accumulated surplus, beginning of year	5,435,925,686	5,435,925,686	5,392,863,677
Accumulated surplus, end of year	\$ 5,577,879,478	\$ 5,444,695,312	\$ 5,435,925,686

See accompanying notes to consolidated financial statements.

REGIONAL MUNICIPALITY OF WOOD BUFFALO
Consolidated Statement of Change in Net Financial Assets

For the Year Ended December 31, 2022

	Budget	2022	2021
	(Note 23)		
Annual surplus	\$ 141,953,792	\$ 8,769,626	\$ 43,062,009
Acquisition of tangible capital assets	(155,319,000)	(102,797,841)	(174,421,195)
Contributions of tangible capital assets	-	-	(6,710,245)
Write down of tangible capital assets	-	7,152,787	-
Transfer of tangible capital assets to inventory held for resale	-	6,646,226	-
Loss on disposal of tangible capital assets	-	9,191,508	2,496,919
Amortization of tangible capital assets	-	137,899,993	131,820,584
Proceeds on disposal of tangible capital assets	-	811,015	1,335,284
	(13,365,208)	67,673,314	(2,416,644)
Use of consumable inventories	-	468,259	646,340
(Acquisition) use of prepaid expenses	-	(1,031,404)	1,208,699
	-	(563,145)	1,855,039
Increase (decrease) in net financial assets	(13,365,208)	67,110,169	(561,605)
Net financial assets, beginning of year	1,078,106,416	1,078,106,416	1,078,668,021
Net financial assets, end of year	\$ 1,064,741,208	\$ 1,145,216,585	\$ 1,078,106,416

See accompanying notes to consolidated financial statements.

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial Statements)

REGIONAL MUNICIPALITY OF WOOD BUFFALO
Consolidated Statement of Cash Flows

For the Year Ended December 31, 2022

	2022	2021
Cash provided by (used in):		
Operating:		
Annual surplus	\$ 8,769,626	\$ 43,062,009
Non-cash items included in annual surplus		
Amortization of tangible capital assets	137,899,993	131,820,584
Loss on disposal of tangible capital assets	9,191,508	2,496,919
Contributions of tangible capital assets	-	(6,710,245)
Non-cash transfer to individuals and organizations	5,647,209	-
Write down of tangible capital assets	7,152,787	-
Change in non-cash assets and liabilities:		
Taxes and grants in lieu receivable	1,117,995	1,759,968
Trade and other receivables	(15,923,176)	(21,128,368)
Inventories held for resale	(18,119)	9,424
Consumable inventories	468,259	646,340
Prepaid expenses	(1,031,404)	1,208,699
Accounts payable and accrued liabilities	14,550,859	1,060,904
Deposit liabilities	(462,412)	(349,091)
Deferred revenue	(11,064,911)	5,287,907
Employee benefit obligations	774,171	(1,802,404)
Contaminated sites liability	193,737	18,482
Provision for landfill closure and post-closure costs	1,264,260	1,243,174
Cash provided by operating transactions	158,530,382	158,624,302
Capital:		
Proceeds on disposal of tangible capital assets	811,015	1,335,284
Acquisition of tangible capital assets	(102,797,841)	(174,421,195)
Cash applied to capital transactions	(101,986,826)	(173,085,911)
Investing:		
Decrease in mortgages and notes receivable	255,112	62,663
Decrease (increase) in restricted cash	978,471	(69,222)
Increase in investments	(3,484,278)	(111,458,432)
Cash applied to investing transactions	(2,250,695)	(111,464,991)
Financing:		
Long-term debt repaid	(12,152,857)	(14,699,466)
Cash applied to financing transactions	(12,152,857)	(14,699,466)
Change in cash and cash equivalents during the year	42,140,004	(140,626,066)
Cash and cash equivalents, beginning of year	144,179,471	284,805,537
Cash and cash equivalents, end of year	\$ 186,319,475	\$ 144,179,471

See accompanying notes to consolidated financial statements.

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial Statements)

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

The Regional Municipality of Wood Buffalo (the Municipality) is a municipality in the Province of Alberta, Canada and operates under the provisions of the Municipal Government Act, R.S.A., 2000, c.M-26, as amended (MGA).

1. Significant accounting policies

The consolidated financial statements of the Municipality are prepared by management in accordance with Canadian public sector accounting standards. Significant accounting policies adopted by the Municipality are as follows:

(a) Reporting entity

(i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues, expenses and accumulated surplus of the reporting entity. The reporting entity is comprised of entities whose operations and assets are under the control of the Municipality. In addition to general municipal tax supported operations, they include:

Regional Municipality of Wood Buffalo Library Board
Wood Buffalo Housing & Development Corporation
Regional Recreation Corporation of Wood Buffalo
Wood Buffalo Economic Development Corporation
Wood Buffalo Arctic Winter Games Host Society

Interdepartmental and inter-organizational transactions and balances have been eliminated.

(ii) Other boards and commissions

The Municipality is a member of various other boards and commissions that are not included in the reporting entity.

(iii) Alberta School Foundation Fund and School Boards

The note for net taxes available for municipal purposes includes requisitions for the Alberta School Foundation Fund and School Boards that are not part of the reporting entity.

(b) Basis of accounting

The Municipality follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Property tax revenue is based on approved annual budget and requisition requirements. Property tax assessment is based on either the market value or regulated value legislated standard as prescribed in the MGA. The market value standard is based on the market value of properties as of July 1st of the preceding year. The regulated value standard is based on rates and procedures prescribed by Alberta Municipal Affairs. Assessments are subject to appeal. Potential losses on assessment appeals outstanding are recorded as a provision in accounts payable and accrued liabilities.

Construction and borrowing costs associated with local improvement projects are recovered through annual special assessments during the period of the related borrowings. These levies are collectible from property owners for work performed by the Municipality.

Local improvement levies represent funds from external parties that are restricted by legislation and are accounted for as deferred revenue until the special assessments are authorized by Council, issued to the property owners, and the funds are used for the purpose specified.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)*(b) Basis of accounting (continued)*

Government transfers and grants are recognized in the consolidated financial statements as revenues in the period that the events giving rise to the transfer occurred, providing the transfers are authorized, any eligibility criteria have been met by the Municipality, and reasonable estimates of the amounts can be made. Prior to that time, any amounts received, along with the restricted interest thereon, are recorded as deferred revenue.

Authorized transfers from the Municipality to other organizations or individuals are recorded as an expense when the recipients have met the eligibility criteria and the amount can be reasonably estimated. The majority of transfers made by the Municipality are in the form of grants or operating subsidies.

Revenues for the provision of goods or services are recognized in the period in which the goods are provided, or the services are rendered. Revenues from sponsorships are recognized over the terms of the sponsorship agreements. Rental income is recognized as revenue in the relevant tenancy period. Revenues from land and building sales related to inventories held for resale are recognized when title transfers and all of the rights and responsibilities of ownership have transferred, the price to the buyer is determinable and collection is reasonably assured. Amounts received under rights holder agreements have been deferred and are recognized as revenue on a straight-line basis over the 25-year life of the agreements.

Returns on investments are recorded as revenue in the period earned. When required by the funding government or related act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

Deferred revenue represents amounts received from third parties for a specified operating or capital purpose. These amounts are recognized as revenue in the period when the related expenses are incurred.

Expenses are recognized as they are incurred and are measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(c) Cash and cash equivalents

Cash includes cash on hand and balances with banks, net of overdrafts.

Cash equivalents consist of bank deposits and may include short-term investments with original term to maturity of three months or less.

(d) Excess collections and under-levies

Excess collections and under-levies arise from the difference between the actual levy made to cover each requisition and the actual amount requisitioned. If the actual levy exceeds the requisition, the excess collection is recorded as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is recorded as a receivable and property tax revenue is increased.

Mill-rates in a subsequent year are adjusted for any excess collections or under-levies of the prior year.

(e) Inventories held for resale

Property and other inventories are recorded at the lower of cost and net realizable value. Property inventory held under equity and affordability programs which have been sold, but where revenue recognition criteria have not been met, are recorded at the lower of cost and net realizable value.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

(f) Investments

Portfolio investments are recorded at amortized cost. Investment premiums and discounts are amortized on a net present value basis over the term of the respective investments. When there is a significant impairment, other than a temporary decline, the respective investment is written down to recognize the loss.

(g) Mortgages and notes receivable

Mortgages and notes receivable are carried at amortized cost using the effective interest method. The effective interest rate is determined to be the Wood Buffalo Housing and Development Corporation's weighted average cost of borrowing at the time the agreement is executed. The discount recorded on the mortgages and notes receivable is amortized each year to interest income. Mortgages and notes receivable are reviewed annually to ensure the amount recoverable is not less than the amortized cost. If this is found to be the case, a valuation allowance is used to adjust the recorded value to the recoverable amounts.

(h) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible assets excluding land are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Land improvements	5 to 45
Buildings and improvements	5 to 80
Engineered structures	10 to 120
Machinery and equipment	3 to 30
Vehicles	5 to 15

Annual amortization is charged at 50% in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use. Tangible capital assets are written down when conditions indicate that they no longer contribute to the Municipality's ability to provide goods and services, or when the value of the future economic benefits associated with the tangible capital asset are less than their net book value.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Tangible capital assets recognized at nominal values

Where an estimate of fair value could not be made, tangible capital assets are recognized at a nominal value.

(iv) Natural resources

Natural resources that have not been purchased are not recognized as tangible capital assets in these consolidated financial statements.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

(h) *Non-financial assets (continued)*

(v) Works of art and cultural and historic assets

Works of art and cultural and historic assets are not recorded as tangible capital assets in these consolidated financial statements. Any acquisition costs are expensed in the year they are acquired.

(vi) Capitalization of costs

The Municipality does not capitalize interest costs associated with the acquisition or construction of tangible capital assets. General and administrative indirect overhead expenses are not allocated and capitalized.

(vii) Leases

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(viii) Consumable inventories

Consumable inventories are recorded at the lower of cost and replacement cost.

(i) *Contaminated sites liability*

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the costs attributable to remediation activities including any required post-remediation operations, maintenance and monitoring.

(j) *Landfill closure and post-closure obligation*

The *Alberta Environmental Protection and Enhancement Act*, *Code of Practice for Landfill Operations in Alberta*, and the *Standards for Landfills in Alberta* set out the regulatory requirements to properly close and maintain all landfill sites. Under environmental law, there is a requirement for closure and post-closure care of solid waste landfill sites. The estimated costs relating to this requirement are being accrued over the estimated remaining life of the landfill site based on usage.

The reported obligation may be affected by changes and factors such as the estimated total expenditures, regulatory requirements, inflation, and interest rates. Due to the inherent uncertainty involved in making such estimates and assumptions, actual costs reported in future periods could differ from those estimates.

(k) *Employee future benefits*

The costs of multi-employer defined benefit pension plan benefits such as Local Authorities Pension Plan (LAPP) and APEX pension plans are the employer's contributions to the plan in the period. Health and dental benefits are provided on an administrative service only basis. The Municipality is responsible for the employer share of benefit premiums throughout the year.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

(l) Use of estimates

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the period.

Actual results could differ from those estimates.

Management has used estimates to determine employee benefit obligations, landfill closure and post closure costs, contaminated sites liability, accrued liabilities, provisions for tax assessment appeals, tangible capital asset useful lives, provision for investment impairment, provisions made for allowances for taxes and other receivables, inventories, as well as wildfire related trade and other receivables.

(m) Recent Accounting Standard Pronouncements

The following summarizes upcoming changes to the Canadian public sector accounting standards issued by the PSAB. The Municipality will continue to assess the impact and prepare for the adoption of these standards.

(i) Portfolio investments

Section PS3041 Portfolio Investments has removed the distinction between temporary and portfolio investments. This section was amended to conform to Financial Instruments PS3450 and now includes pooled investments in its scope. Upon adoption of PS3450 and PS3041 Temporary Investments PS3030 will no longer apply. This standard is applicable for fiscal years beginning on or after April 1, 2022.

(ii) Asset retirement obligations

Section PS3280 establishes standards on how to account for and report a liability for asset retirement obligations. Specifically, it defines which activities would be included in a liability for retirement of a tangible capital asset, establishes when to recognize and how to measure a liability for an asset retirement obligation and provides the related financial statement presentation and disclosure requirements. This standard is applicable for fiscal years beginning on or after April 1, 2022.

2. Restricted cash

Restricted cash is comprised of various tenant deposits and reserves required under funding agreements related to the delivery of affordable housing programs amounting to \$15,249,312 (2021 - \$16,227,783).

Under the terms of the mortgage agreements related to affordable housing operations, the Municipality deposits 4% of the gross income of the related properties into the restricted replacement reserves account. This amount is reserved for major capital repairs. Withdrawals require prior approval by the lender following submission of paid invoices for approved major capital repairs.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

3. Taxes and grants in lieu receivable

	2022	2021
Current	\$ 11,487,431	\$ 13,705,639
Arrears**	27,326,516	21,878,201
	38,813,947	35,583,840
Less allowance for doubtful accounts	(30,137,669)	(25,789,567)
	<u>\$ 8,676,278</u>	<u>\$ 9,794,273</u>

** levies which were imposed one year or longer prior to year end

4. Trade and other receivables

	2022	2021
Government transfers	\$ 45,203,144	\$ 38,772,543
GST recoverable	3,577,948	3,349,782
Utility receivables	7,566,097	6,459,628
Trade receivables	16,229,012	8,071,072
	<u>\$ 72,576,201</u>	<u>\$ 56,653,025</u>

Trade and other receivables include allowance for doubtful accounts of \$5,078,815 (2021 - \$5,578,099).

5. Investments

	2022		2021	
	Amortized Cost	Market Value	Amortized Cost	Market Value
Cash	\$ 8,285,585	\$ 8,285,585	\$ 35,980,907	\$ 35,980,90
Government bonds, government guaranteed bonds and guaranteed investment certificates	698,800,916	616,622,412	665,632,464	657,861,04
Corporate bonds, debentures and mutual funds	396,859,933	367,261,679	404,002,006	401,711,14
Accrued interest	11,165,312	11,165,312	6,012,091	6,012,09
	<u>\$ 1,115,111,746</u>	<u>\$ 1,003,334,988</u>	<u>\$ 1,111,627,468</u>	<u>\$ 1,101,565,18</u>

Government bonds, government guaranteed bonds and guaranteed investment certificates, bearing interest at stated interest rates from 0.25% to 4.25% (2021 - 0.13% to 4.25%).

Corporate bonds, debentures and mutual funds, bearing rates from 2.61% to 5.17% (2021 - 0.95% to 4.93%).

The market value of certain investments fluctuates with changing market interest rates. The carrying value of certain investments have not been written down to market value because management has concluded, based on a review of market information for these investments, there is no obvious indication of significant impairment that is other than temporary. As a result, no write down has occurred in 2022 and 2021.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

6. Mortgages and notes receivable

	2022	2021
Housing affordability loans, bearing interest at rates ranging from 0% to 6% per annum, compounded semi-annually, payable in monthly instalments of interest only, repayable when the borrower sells the property, secured by vendor take back mortgages on land and buildings and market appreciation guarantees (face value - \$4,417,090 (2021 - \$4,894,831))	\$ 1,997,961	\$ 2,126,717
Home equity loans, non-interest bearing, without monthly repayment terms, with principal repayable when the borrower sells the property, secured by vendor take back mortgages on land and buildings and market appreciation guarantees (face value - \$4,039,486 (2021 - \$4,385,449))	1,711,996	1,830,982
Demand promissory notes receivable, bearing interest at 6% per annum, with total payments including principal and interest ranging from \$93 to \$200 per month, representing a 25-year amortization period, secured by land and buildings in Conklin and Janvier (face value - \$121,846 (2021 - \$127,674))	87,492	89,886
Demand second mortgages receivable, non-interest bearing, with total payments and forgiveness ranging from \$70 to \$169 per month, representing a 25-year amortization period, secured by land and buildings in Conklin and Janvier (face value - \$284,604 (2021 - \$300,240))	190,454	195,430
	\$ 3,987,903	\$ 4,243,015

The Municipality annually reviews the current market conditions in the region to determine if the market value of real estate has declined significantly, affecting the required repayment on loans receivable should a sale occur. If the net book value of loans receivable is no longer representative of the net recoverable value after an analysis of the portfolio, an adjustment will be made.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

7. Deferred revenue

Deferred revenue is comprised of the funds noted below, the use of which is externally restricted. These funds are recognized as revenue in the period they are used for the purpose specified. Certain deferred revenues relate to government transfers as further described in Note 16.

	2021	Externally restricted inflows (outflows)	Revenue (recognized) reallocated	2020
<u>Government transfers</u>				
Operating:				
Community Housing Plan (a)	\$ 567,473	\$ 4,625,389	\$ (5,192,862)	\$
Rent Supplement Program (b)	2,172,094	4,547,605	(4,365,704)	2,353,9
911 Grant (c)	716,542	618,754	(9,265)	1,326,0
Policing Support Grant (d)	1,509,840	1,509,840	(2,642,220)	377,4
FireSmart Grant (e)	671,428	(167,028)	(504,400)	
Family and Community Support Services Grant (f)	481,129	1,443,384	(1,900,500)	24,0
Alberta Relief for Shortfalls for Transit Operators (g)	-	1,194,284	(987,630)	206,6
Victims of Crime Fund (h)	-	498,750	(399,000)	99,7
Women's Economic Recovery Challenge Program (i)	-	158,450	-	158,4
Other Operating Grants	646,836	1,432,172	(1,243,820)	835,1
	6,765,342	15,861,600	(17,245,401)	5,381,5
Capital:				
Municipal Sustainability Initiative Grant (j)	-	32,901,517	(21,534,074)	11,367,4
Canada Community-Building Fund (k)	21,879,612	320,606	(6,040,903)	16,159,3
Alberta Affordable Housing Initiative (l)	841,993	21,004	-	862,9
911 Grant (c)	526,258	59,683	(585,941)	
South Policing Facility Grant (m)	1,172,166	-	(8,340)	1,163,8
FireSmart Grant (e)	820,126	-	(820,126)	
Green Transit Incentives Program Grants (n)	371,021	4,962	-	375,9
Alberta Community Resilience Program Grant (o)	4,455,663	30,256	(3,468,754)	1,017,1
Municipal Stimulus Program (p)	13,303,100	113,306	(13,276,113)	140,2
Alberta Municipal Water/Wastewater Partnership (q)	2,837,321	3,000,000	(242,144)	5,595,1
	46,207,260	36,451,334	(45,976,395)	36,682,1
	52,972,602	52,312,934	(63,221,796)	42,063,7
<u>Other</u>				
Rights Holder Agreements (r)	844,800	-	(84,800)	760,0
Deferred Property Taxes	6,441,273	(6,441,273)	6,433,158	6,433,1
Deferred Offsite Levies and Developer Charges (s)	2,823,551	127,944	-	2,951,4
Deferred Developer Agreements (t)	3,320,398	-	-	3,320,3
Canadian Red Cross - Recovery Gift Agreement (u)	289,194	(12,540)	(276,654)	
Golf and fitness memberships	753,620	4,266,119	(4,142,207)	877,5
Other	7,898,812	3,734,102	(3,759,898)	7,873,0
	22,371,648	1,674,352	(1,830,401)	22,215,5
	\$ 75,344,250	\$ 53,987,286	\$ (65,052,197)	\$ 64,279,3

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial Statements)

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

7. Deferred revenue (continued)

Operating government transfers

(a) *Community Housing Plan*

The Community Housing Plan is an arrangement where money is received from both the Province of Alberta and the Government of Canada to assist homeless individuals to obtain housing and provide support services through funding provided to a number of not-for-profit organizations. Accruals are set up at the end of each year to record deferred revenue or trade and other receivables from the Province of Alberta and the Government of Canada. During 2022, the Municipality received \$4,625,389 (2021 - \$5,420,565).

(b) *Rent Supplement Program*

The Rent Supplement Program grant is an arrangement where money is received from the Province of Alberta to provide housing assistance for individuals and families residing or needing to reside in the Regional Municipality of Wood Buffalo. The Municipality makes claims for qualified individuals or families, receives the funds and pays them out to qualified individuals on a monthly basis. During 2022, the Municipality received grant funding of \$4,547,605 (2021 - \$4,544,645).

(c) *911 Grant*

Alberta's Emergency 911 Act came into force on April 1, 2014. The Act established the Alberta 911 Grant Program under the Alberta Emergency Management Agency. The objective of the 911 Grant Program is to strengthen and support local delivery of 911 services throughout Alberta. This is done through delivering a source of funding towards qualifying operating and capital expenditures. In 2022, the Municipality received \$663,649 (2021 - \$484,970) and allocated interest on the unspent grant in the amount of \$14,788 (2021 - \$8,144).

(d) *Policing Support Grant*

The Province of Alberta provides the Policing Support Grant (PSG) through the Alberta Solicitor General and Minister of Public Security. PSG provides assistance to Municipalities to promote the hiring of new police officers throughout the province and helps communities to meet the costs of their policing services. During 2022, the Municipality received \$1,509,840 (2021 - \$1,509,840).

(e) *FireSmart Grant*

The Province of Alberta, through the Minister of Agriculture and Forestry, provides the operating FireSmart grant to fund operating and capital initiatives that reduce the wildfire risk and/or hazard to the community by emergency planning, education and vegetation management. During 2022, the Municipality completed its initiatives and returned unspent grant funds of \$167,028.

(f) *Family and Community Services Support Grant*

The Province of Alberta provides the Family and Community Support Services Grant to support several programs for children, youth, families, adults, seniors, community development, and social planning in the Municipality's different communities in accordance with the Family and Community Support Services Act and Regulation. During 2022, the Municipality received \$1,443,384 (2021 - \$2,245,265).

(g) *Alberta Relief for Shortfalls for Transit Operators*

In 2022, the Province of Alberta introduced the Relief for Shortfalls for Transit Operators (RESTOR) grant to assist municipalities to recover from low transit ridership as a result of the COVID-19 pandemic. During 2022, the Municipality received \$1,194,284 (2021 - \$nil).

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

7. Deferred revenue (continued)

Operating government transfers (continued)

(h) Victims of Crime Fund

The Province of Alberta, through Alberta Justice and Solicitor General, provides the Victims of Crime fund which funds services that benefit victims during their involvement with the criminal justice process. During 2022, the Municipality received \$498,750 (2021 - \$399,000).

(i) Women's Economic Recovery Challenge Program

The Province of Alberta, through the Ministry of Jobs, Economy and Northern Development, provides the Women's Economic Recovery Challenge (WERC) to fund initiatives that help women's economic opportunities by providing strategies and solutions to address barriers. During 2022, the Municipality received \$158,450 (2021 - \$nil).

Capital government transfers

(j) Municipal Sustainability Initiative Grant

In 2007, the Province of Alberta introduced the Municipal Sustainability Initiative program to assist municipalities with managing growth pressures, provide sustainable funding and support infrastructure needs. In 2022, the Municipality received \$32,531,521 (2021 - \$25,832,442) and allocated interest on the unspent grant in the amount of \$369,996 (2021 - \$14,403).

(k) Canada Community-Building Fund

The Canada Community-Building Fund (formerly known as the Federal Gas Tax Fund) assists municipalities in addressing their sustainable municipal capital infrastructure needs. In 2022, the Municipality received \$nil (2021 - \$13,077,286) and allocated interest on the unspent grant in the amount of \$320,606 (2021 - \$97,114).

(l) Alberta Affordable Housing Initiative

The Province of Alberta provides grants to support the development and supply of affordable housing in Hawthorne Heights and Parsons Creek. During 2022, the Municipality allocated interest on the unspent grants in the amount of \$21,004 (2021 - \$6,205).

(m) South Policing Facility Grant

Alberta Infrastructure provided funding in 2011 as a contribution towards the costs of the construction and development of a new Wood Buffalo South Policing Facility. The remaining balance will be recognized as rental revenue over the term of the South Policing Facility lease.

(n) Green Transit Incentive Program Grants

The Municipality entered into cost-sharing agreements with Alberta Transportation to undertake the construction of a transit maintenance facility, 34 low floor buses and two bus bay turnouts, whereby the Province of Alberta provided 66.7% of eligible costs. In 2022, the Municipality received \$4,962 (2021 - \$343,429).

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

7. Deferred revenue (continued)

Capital government transfers (continued)

(o) *Alberta Community Resilience Program Grant*

The Municipality entered into an agreement with Alberta Environment and Parks for funding under the Alberta Community Resilience Program to undertake flood mitigation work in the region. In 2022, the Municipality allocated interest on the unspent grant in the amount of \$30,256 (2021 - \$37,048).

(p) *Municipal Stimulus Program*

In 2020, the Province of Alberta introduced the Municipal Stimulus Program to assist municipalities with shovel-ready construction projects to stimulating employment and investment. During 2022, the Municipality received \$nil (2021 - \$13,276,133) and allocated interest on the unspent grant in the amount of \$113,306 (2021 - \$26,967).

(q) *Alberta Municipal Water/Wastewater Partnership*

The Province of Alberta, through the Alberta Municipal Water/Wastewater Partnership (AMWWP), provides cost-sharing funding to eligible municipalities to help build municipal facilities for water supply and treatment, and wastewater treatment and disposal. During 2022, the Municipality received \$3,000,000 (2021 - \$3,000,000) for the Conklin Lagoon Upgrade and allocated interest on the unspent grant in the amount of \$nil (2021 - \$10,031). Other grants received through AMWWP are further described in Note 16.

Other

(r) *Rights Holder Agreements*

From 2006 to 2009, contributions totaling \$2,120,000 were received from entities within the Municipality in exchange for rights holder agreements for certain vacant units in apartment projects owned by the Municipality for a period of 25 years. The Municipality has the sole right to accept or reject the proposed tenants based on the Municipality's pre-established criteria. The rights holder has first right of refusal to certain vacant units and if there is no proposed or accepted tenant, the rights holder can lease the unit for a one-year term so that the unit remains available for a future referred tenant, subject to acceptance by the Municipality's acceptance criteria. If there is no proposed or accepted tenant, and the rights holder does not exercise its option to lease the unit, then the Municipality can lease the unit to another tenant for a one-year lease. The rights holder can assign or sell their rights under the agreements and have the right to both terminate the agreements and have the right of first refusal to renew the agreements after 25 years under the new terms and conditions. The agreements do not convey any interest in land and buildings to the rights holders and regular monthly rental payments are required under any unit rented.

(s) *Deferred Offsite Levies and Developer Charges*

The Municipality collects offsite levies and developer charges from property developers prior to new development commencing within the municipality. During 2022, the Municipality received \$95,952 (2021 - \$23,409) in levies and charges and allocated interest on the unspent levies and charges of \$31,992 (2021 - \$30,793).

(t) *Deferred Developer Agreements*

The Municipality entered agreements to perform work on behalf of developers and received payments in lieu of municipal reserve lands.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

7. Deferred revenue (continued)Other (continued)*(u) Canadian Red Cross – Recovery Gift Agreement*

The Canadian Red Cross Society provided funding under a Recovery Gift Agreement to facilitate the provision of relief and recovery work in the region following the Alberta wildfires of 2016. During 2022, the Municipality returned unspent grant funds of \$12,540.

8. Employee benefit obligations

	2022		2021	
Accrued vacation pay and overtime bank	\$	9,307,106	\$	9,815,581
Accrued salary and benefits		10,741,540		9,458,894
	\$	20,048,646	\$	19,274,475

(a) Vacation and overtime

The vacation and overtime liability are comprised of the vacation and overtime that employees are deferring to future years. Employees have either earned the benefits or are entitled to those benefits within the next budgetary year.

(b) Local Authorities Pension Plan (LAPP)

Employees of the Municipality participate in the LAPP, which is covered by the Alberta Public Sector Pension Plans Act.

The Municipality is required to make current service contributions to the LAPP of 8.45% (2021 - 9.39%) of pensionable earnings up to the Canada Pension Plan year's maximum pensionable earnings and 12.80% (2021 - 13.84%) for the excess. Employees of the Municipality are required to make current service contributions of 7.45% (2021 - 8.39%) of pensionable salary up to the year's maximum pensionable salary and 11.80% (2021 - 12.84%) on pensionable salary above this amount. Contributions for current service are recorded as expenditures in the year in which they become due.

Total current service contributions by the Municipality to the LAPP in 2022 are \$15,519,249 (2021 - \$16,924,047). Total current service contributions by the employees of the Municipality to the LAPP in 2022 are \$14,015,923 (2021 - \$15,538,605).

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

8. Employee benefit obligations (continued)

(c) APEX Supplementary Pension Plan

The APEX Supplementary Pension Plan, an Alberta Municipalities (Formerly Alberta Urban Municipalities Association) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act, commenced on January 1, 2003, and provides supplementary pension benefits to a prescribed class of employees with approximately 223 (2021 - 202) beneficiaries. The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and the Municipality. Employees and the Municipality are required to make current service contributions to APEX of 2.61% and 3.85% respectively on pensionable earnings up to \$171,000 (2021 - \$162,278) per employee per year.

Total current service contributions by the Municipality to APEX in 2022 were \$998,557 (2021 - \$946,922). Total current service contributions by the employees of the Municipality in 2021 were \$676,944 (2021 - \$641,593).

The cost of post-retirement benefits earned by employees is determined by actuarial valuation using the projected benefit method prorated on service and management's best estimate of salary and benefit escalation, and retirement age of employees. The cost of post-retirement benefits is fully funded.

(d) Other employee benefit plans

The Municipality fully funds all benefits with the exception of long-term disability and benefits that are paid by employees as outlined in the Canadian Union of Public Employees and International Association of Fire Fighters contracts. The Municipality's contributions are expensed to the extent that they do not relate to discretionary reserves. The Municipality accrues its obligations for employee non-pension future benefits.

The Municipality sponsors certain employee registered and non-registered retirement plans, which are funded through employee and/or employer contributions.

(e) Employee housing initiative – home equity protection program

On February 14, 2006, a home equity protection program was established by the Municipality. Under this program, any employee approved for participation in the program will be compensated by the Municipality in an amount equal to any loss in value of the employee's principal residence between the date of the employee's approval for participation in the program and the date of sale of the principal residence by the employee. This program was discontinued as of November 30, 2013.

Employees who are approved for participation in the program become eligible for payment under the program after the employee has completed three years of uninterrupted permanent employment with the Municipality. If an employee ceases to be an employee of the Municipality within the three-year period or if an employee is not in continuous occupancy of their principal residence, they are not eligible for payment under the program.

As at December 31, 2022, \$1,191,787 (2021 - \$636,000) is accrued within these consolidated financial statements relating to this program. During 2022, the Municipality paid out \$2,301,325 (2021 - \$3,965,882) for this program. There are 175 (2021 - 185) employees eligible, approved and participating in the program with an aggregate secured property value of \$106,725,445 (2021 - \$113,556,570) based on assessed values.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

8. Employee benefit obligations (continued)

(f) MuniSERP - supplemental retirement program

MuniSERP is an accrued benefit obligation for certain groups of employees; the future benefit plan commenced in 2012. An actuarial valuation for this plan was completed by the Alberta Municipal Services Corporation's actuaries as at December 31, 2022.

MuniSERP is a supplementary retirement program that cannot be prefunded.

This is a municipal contributed plan for a certain group of employees. MuniSERP is managed through Alberta Municipal Services Corporation.

This program provides benefits in excess of those allowed under the registered pension plans - LAPP and APEX Supplementary Pension Plans. This program is not a registered pension plan and thus is not subject to pension regulation.

The following presents the MuniSERP net assets as at December 31st:

	2022	2021
Accrued benefit obligation		
Balance, beginning of year	\$ (642,288)	\$ (595,105)
Current service and interest recovery (cost)	138,018	(47,183)
Balance, end of year	(504,270)	(642,288)
Assets held to fund liability	442,153	862,336
Net (liabilities) asset	\$ (62,117)	\$ 220,048

The significant actuarial assumptions measuring the Municipality's accrued benefit obligation are:

	2022	2021
Inflation	2.00%	2.00%
Wages and salaries escalations	2.75%	2.75%
Interest (discount rate on accrued benefit obligations)	4.75%	4.20%
Average municipal service (years)	3.6	3.4

9. Contaminated sites liability

The Municipality recorded a contaminated sites liability for 2022 of \$2,325,346 (2021 - \$2,131,609) which represents the present value of reclamation costs to the Municipality, using annual rates of 4.07% (2021 - 2.50%) for inflation and discount rates of 4.87% (2021 - 3.39%) for remediation costs and 3.31% (2021 - 1.66%) for any related pre-remediation or monitoring costs. The following represents the contaminated sites liability breakdown by site at December 31st:

	2022	2021
Sites:		
Conklin - former airstrip	\$ 625,266	\$ 551,408
Conklin - former storage site	125,034	113,025
Fort Chipewyan - historic unofficial landfill	73,315	67,191
Fort McMurray - former tow yard	1,501,731	1,399,985
Net present value of estimated expenditures	\$ 2,325,346	\$ 2,131,609

Contaminants that exceed environmental standards were present in the soil and/or groundwater due to the historic usage of the sites and/or to items remaining on the sites today. The undiscounted estimated expenditures for these sites is \$2,788,493 (2021 - \$2,404,458) and there are no expected recoveries available from other sources.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

10. Landfill closure and post-closure obligation

The obligation recorded at December 31, 2022 for the landfill closure and post closure is \$21,361,728 (2021 - \$20,097,468) and represents the present value of closure and post-closure costs of the Municipality landfill sites, using annual rates of 4.07% (2021 – 2.5%) for inflation and discount rates of 3.31% (2021 – 1.66%) for post-closure and 4.87% (2021 – 3.39%) for closure.

Post-closure activities are expected to occur for 25 years and will involve surface and ground water monitoring, landfill cover maintenance and erosion management as per Alberta Environment standards.

At the end of 2022 there are four closed and two partially closed landfill sites within the Regional Municipality of Wood Buffalo.

The Fort McMurray Regional landfill and the Fort Chipewyan landfill are the only operational landfill sites within the Municipality. The Fort McMurray Regional landfill consists of four cells. Cell 4 is fully constructed and available as additional capacity up until cells 1 to 3 are closed, at which point, cell 4 will be in full operation, and the only active cell.

2022				Estimated remaining life in years
Capacity utilization	Total Cells	Cells Used	% Used	
Fort McMurray - Regional landfill	4	2.64	66%	10
Fort Chipewyan	1	0.61	61%	12

The following summarizes the total net present value of the estimated costs of closure and post-closure care for the two operational landfill sites and the four closed and two partially closed landfill sites within the Regional Municipality of Wood Buffalo:

	2022	2021
Estimated closure costs	\$ 23,038,804	\$ 23,172,735
Estimated post-closure costs	234,297	315,310
Estimated total liability (100% utilized)	23,273,101	23,488,045
Accrued liability portion (current utilization)	21,361,728	20,097,468
Portion of liability remaining to be recognized	\$ 1,911,373	\$ 3,390,577

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

11. Long-term debt

	2022	2021
Controlled organizations debt	\$ 45,676,921	\$ 57,829,778

Controlled organizations debt

Long-term debt is comprised of commercial mortgages with weighted average interest rate of 2.6% (2021 - 2.7%), payments of \$392,468 per month including principal and interest, maturities from 2023 to 2030, with land and buildings pledged as collateral with a carrying value of \$173,136,039 (2021 - \$178,866,104).

Contractual principal repayments of long-term debt for the next 5 years and thereafter are as follows:

	Principal Payments
2023	\$ 14,940,261
2024	2,060,857
2025	2,116,528
2026	21,042,660
2027	933,923
Thereafter	4,582,692
	\$ 45,676,921

Interest on long-term debt in 2022 amounted to \$1,418,359 (2021 - \$1,749,411).

The long-term debt is also collateralized by a general assignment of rents, leases and sales proceeds, deposits and all other payments on the housing projects.

Principal balances maturing would either be refinanced or paid in full at the date of maturity and are included in principal repayments due in the year of maturity.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

12. Debt and debt service limits

Section 276(2) of the Municipal Government Act requires that debt, maximum allowable debt and debt service limits as defined by Alberta Regulation 255/2000 (the Regulation) for the Municipality be disclosed as follows:

Debt limit

	2022	2021
Maximum allowable debt	\$ 1,201,092,554	\$ 1,172,081,586
Total municipal debt	-	-
Amount of total debt limit available	\$ 1,201,092,554	\$ 1,172,081,586
Percentage used	0.00%	0.00%

Debt service limit

	2022	2021
Maximum allowable debt service	\$ 210,191,197	\$ 205,114,278
Annual payments on existing municipal debt	-	-
Amount of service on debt limit available	\$ 210,191,197	\$ 205,114,278
Percentage used	0.00%	0.00%

The debt limit is calculated at 2.0 times revenue of the Municipality (as defined in the Regulation as amended by Ministerial Order L:038/06) and the debt service limit is calculated at 0.35 times of the same revenue. Incurring debt beyond these limitations requires approval by the Provincial Minister of Municipal Affairs.

Pursuant to section 6(1) of the Regulation, the Municipality has elected to exclude revenues, total debt and debt service costs for certain controlled corporations from its debt limit and debt service limit calculations. The controlled corporations that have been excluded are Wood Buffalo Housing & Development Corporation and the Regional Recreation Corporation of Wood Buffalo.

The Municipality's Debt Management Policy (amended November 27, 2012) has an established debt and debt service limit of 85% of the Municipal Government Act and regulation limits.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

13. Tangible capital assets

	2022							
	Land	Land Improvements	Buildings and Improvements	Engineered Structures	Machinery and Equipment	Vehicles	Assets Under Construction	2022 Total
COST:								
<i>Balance, beginning of year</i>	\$ 421,933,162	\$ 404,156,405	\$ 1,053,252,563	\$ 3,331,081,381	\$ 168,708,167	\$ 89,401,686	\$ 279,313,436	\$ 5,747,846,81
Acquisition of tangible capital assets	1,953,886	35,493,138	1,817,823	179,997,148	7,522,533	3,620,351	(127,607,038)	102,797,8
Transfer of tangible capital assets to inventory held for resale	-	-	(6,646,226)	-	-	-	-	(6,646,2
Write down of tangible capital assets	(7,152,787)	-	-	-	-	-	-	(7,152,7
Disposal of tangible capital assets	(12,066)	(326,493)	(2,123,880)	(32,455,432)	(2,988,019)	(3,756,429)	-	(41,662,3
<i>Balance, end of year</i>	\$ 416,722,195	\$ 439,323,050	\$ 1,046,300,280	\$ 3,478,623,097	\$ 173,242,681	\$ 89,265,608	\$ 151,706,398	\$ 5,795,183,3
ACCUMULATED AMORTIZATION:								
<i>Balance, beginning of year</i>	\$ -	\$ 141,370,066	\$ 253,919,597	\$ 827,605,882	\$ 114,149,180	\$ 61,641,627	\$ -	\$ 1,398,686,3
Annual amortization	-	21,537,013	26,179,580	74,604,870	9,768,124	5,810,406	-	137,899,9
Accumulated amortization on disposals	-	(213,242)	(1,203,993)	(24,131,488)	(2,868,789)	(3,242,284)	-	(31,659,7
<i>Balance, end of year</i>	\$ -	\$ 162,693,837	\$ 278,895,184	\$ 878,079,264	\$ 121,048,515	\$ 64,209,749	\$ -	\$ 1,504,926,5
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	\$ 416,722,195	\$ 276,629,213	\$ 767,405,096	\$ 2,600,543,833	\$ 52,194,166	\$ 25,055,859	\$ 151,706,398	\$ 4,290,256,7

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

13. Tangible capital assets (continued)

	2021							
	Land	Land Improvements	Buildings and Improvements	Engineered Structures	Machinery and Equipment	Vehicles	Assets Under Construction	2021 Total
COST:								
<i>Balance, beginning of year</i>	\$ 417,701,025	\$ 373,732,811	\$ 1,024,510,518	\$ 3,169,614,263	\$ 160,580,786	\$ 89,181,940	\$ 341,202,927	\$ 5,576,524,2
Acquisition of tangible capital assets	4,719,296	30,423,601	29,339,642	167,894,795	8,576,079	2,067,518	(61,889,491)	181,131,4
Disposal of tangible capital assets	(487,159)	(7)	(597,597)	(6,427,677)	(448,698)	(1,847,772)	-	(9,808,9
<i>Balance, end of year</i>	\$ 421,933,162	\$ 404,156,405	\$ 1,053,252,563	\$ 3,331,081,381	\$ 168,708,167	\$ 89,401,686	\$ 279,313,436	\$ 5,747,846,8
ACCUMULATED AMORTIZATION:								
<i>Balance, beginning of year</i>	\$ -	\$ 121,442,448	\$ 227,552,531	\$ 763,344,635	\$ 102,994,070	\$ 57,508,791	\$ -	\$ 1,272,842,4
Annual amortization	-	19,927,625	26,390,823	68,055,271	11,551,177	5,895,688	-	131,820,5
Accumulated amortization on disposals	-	(7)	(23,757)	(3,794,024)	(396,067)	(1,762,852)	-	(5,976,7
<i>Balance, end of year</i>	\$ -	\$ 141,370,066	\$ 253,919,597	\$ 827,605,882	\$ 114,149,180	\$ 61,641,627	\$ -	\$ 1,398,686,3
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	\$ 421,933,162	\$ 262,786,339	\$ 799,332,966	\$ 2,503,475,499	\$ 54,558,987	\$ 27,760,059	\$ 279,313,436	\$ 4,349,160,4

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

13. Tangible capital assets (continued)*a) Assets under construction*

Assets under construction having a value of \$151,706,398 (2021 - \$279,313,436) have not been amortized. Amortization of these assets will commence when the assets are available for use.

b) Contributed tangible capital assets

Contributed capital assets have been recognized at fair value at the date of contribution. The value of contributed assets received during the year is \$nil (2021 - \$6,710,235).

c) Tangible capital assets disclosed at nominal values

Assets recognized at nominal value by the Municipality consist of certain land, land improvements, buildings and improvements, machinery and equipment, engineered structures, and vehicles.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

14. Accumulated surplus

	2022	2021
Operations:		
Operating reserves:		
General administration	\$ 333,472,788	\$ 320,842,847
Common services	142,575	142,575
Recreation	477,332	609,055
Urban parks	289,775	289,775
Wood Buffalo Economic Development Corporation	5,290,533	6,472,047
Regional Municipality of Wood Buffalo Library Board	1,095,048	1,690,200
Wood Buffalo Housing & Development Corporation	27,565,349	33,282,407
Regional Recreation Corporation of Wood Buffalo	755,576	541,448
Wood Buffalo Arctic Winter Games Host Society	3,992,332	3,992,332
Total operations	373,081,308	367,862,686
Capital:		
Surplus (Deficit) - undesignated	87,786,050	64,862,956
Capital reserves:		
General	710,722,184	683,025,833
Equipment	706,327	706,327
Common services	708,599	708,599
Roads and streets	33,220	33,088
Water supply	2,052,107	2,052,107
Sewage	2,317,650	2,317,650
Recreation	6,907,212	6,907,212
Regional Municipality of Wood Buffalo Library Board	789,278	225,790
Wood Buffalo Housing & Development Corporation	13,242,100	14,123,330
Regional Recreation Corporation of Wood Buffalo	1,769,438	1,769,438
	739,248,115	711,869,374
Equity in tangible capital assets		
Tangible capital assets (Note 13)	5,795,183,309	5,747,846,800
Accumulated amortization (Note 13)	(1,504,926,549)	(1,398,686,352)
Long-term debt (Note 11)	(45,676,921)	(57,829,778)
	4,244,579,839	4,291,330,670
Total capital	5,071,614,004	5,068,063,000
Accumulated surplus	\$ 5,444,695,312	\$ 5,435,925,686

Reserves are a key tool used to set aside funds to replace existing tangible capital assets, respond to emergent needs, stabilize tax rates, and fund future capital projects. Capital reserves are substantially committed to current budgeted capital projects.

Operating and capital reserves related to the Regional Municipality of Wood Buffalo Library Board, Wood Buffalo Housing & Development Corporation, the Regional Recreation Corporation of Wood Buffalo, the Wood Buffalo Economic Development Corporation and the Wood Buffalo Arctic Winter Games Host Society are dedicated for those entities and are not available for general use by the Municipality.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

14. Accumulated surplus (continued)

Changes in accumulated surplus

	Unrestricted Surplus	Restricted Surplus	Equity in Tangible Capital Assets	2022	2021
Balance, beginning of year	\$ 64,862,956	\$ 1,079,732,060	\$ 4,291,330,670	\$ 5,435,925,686	\$ 5,392,863,670
Annual surplus	8,769,626	-	-	8,769,626	43,062,000
Unrestricted funds designated for future use	(82,637,053)	82,637,053	-	-	-
Restricted funds used for operations	23,262,463	(23,262,463)	-	-	-
Restricted funds used for tangible capital assets	-	(26,777,227)	26,777,227	-	-
Current year funds used for tangible capital assets	(69,374,388)	-	69,374,388	-	-
Disposal of tangible capital assets	10,002,523	-	(10,002,523)	-	-
Annual amortization expense	137,899,993	-	(137,899,993)	-	-
Write down of tangible capital assets	7,152,787	-	(7,152,787)	-	-
Long term debt repaid	(12,152,857)	-	12,152,857	-	-
Change in accumulated surplus	22,923,094	32,597,363	(46,750,831)	8,769,626	43,062,000
Balance, end of year	\$ 87,786,050	\$ 1,112,329,423	\$ 4,244,579,839	\$ 5,444,695,312	\$ 5,435,925,670

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

15. Net taxes available for municipal purposes

	Budget (Note 23)	2022	2021
Taxation:			
Real property taxes	\$ 539,318,900	\$ 541,869,461	\$ 541,823,914
Government grants in lieu of property taxes	660,000	677,271	748,953
Special assessments and local improvement taxes	295,000	225,437	295,035
Well drilling	125,000	-	48,416
	540,398,900	542,772,169	542,916,318
Requisitions:			
Designated Industrial Properties	3,517,200	3,517,274	3,487,723
Alberta School Foundation Fund	66,910,000	66,909,707	66,023,781
School boards	4,628,000	4,627,834	4,682,584
	75,055,200	75,054,815	74,194,088
Net taxes available for municipal purposes	\$ 465,343,700	\$ 467,717,354	\$ 468,722,230

The Municipality is required to levy taxes under section 353 of the Municipal Government Act towards payment of education requisitions. Tax revenues are recorded net of appeals and allowances for potential losses on assessment appeals.

Education tax revenues are recorded at the amounts levied. Actual taxes levied over/under the amount requisitioned are recorded as an adjustment to taxes and grants in lieu receivable. Budgeted taxation amounts exclude requisitioned amounts collected on behalf of other entities.

16. Government transfers

	Budget (Note 23)	2022	2021
Transfers for Operating:			
Conditional shared cost agreements and grants			
Federal Government	\$ 660,800	\$ 2,853,281	\$ 538,418
Provincial Government	21,938,125	36,742,099	29,327,774
Total government transfers for operating	22,598,925	39,595,380	29,866,192
Transfers for Capital:			
Conditional shared cost agreements and grants			
Federal Government	9,500,000	14,559,506	2,988,094
Provincial Government	7,250,000	39,968,299	54,090,034
Total government transfers for capital	16,750,000	54,527,805	57,078,128
Total government transfers	\$ 39,348,925	\$ 94,123,185	\$ 86,944,320

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

16. Government transfers (continued)

In addition to those government transfers relating to deferred revenues, as described in Note 7, the following operating provincial government transfers were received:

Operating government transfers

(a) *Disaster Recovery Program*

Alberta Municipal Affairs through the Alberta Emergency Management Agency provides financial assistance in the event of a disaster to individuals, small businesses, not-for-profit organizations, municipalities and government departments through the Disaster Recovery program. The Municipality is approved for assistance through the Disaster Recovery Program for the 2016 wildfire event (Note 22a) and the 2020 river break-up event (note 22b). During 2022, the Municipality received \$11,378,129 (2021 - \$nil), recognized as operating government transfers \$14,078,821 (2021 - \$7,525,892), recognized as capital government transfers \$nil (2021 - \$9,773,642), and recognized as receivable \$34,835,688 (2021 - \$32,134,996).

(b) *Emergency Medical Services Contract*

Alberta Health Services provides the Emergency Medical Services Ground Ambulance contract which provides assistance to partially offset the cost of providing 24/7 emergency medical services to the Municipality's citizens. During 2022, the Municipality received and recognized \$7,178,054 (2021 - \$7,178,054).

(c) *Alberta Municipal Affairs - Public Library Operating Grant*

The Municipality receives a per capita operating grant from the Province of Alberta through Alberta Municipal Affairs to support the operation of library services. In 2022, the Municipality received and recognized as operating government transfers \$706,610 (2021 - \$706,610).

(d) *Sport Canada Hosting Program*

The Government of Canada, through the Department of Canadian Heritage, provides funding to assist organizations to host international sport events in Canada. The Municipality was approved for assistance in hosting the 2023 Arctic Winter Games. In 2022, the Municipality received \$2,155,000 (2021 - \$nil), recognized as operating government transfers \$2,360,318 (2021 - \$nil), and recognized as receivable \$205,318 (2021 - \$nil).

Capital government transfers

(e) *Alberta Municipal Water/Wastewater Partnership*

The Province of Alberta, through the Alberta Municipal Water/Wastewater Partnership, provides cost-sharing funding to eligible municipalities to help build municipal facilities for water supply and treatment, and wastewater treatment and disposal. During 2022, the Municipality received \$1,000,000 for the Rural Water and Wastewater Sewer Services project. During 2021, the Municipality received \$5,025,000 to assist with the Fort Chipewyan Lift Station and Fort Chipewyan Water Treatment Plant expansion.

(f) *Investing in Canada Infrastructure Program*

The Government of Canada, through the Investing in Canada Infrastructure Program, provides funding to help communities achieve long-term economic growth, support resilience to climate change and improve social inclusivity. During 2022, the Municipality received \$4,184,457 (2021 - \$433,418).

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

17. Expenses by object

	Budget (Note 23)	2022	2021
Salaries, wages and benefits	\$ 274,101,781	\$ 265,708,691	\$ 260,761,647
Contracted and general services	108,828,472	155,305,017	121,906,661
Purchases from other governments	29,161,780	27,613,482	28,552,627
Materials, goods, supplies and utilities	53,229,929	52,327,671	44,554,240
Provision for allowances	4,793,200	4,550,461	4,806,110
Transfers to local boards and agencies	525,555	525,555	380,000
Transfers to individuals and organizations	11,157,024	24,575,098	42,137,820
Bank charges and short-term interest	564,700	505,316	408,260
Interest on long-term debt	1,329,809	1,418,359	1,749,411
Other	24,600	862,208	404,067
Amortization of tangible capital assets	-	137,899,993	131,820,584
Loss on disposal of tangible capital assets	-	9,191,508	2,496,919
Write down of tangible capital assets	-	7,152,787	-
Total expenses	\$ 483,716,850	\$ 687,636,146	\$ 639,978,346

18. Contractual rights

The Municipality has entered into lease agreements to lease land and building space to other parties until 2032 assuming no default on payments by the counterparty. The annual lease receipts in each of the following years are:

2023	\$ 1,600,775
2024	1,365,544
2025	1,109,176
2026	896,352
2027	818,698
Thereafter	2,092,507
	\$ 7,883,052

19. Commitments and contingent liabilities

(a) Operating leases

The Municipality has entered into lease agreements for the leasing of office space and equipment until 2038. The annual lease payments in each of the following years are:

2023	\$ 1,775,212
2024	101,692
2025	101,692
2026	14,475
2027	14,475
Thereafter	159,225
	\$ 2,166,771

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

19. Commitments and contingent liabilities (continued)

(b) *Borrowing facilities (line of credit)*

Pursuant to section 256 of the Municipal Government Act and Municipal Bylaw 16/019, the Municipality is authorized to borrow from the Municipality's financial institution, on a revolving basis, up to \$50,000,000 for the purpose of meeting current operating expenditures and obligations of the Municipality when required. At December 31, 2022, the Municipality had authorized the line of credit available from its bank in the amount of \$50,000,000 (2021 - \$50,000,000). At year end, no amounts were drawn against its available line of credit.

Two of the Municipality's controlled entities entered into banking agreements that include a revolving demand credit facility available in the amount of \$1,000,000 (2021 - \$1,000,000) and \$9,000,000 (2021 - \$9,000,000) which bear interest at prime minus 0.5% and prime plus 3.0% respectively. At December 31, 2022, no amounts were drawn against these facilities (2021 - \$nil). In addition, one of the Municipality's controlled entities has access to a \$300,000 (2021 - \$300,000) Visa business facility which is drawn upon from time to time with their accounts receivable pledged as security on this facility.

(c) *Development agreements*

Developers have entered into agreements with the Municipality in the amount of approximately \$15,000,000 (2021 - \$17,000,000) and are committed to installing and constructing certain works to serve the development of lands within the Municipality. The Municipality has taken security from developers in the form of deposit liabilities in the amount of \$6,325,897 (2021 - \$6,834,296) and letters of credit in the amount of \$7,217,426 (2021 - \$8,135,974) to ensure performance by the developers under the agreements.

(d) *Contingent liabilities*

The Municipality identified one contaminated site where the costs are expected to be paid by a third party. This site in Abasand is a former oil sands site and contaminants in soil and groundwater have been found to exceed environmental standards. The undiscounted expected expenditures to reclaim this site have been estimated at \$2,000,000. The Municipality has assessed that it is not responsible to remediate the contamination and therefore has not recorded a liability.

The Municipality is a defendant in various lawsuits as at December 31, 2022. Where the occurrence of future events is considered likely to result in a loss with respect to an existing condition, and the amount of loss can be reasonably estimated, amounts have been included in accrued liabilities. Where the resulting losses, if any, cannot be determined or the occurrence of future events is unknown, amounts have not been recorded. Any losses arising from these actions will be recorded in the year in which the related litigation is settled.

The Province of Alberta has provided the Municipality with financial support to purchase and remove properties from a flood hazard area, through a conditional grant agreement. The Municipality has agreed to ensure that the future use of acquired lands will not involve or permit any residential or commercial uses, or any uses that include the development of structures or infrastructure. If this condition is not met, the Municipality may be required to repay up to \$11,000,000.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

20. Salary and benefits disclosure

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer and designated officer by Alberta Regulation 313/2000 is as follows:

	Salary (a)	Benefits and Allowances (b,c)	Total 2022	Total 2021
Mayor Bowen	\$ 165,790	\$ 37,968	\$ 203,758	\$ 32,701
Former Mayor Scott	-	-	-	178,286
Ward 1				
Councillor Ball	46,200	16,675	62,875	10,023
Councillor Banjoko	46,200	14,891	61,091	9,536
Councillor Bussieres	46,200	14,915	61,115	9,540
Councillor Dogar	46,200	16,675	62,875	10,023
Councillor Grandison	46,200	18,577	64,777	10,102
Councillor McGrath	46,200	12,988	59,188	64,209
Ward 2				
Councillor Cardinal	46,200	16,675	62,875	10,023
Councillor Waquan	46,200	12,988	59,188	9,457
Ward 3				
Councillor Wigle	46,200	18,102	64,302	10,023
Ward 4				
Councillor Stroud	46,200	8,431	54,631	54,729
Former				
Councillor Allen	-	-	-	59,634
Councillor Balsom	-	-	-	59,970
Councillor Inglis	-	-	-	59,612
Councillor Lalonde	-	-	-	59,634
Councillor Meagher	-	-	-	102,061
Councillor Murphy	-	-	-	59,634
Councillor Peddle	-	-	-	56,866
Councillor Voyageur	-	-	-	63,132
Chief Administrative Officer				
Current	77,608	22,229	99,837	-
Former	298,135	103,159	401,294	409,535
Designated Officers (d)	614,938	304,297	919,235	1,271,807
	\$ 1,618,471	\$ 618,570	\$ 2,237,041	\$ 2,610,537

(a) Salaries are disclosed as gross wages paid.

(b) Employer's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan, Employment Insurance, health care, dental coverage, vision coverage, group life insurance, long and short-term disability plans, accidental disability and dismemberment insurance, professional memberships and tuition.

(c) Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including the home equity protection program, special leave with pay, honorarium, car, travel and technology allowances.

(d) The Municipality's three designated officers are the Chief Financial Officer, Chief Legislative Officer and Director of Planning and Development.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

21. Segment disclosures

The Municipality provides a wide range of services to its ratepayers. Segment disclosures are intended to enable users to better understand the government reporting entity and the major expense and revenue activities of the Municipality. For each reported segment, revenues and expenses represent amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The segments have been selected based on a presentation similar to that adopted for the municipal financial planning and budget processes. Segments include:

- (a) **Fiscal Services** provides financial and purchasing services for the Municipality.
- (b) **General Government** consists of corporate administration and general municipal services for the Municipality.
- (c) **Protective Service** is comprised of police, traffic safety, bylaw enforcement, fire rescue and ambulance services.
- (d) **Transportation** includes bus, roadway and parking services.
- (e) **Environmental Use and Protection** delivers services consisting of collection, processing and disposal of residential and non-residential waste and recyclables, underground services, water and wastewater treatment, as well as community relation services in support of waste management programs.
- (f) **Public Health and Welfare** provides family and community support services along with cemeteries.
- (g) **Planning and Development** is comprised of the Community Development Planning branch, the Comprehensive Planning branch and the Safety Codes branch.
- (h) **Recreation and Culture** develops initiatives to provide opportunities and support in the areas of arts heritage and culture, and in recreation, sport and leisure.
- (i) **Subsidiary Entities** include Wood Buffalo Housing & Development Corporation, Regional Recreation Corporation of Wood Buffalo, Regional Municipality of Wood Buffalo Library Board, Wood Buffalo Economic Development Corporation and Wood Buffalo Arctic Winter Games Host Society.

The accounting policies used in the segment disclosures are consistent with those followed in the preparation of the consolidated financial statements (Note 1).

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

21. Segment disclosures (continued)

	2022									
	Fiscal Services	General Government	Protective Service	Transportation	Environmental Use and Protection	Public Health and Welfare	Planning and Development	Recreation and Culture	Subsidiary Entities	2022 Total
Revenue:										
Net taxes available for municipal purposes	\$ 466,521,248	\$ -	\$ -	\$ 38,417	\$ 168,234	\$ -	\$ -	\$ -	\$ 989,455	\$ 467,717
Government transfers - operating and capital	-	4,179,362	25,117,247	26,618,396	22,102,495	2,508,173	-	3,853,911	9,743,601	94,123
Sales and user charges	-	271,257	1,751,641	1,327,049	45,013,938	53,739	247,123	122,415	11,569,582	60,356
Sales to other governments	-	354,365	234,242	-	3,471,659	-	-	-	-	4,060
Penalties and costs on taxes	5,247,365	32,722	-	-	197,551	-	-	-	-	5,477
Licenses and permits	-	244,420	186,715	445,879	-	-	1,166,466	35	-	2,043
Fines	-	-	2,891,434	-	-	-	-	-	-	2,891
Franchise and concession contracts	-	9,112,676	-	-	-	-	-	-	-	9,112
Returns on investments	-	21,410,583	-	132	-	1,034	-	17,373	1,153,614	22,582
Rentals	-	288,741	895,400	-	-	-	13,929	37,947	18,069,594	19,305
Other	264	2,839,833	2,096,970	331,226	326,355	780	9,231	115,533	3,014,421	8,734
	471,768,877	38,733,959	33,173,649	28,761,099	71,280,232	2,563,726	1,436,749	4,147,214	44,540,267	696,405
Expenses:										
Salaries, wages and benefits	-	66,533,967	57,247,250	42,606,291	39,376,703	2,419,475	9,561,975	15,004,800	32,958,230	265,708
Contracted and general services	-	51,662,119	16,156,661	20,339,999	34,049,628	233,242	3,250,792	9,610,306	20,002,270	155,305
Purchases from other governments	-	26,807	27,138,919	442,662	-	-	5,094	-	-	27,613
Materials, goods, supplies and utilities	-	14,084,041	1,758,352	14,217,946	6,968,961	202,380	11,655	1,691,026	13,393,310	52,327
Provision for (recoveries of) allowances	4,508,992	(311,111)	209,671	-	112,909	-	-	-	30,000	4,550
Transfers to local boards and agencies	-	-	-	-	-	-	-	525,555	-	525
Transfers to (from) individuals and organizations	-	6,892,253	120,660	-	-	37,307,191	29,000	8,694,498	(28,468,504)	24,575
Bank charges and short-term interest	-	195,127	8,846	-	44,232	-	37,015	909	219,187	505
Interest on long-term debt	-	-	-	-	-	-	-	-	1,418,359	1,418
Other	-	859,508	-	1,700	1,000	-	-	-	-	862
Loss on disposal of tangible capital assets	-	-	-	2,889,394	5,419,911	-	-	-	882,203	9,191
Write-down of tangible capital assets	-	7,152,787	-	-	-	-	-	-	-	7,152
	4,508,992	147,095,498	102,640,359	80,497,992	85,973,344	40,162,288	12,895,531	35,527,094	40,435,055	549,736
Annual surplus (deficit), before amortization	467,259,885	(108,361,539)	(69,466,710)	(51,736,893)	(14,693,112)	(37,598,562)	(11,458,782)	(31,379,880)	4,105,212	146,669
Amortization of tangible capital assets	-	6,468,564	4,928,558	49,158,499	45,032,123	-	-	25,134,034	7,178,215	137,899
Annual surplus (deficit)	\$ 467,259,885	\$ (114,830,103)	\$ (74,395,268)	\$ (100,895,392)	\$ (59,725,235)	\$ (37,598,562)	\$ (11,458,782)	\$ (56,513,914)	\$ (3,073,003)	\$ 8,769

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

21. Segment disclosures (continued)

	2021									
	Fiscal Services	General Government	Protective Service	Transportation	Environmental Use and Protection	Public Health and Welfare	Planning and Development	Recreation and Culture	Subsidiary Entities	2021 Total
Revenue:										
Net taxes available for municipal purposes	\$ 467,073,691	\$ -	\$ -	\$ 42,808	\$ 252,228	\$ -	\$ -	\$ -	\$ 1,353,503	\$ 468,722,230
Government transfers - operating and capital	-	62,748,257	14,727,170	-	-	1,748,584	-	294,825	7,425,484	86,944,320
Sales and user charges	-	355,962	1,809,294	526,860	41,136,700	34,128	127,817	57,268	6,459,564	50,507,595
Sales to other governments	-	374,438	201,172	-	3,124,826	-	-	-	-	3,700,436
Penalties and costs on taxes	2,257,322	134,543	-	-	178,153	-	-	-	-	2,570,018
Licenses and permits	-	239,942	165,700	372,774	-	-	1,627,903	-	-	2,406,319
Fines	-	-	2,976,732	-	-	-	-	-	-	2,976,732
Franchise and concession contracts	-	8,017,790	-	-	-	-	-	-	-	8,017,790
Returns on investments	-	23,215,845	(2,858)	387	-	-	-	1,873	702,920	23,918,167
Rentals	-	549,718	1,461,735	9,182	-	-	20,156	29,760	15,708,090	17,778,641
Contributions of tangible capital assets	-	-	-	4,347,873	2,362,362	-	10	-	-	6,710,245
Other	-	1,717,285	2,599,215	70,462	79,642	-	4,742	51,982	4,264,536	8,787,864
	469,331,013	97,353,780	23,938,160	5,370,346	47,133,911	1,782,712	1,780,628	435,708	35,914,097	683,040,355
Expenses:										
Salaries, wages and benefits	-	66,836,820	58,480,392	41,487,530	37,594,775	1,678,922	10,575,318	14,977,939	29,129,951	260,761,647
Contracted and general services	-	45,213,869	6,295,582	24,969,408	20,167,245	215,303	3,615,165	7,791,505	13,638,584	121,906,661
Purchases from other governments	-	27,690	28,205,577	312,738	-	-	6,622	-	-	28,552,627
Materials, goods, supplies and utilities	-	10,757,708	2,205,735	13,113,179	5,619,499	100,085	48,433	1,595,776	11,113,825	44,554,240
Provision for (recoveries of) allowances	4,339,702	87,772	352,477	-	26,113	-	-	-	46	4,806,110
Transfers to local boards and agencies	-	-	-	-	-	-	-	380,000	-	380,000
Transfers to (from) individuals and organizations	-	2,645,359	103,071	-	-	46,567,768	-	22,545,749	(29,724,127)	42,137,820
Bank charges and short-term interest	-	181,791	8,135	1,103	51,011	-	37,854	728	127,638	408,260
Interest on long-term debt	-	-	-	-	-	-	-	-	1,749,411	1,749,411
Other	-	402,927	-	-	755	-	-	-	385	404,067
Loss on disposal of tangible capital assets	-	-	-	-	2,485,223	-	-	-	11,696	2,496,919
	4,339,702	126,153,936	95,650,969	79,883,958	65,944,621	48,562,078	14,283,392	47,291,697	26,047,409	508,157,762
Annual surplus (deficit), before amortization	464,991,311	(28,800,156)	(71,712,809)	(74,513,612)	(18,810,710)	(46,779,366)	(12,502,764)	(46,855,989)	9,866,688	174,882,595
Amortization of tangible capital assets	-	6,405,975	4,644,894	44,121,977	42,317,938	-	-	26,603,055	7,726,745	131,820,584
Annual surplus (deficit)	\$ 464,991,311	\$(35,206,131)	\$(76,357,703)	\$(118,635,589)	\$(61,128,648)	\$(46,779,366)	\$(12,502,764)	\$(73,459,044)	\$ 2,139,943	\$ 43,062,005

Attachment: 2022 Audited Consolidated Financial Statements (2022 Audited Consolidated Financial

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

22. Sales and user charges by segment

	Budget	2022	2021
	(Note 23)		
Council and other legislative	\$ 18,000	\$ 4,550	\$ 10,100
General administration	220,700	172,761	302,136
Other general government	267,350	93,946	43,726
Police	155,000	231,060	249,602
Fire	20,000	22,878	17,575
Ambulance and first aid	1,330,000	1,486,563	1,531,332
Bylaw enforcement	10,000	11,140	10,785
Common and equipment pool	24,000	48,484	15,701
Roads, streets, walks, lighting	95,200	194,226	101,329
Public transport	1,136,600	1,084,339	409,830
Water supply and distribution	19,033,930	19,599,425	17,515,280
Wastewater treatment and disposal	12,057,000	13,139,969	11,719,636
Waste management	11,692,398	12,274,544	11,901,784
Cemeteries and crematoriums	20,000	53,739	34,128
Land use planning, zoning and development	32,200	80,744	35,536
Parks and recreation	14,970,606	11,842,937	6,585,582
Culture: Libraries, museums, halls	13,500	15,439	23,531
Total sales and user charges	\$ 61,096,484	\$ 60,356,744	\$ 50,507,593

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

23. Budget data

The budget data presented in these consolidated financial statements is based upon the 2022 operating and capital budgets approved by Council.

Amortization was not contemplated on development of the budget and, as such, has not been included. The table below reconciles the approved budget to the budget figures reported in these consolidated financial statements.

	Budget Amount
Revenue:	
Operating budget	\$ 566,801,889
Capital budget	155,319,000
Subsidiaries' budget	44,547,842
Less:	
Transfers from other funds	140,998,089
Total revenue	625,670,642
Expenses:	
Operating budget	566,801,889
Capital budget	155,319,000
Subsidiaries' budget	45,081,524
Less:	
Transfers to other funds	128,166,563
Capital expenditures	155,319,000
Total expenses	483,716,850
Annual surplus	\$ 141,953,792

24. Financial instruments

The Municipality's financial instruments consist of cash and cash equivalents, restricted cash, taxes and grants in lieu receivable, trade and other receivables, investments, accounts payable and accrued liabilities, deposit liabilities, and long-term debt. It is management's opinion that the Municipality is not exposed to significant currency risks from its financial instruments.

The Municipality is subject to credit risk with respect to taxes and grants in lieu receivable, trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the Municipality provides services may experience financial difficulty and be unable to fulfill their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk. The Municipality is subject to interest rate risk arising primarily from fluctuations in rates on its cash, investments, and long-term debt.

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

25. Natural Disaster Events

a) Fire Event

On May 1, 2016, a wildfire began southwest of Fort McMurray, in the Regional Municipality of Wood Buffalo.

Impact on Financial Results

Costs incurred as a result of response or recovery efforts are capitalized or expensed in accordance with the accounting policies in Note 1. Only costs that represent a betterment, enhancement or new asset are capitalized, with repairs and maintenance being expensed.

The Municipality holds various insurance policies with multiple insurance providers which have been and will be used to fund a portion of the response and recovery efforts. The Municipality has received \$45,920,250 from insurance providers since 2016 relating to municipal assets and equipment destroyed or damaged by the wildfire.

The Municipality applied and was approved for relief under the Province of Alberta's Alberta Emergency Agency's Disaster Recovery Assistance program (DRP). Advances totalling \$208,676,369 have been received from DRP since 2016 to assist in paying for financial commitments resulting from expenses incurred during and after the wildfire. The DRP recovery efforts are forecast to be finished by 2023.

The following amounts are recorded in the statement of financial position and statement of operations related to the wildfire of 2016:

	2022	2021
Financial assets		
Trade and other receivables	\$ 26,268,000	\$ 15,046,459
	26,268,000	15,046,459
Liabilities		
Deferred revenue	-	310,431
	-	310,431
Net financial assets	26,268,000	14,736,028
Revenue:		
Government transfers for operating	12,699,670	4,208,207
Expenses (general government):		
Salaries, wages and benefits	89,496	156,933
Contracted and general services	768,066	4,436,196
Materials, goods, supplies and utilities	-	181,121
	857,562	4,774,250
Annual surplus (deficit)	\$ 11,842,108	\$ (566,043)

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

25. Natural Disaster Events (continued)

b) Flood Event

On April 26, 2020, the Municipality experienced a major flood event.

Impact on Financial Results

Costs incurred as a result of response or recovery efforts are capitalized or expensed in accordance with the accounting policies in Note 1. Only costs that represent a betterment, enhancement or new asset are capitalized, with repairs and maintenance being expensed.

The Municipality holds various insurance policies with multiple insurance providers which have been and will be used to fund a portion of the response and recovery efforts. The Municipality has received \$7,076,582 from insurance providers since 2020 relating to municipal assets and equipment destroyed or damaged by the flood.

The Municipality applied and was approved for relief under the Province of Alberta's Alberta Emergency Agency's Disaster Recovery Assistance program (DRP). Advances totalling \$20,000,000 have been received from DRP to assist in paying for financial commitments resulting from expenses incurred during and after the flood. The DRP recovery efforts are forecast to be finished by 2023.

The following amounts are recorded in the statement of financial position related to the 2020 flood event:

	2022	2021
Financial assets		
Trade and other receivables	\$ 8,567,688	\$ 17,088,537
Inventories held for resale	999,017	-
Net financial assets	\$ 9,566,705	\$ 17,088,537
Non-financial assets		
Tangible capital assets	\$ 3,306,371	\$ 9,430,454
Non-financial assets	\$ 3,306,371	\$ 9,430,454

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Notes to Consolidated Financial Statements

For the Year Ended December 31, 2022

25. Natural Disaster Events (continued)b) Flood event (continued)

The following amounts are recorded in the statement of operations related to the 2020 flood event:

	2022	2021
Revenue:		
Government transfers for operating	\$ 1,379,151	\$ 3,317,685
Government transfers for capital	-	9,773,642
Other	-	1,155,937
	1,379,151	14,247,264
Expenses (disaster and emergency measures):		
Contracted and general services	337,015	-
Materials, goods, supplies and utilities	773,953	3,826,211
Transfers to individuals and organizations	5,927,071	1,093,508
	7,038,039	4,919,719
Annual (deficit) surplus	\$ (5,658,888)	\$ 9,327,545

Measurement Uncertainty

The impact of natural disaster events are subject to a high degree of estimation and judgement, particularly as they relate to the estimation of future expenditures and impairment of assets. The Municipality has used the best information at the time in all measurements and estimations related to natural disaster events. Those estimates may not materialize and the final results and adjustments to these estimates will be reflected in future financial statements.

26. Approval of financial statements

These financial statements were presented and approved by Council on April 25, 2023.

Regional Municipality of Wood Buffalo Consolidated Financial Statements for the year ended December 31, 2022

Presenter: Laurie Farquharson, Chief Financial Officer

Department: Financial Services

Meeting Date: April 25, 2023



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

2022 Key Highlights

- Revenue increase of \$23M
 - Government Transfers increase of \$10M
 - Sales and User Charges increase of \$10M
- Expenses increase of \$48M
- Accumulated surplus increase of \$9M

Statement of Financial Position

Assets	2022 (\$M)	2021(\$M)
Cash	\$186	\$144
Restricted Cash	15	16
Accounts Receivable and Inventories	83	67
Investments	1,115	1,112
Mortgages and Notes Receivable	4	4
	<u>\$1,403</u>	<u>\$1,343</u>

Attachment: 2022 RMWB Consolidated Financial Statements -

Statement of Financial Position

Liabilities	2022 (\$M)	2021(\$M)
Accounts Payable	\$95	\$80
Deferred Revenue	64	75
Other Liabilities	53	52
Long Term Debt	46	58
Total Liabilities	\$258	\$265
Net Financial Assets	\$1,145	\$1,078

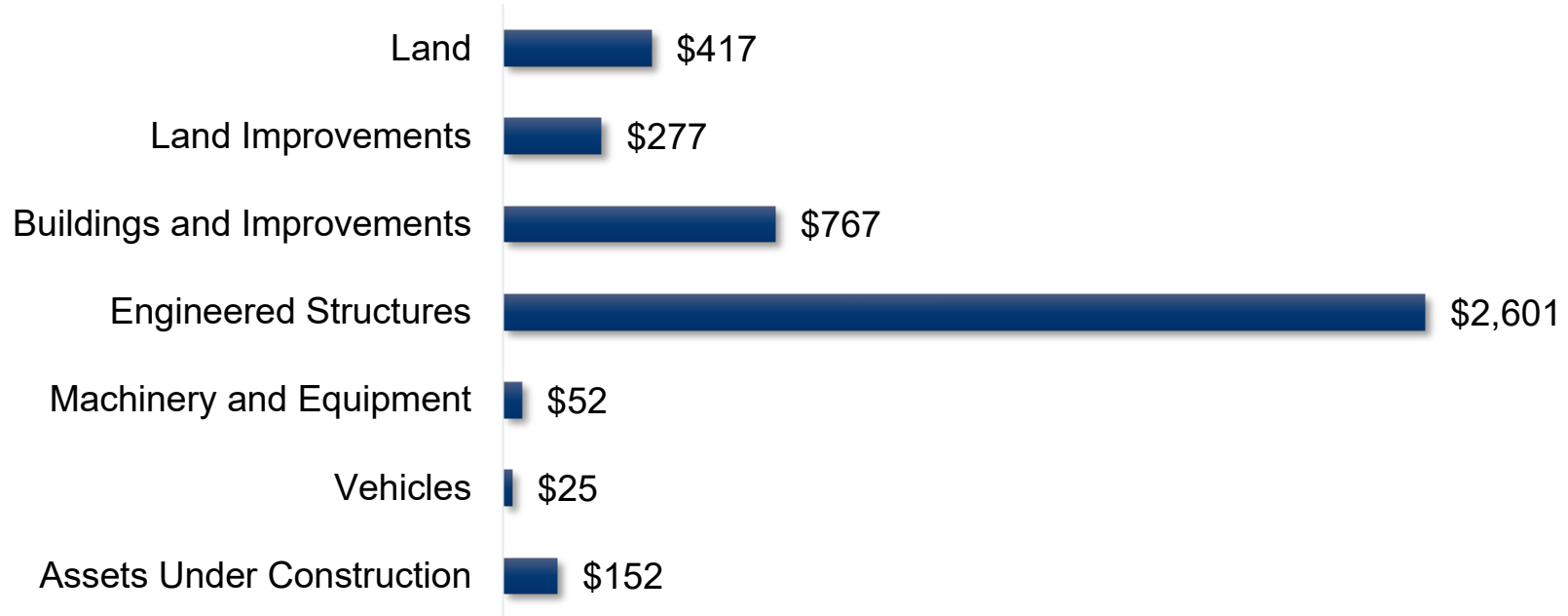
Attachment: 2022 RMWB Consolidated Financial Statements -

Statement of Financial Position

Non-Financial Assets	2022(\$M)	2021(\$M)
Tangible Capital Assets	\$4,290	\$4,349
Consumable Inventories	4	5
Prepaid Expenses	5	4
	\$4,299	\$4,358
Accumulated Surplus	\$5,444	\$5,436

Attachment: 2022 RMWB Consolidated Financial Statements -

Tangible Capital Assets (\$M)



Statement of Operations

Revenue	2022(\$M)	2021(\$M)
Net Taxes	\$468	\$469
Government Transfers	40	30
Sales and User Charges	60	50
Returns on Investments	23	24
Others	51	46
Total Revenue	\$642	\$619

Statement of Operations

Expenses	2022 (\$M)	2021 (\$M)
Protective Services	\$107	\$100
Transportation	130	124
Environmental Use & Protection	131	108
Public Health & Welfare	40	49
Planning & Development	13	14
Recreation & Culture	61	74

Statement of Operations

Expenses (continued)	2022(\$M)	2021(\$M)
Fiscal Services	\$4	\$4
General Government	154	133
Subsidiary Entities	48	34
Total Expenses	\$688	\$640

*As per Financial Statement Note #21

Statement of Cash Flows

Cash Provided By (Used In)	2022(\$M)	2021(\$M)
Operating	\$158	\$158
Capital	(102)	(173)
Investing	(2)	(111)
Financing	(12)	(15)
Increase (Decrease) In Cash	\$42	(\$141)
Cash – End of Year	\$186	\$144

Attachment: 2022 RMWB Consolidated Financial Statements -

Changes in Net Financial Assets

	2022(\$M)	2021(\$M)
Annual Surplus	\$9	\$43
Capital Assets	60	(45)
Prepaid and Inventory	(1)	2
Change in Net Assets	\$68	\$0
Net Financial Assets – Ending	\$1,145	\$1,078

Attachment: 2022 RMWB Consolidated Financial Statements -

Thank You



REGIONAL MUNICIPALITY
OF WOOD BUFFALO



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: Bylaw No. 23/006 - 2023 Property Tax Rate Bylaw

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

1. THAT Bylaw No. 23/006, being the 2023 Property Tax Rate Bylaw, be read a second time.
2. THAT Bylaw No. 23/006 be read a third and final time.

Summary:

In accordance with the *Municipal Government Act* (MGA), the Regional Municipality of Wood Buffalo is required to pass a property tax rate bylaw annually for the purpose of completing the work set out in the approved Operating and Capital Budgets.

Background:

A property tax rate bylaw establishes the rates at which various property classes are to be taxed and is calculated based on the total assessment value of all taxable properties within each of the property classes throughout the Municipality. The Order in Council, creating the specialized Regional Municipality of Wood Buffalo, provided Council with the authority to establish a tax rate structure for each of the Urban and Rural Service Areas.

Assessment valuation standards are prescribed by the Alberta Provincial Government and are either based on a market value premise or on a regulated cost-based system depending on property type. The tax levied on all residential and commercial properties is calculated by applying the tax rate against the individual property assessment which is an estimate of the market value as of July 1, 2022. The designated industrial properties (DIP) are assessed by the Provincial Assessor.

Property taxes are levied to raise revenue to fund municipal expenditures and pay external requisitions from Alberta Education, seniors' housing (Rotary House) and the designated industrial property requisition. With respect to requisitions for provincial education, seniors' housing and the designated industrial property requisition, the requisitioning authorities' tax rates are calculated based on the amounts requested. In

imposing levies, it is important to note that the Municipality simply acts as a collector of the funds and has no authority to refuse or change the amount requested by external requisitions. A typical property tax notice consists of the municipal levy, Alberta Education requisition levy and levy for seniors' housing. The exception is the Machinery and Equipment class which is exempt from the Alberta Education levy. Only properties identified by the Provincial Assessor as designated industrial properties will include the designated industrial property tax rate. The total amount of property taxes paid will vary based on the actual assessment value and the respective tax rate applied. In establishing municipal tax rates for the 2023 Property Tax Rate Bylaw, the process began with the zero-based budget and resulted in a requirement for less property tax revenue than in 2022.

In order to assist in understanding the 2023 Property Tax Rate recommendations, the following clarifications are provided:

Increases or decreases in municipal tax rates will not necessarily result in corresponding increases or decreases in municipal taxes paid. The reason for this is that increases or decreases in municipal taxes are equally dependent on the year over year assessment change of a property.

The formula for calculating municipal property taxes is as follows:

$$\text{Assessment} \times \text{Tax Rate} = \text{Municipal Tax Levy}$$

In general, assessments of both residential and non-residential properties increased.

Recommended tax rates for 2023, propose the following changes when compared to 2022 as follows:

- No change to the urban residential tax rate. The assessment increased by 6.91%. The median municipal tax change in the urban residential tax class is an increase of \$79 (if no improvements were completed to the home in 2022).
- No change to the other residential tax rate. The assessment increased by 8.64%. The median municipal tax change in the other residential tax class is an increase of \$989 (if no improvements were completed to the home in 2022).
- Rural residential tax rate increase of 6%. The median municipal tax change in the rural residential tax class is an increase of \$33 (if no improvements were completed to the home in 2022) due to a combination of the change in assessment over 2022 and a change in the rural residential tax rate.
- No change to the urban non-residential tax rate. The urban non-residential assessment class experienced an overall 2% increase. Due to factors such as sales, vacancy, availability, rents, and land value, individual properties may experience differing increases in taxes. Therefore, a median tax change was not calculated.
- Rural non-residential tax rate decrease of 4.45%. The rural non-residential

assessment class experienced an overall increase of 3.30%. Due to the wide variance in assessed values in this tax class a median tax change was not calculated.

In addition, based on the Matters Relating to Assessment Sub-Classes Regulation Alberta Regulation 202/2017, municipalities can create a sub-class for either the urban or rural service areas entitled “small business property” sub-class. In 2018, the Regional Municipality of Wood Buffalo Council approved the creation of a rural non-residential small business property sub-class. The tax rate of this sub-class is 25% lower than the rural non-residential tax rate. The criteria of this sub-class required that the business:

- must apply online and meet all criteria to be taxed at the rural non-residential small business property tax rate; and
- must be operating under a business license or that is otherwise identified in a municipal bylaw; and
- have fewer than 50 employees across Canada; and
- must hold a Municipal business license as of December 31 of the preceding year.

A rural small business property tax rate has been included within the 2022 Tax Rate Bylaw and is subject to Council approval.

Budget/Financial Implications:

For the 2023 taxation year, property tax revenue decreased by \$3.7M compared to 2022. Cumulatively, property tax revenue budget has decreased by \$306M since the 2016 budget. The revenue required through property taxes for the 2023 taxation year is \$460,384,800.

Assessment notices were sent out on February 9, 2023, and the assessment appeal deadline is April 18, 2023, for most properties. In some instances, additional information has been received regarding assessment accounts that have led to the issuance of an updated assessment. In accordance with legislated requirements, the appeal period for these properties is extended by 60 more days. A better estimate of assessment roll totals and resulting property tax revenue impacts will be determined when the last appeal deadline has passed.

MGA s. 358(1) Maximum Tax Rate Ratio (formerly Bill 21 and Bill 8)

The Municipality is a “non-conforming” municipality meaning that the tax ratio is greater than 5:1. The tax ratio means the ratio between the highest non-residential tax rate to the lowest residential tax rate. In the Municipality, the highest non-residential tax rate is the rural non-residential tax rate, and the lowest is the rural residential tax rate. The tax ratio can be reset each year, but the ratio cannot increase from the previous year. For the 2022 tax year, the Municipality’s tax ratio was 6.88.

Although the regulations guiding the method and time frame for reducing the tax ratio have not been introduced by the Government of Alberta, Council directed Administration to have the 5:1 ratio in place in 2027. Through budget reductions, and an increase in the rural residential tax rate, Administration continues to work towards this timeline. This tax rate recommendation would result in a tax rate ratio for the Municipality of 6.21 for 2023.

There will be some financial implications for any rates lower than the recommended 6% increase for rural residential tax rate. For example, without an increase in municipal tax rates for Rural Residential, the tax rates will require an 8% increase each year from 2024 to 2027 to reach the 5 to 1 ratio goal in 2027.

Rationale for Recommendation:

The proposed property tax methodology is budget driven reflecting zero-based budgeting, resulting in an overall reduction in property taxes from 2022, and a systematic reduction in the tax ratio from 2022 to 2023.

Strategic Plan Values:

Fiscal Management

Attachments:

1. 2023 Tax Rate Bylaw - Bylaw No. 23/006

2023 Property Tax Bylaw Presentation

BYLAW NO. 23/006**A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AUTHORIZE A PROPERTY TAX AND ESTABLISH PROPERTY TAX RATES FOR THE YEAR 2023**

WHEREAS Sections 353 and 354 of the *Municipal Government Act* require a municipality to pass a property tax bylaw annually and to set and show all tax rates for the year;

AND WHEREAS the Alberta School Foundation Fund (ASFF) has issued the following requisitions to the Municipality:

(i)	for residential and farmland	\$21,931,157.47
(ii)	for non-residential property	\$40,680,204.17

AND WHEREAS the Fort McMurray Roman Catholic Separate School District #32 has issued the following requisitions to the Municipality:

(iii)	for residential and farmland	\$2,248,108.50
(iv)	for non-residential property	\$2,283,291.24

AND WHEREAS the Rotary House, being a management body under the *Alberta Housing Act*, has issued a requisition to the Municipality in the amount of \$1,688,000;

AND WHEREAS Section 10 of the Order in Council No. 817-94 allows the Municipality to establish different rates of taxation for the Urban Service Area and the Rural Service Area, in respect of each assessment class or sub-class referred to in Section 297 of the *Municipal Government Act*;

AND WHEREAS the net tax revenue requirement (which does not include Special Assessment and Local Improvement Taxes or Oil Well Drilling Taxes) of the Municipality for 2023 is estimated to be \$460,384,800;

AND WHEREAS the total 2023 assessment of land, building, and improvement in the Rural Service Area, from which taxes may be raised, is \$47,185,986,182;

AND WHEREAS the total 2023 assessment of land, building and improvements in the Urban Service Area, from which taxes may be raised, is \$12,205,706,477;

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

1. The following tax rates are hereby authorized and imposed against the assessed value of taxable lands, buildings, and improvements as shown on the municipal assessment roll:

TAX RATES IN RESPECT OF EDUCATION REQUISITIONS, IMPOSED IN BOTH THE RURAL SERVICE AREA AND THE URBAN SERVICE AREA:

Alberta School Foundation Fund:

- Tax Rate for Residential and Farm Property: 0.0023797
- Tax Rate for Non-Residential Property: 0.0034570

Fort McMurray Roman Catholic Separate School District #32:

- Tax Rate for Residential and Farm Property: 0.0023797
- Tax Rate for Non-Residential Property: 0.0034570

TAX RATES IN RESPECT OF REQUISITIONS OTHER THAN EDUCATION REQUISITION, IMPOSED IN BOTH THE RURAL SERVICE AREA AND THE URBAN SERVICE AREA:

Rotary House

- Tax Rate for Residential and Farm Property: 0.0000273
- Tax Rate for Non-Residential Property: 0.0000273
- Tax Rate for Machinery and Equipment 0.0000273

TAX RATES IN RESPECT OF DESIGNATED INDUSTRIAL PROPERTY REQUISITIONS, IMPOSED IN BOTH THE NON-RESIDENTIAL PROPERTY AND MACHINERY AND EQUIPMENT:

- Tax Rate for Non-Residential Property: 0.0000746
- Tax Rate for Machinery and Equipment 0.0000746

TAX RATES FOR MUNICIPAL PURPOSES, IMPOSED IN THE RURAL SERVICE AREA:

- Tax Rate for Residential and Farm Property: 0.0014645
- Tax Rate for Non-Residential Property: 0.0090882
- Tax Rate for Machinery and Equipment 0.0090882
- Tax Rate for Small Business Property 0.0068162

TAX RATES FOR MUNICIPAL PURPOSES, IMPOSED IN THE URBAN SERVICE AREA:

- Tax Rate for Residential and Farm Property: 0.0022923
- Tax Rate for Other Residential Property 0.0062181
- Tax Rate for Non-Residential Property: 0.0044513
- Tax Rate for Machinery and Equipment 0.0044513

Definitions and Interpretation

2. In this Bylaw:
 - (a) "Municipality" means the Regional Municipality of Wood Buffalo;
 - (b) "Other Residential" has the meaning set out in Section 5 of Bylaw No. 13/012;
 - (c) "Small Business Property" has the meaning set out in the Matters Relating to *Assessment Sub-Classes Regulation* without regard to the option described in clause 3(b)(ii) of that regulation and without adopting an alternative date for establishing the threshold number of employees.
3. The Chief Administrative Officer may from time to time establish procedures to allow for the effective administration of the Small Business Property sub-class tax rate, including without limitation a method for determining and counting full-time employees, and the frequency of that count.
4. This Bylaw comes into force when it is passed.

Read a first time this 11th day of April, 2023.

Read a second time this _____ day of _____, 2023.

Read a third and final time this _____ day of _____, 2023.

Signed and Passed this _____ day of _____ 2023

Mayor

Chief Legislative Officer

2023 Property Tax Rate Bylaw

Presenter: Laurie Farquharson, Chief Financial Officer and
Keivan Navidi, Senior Manager, Assessment and Taxation

Department: Financial Services

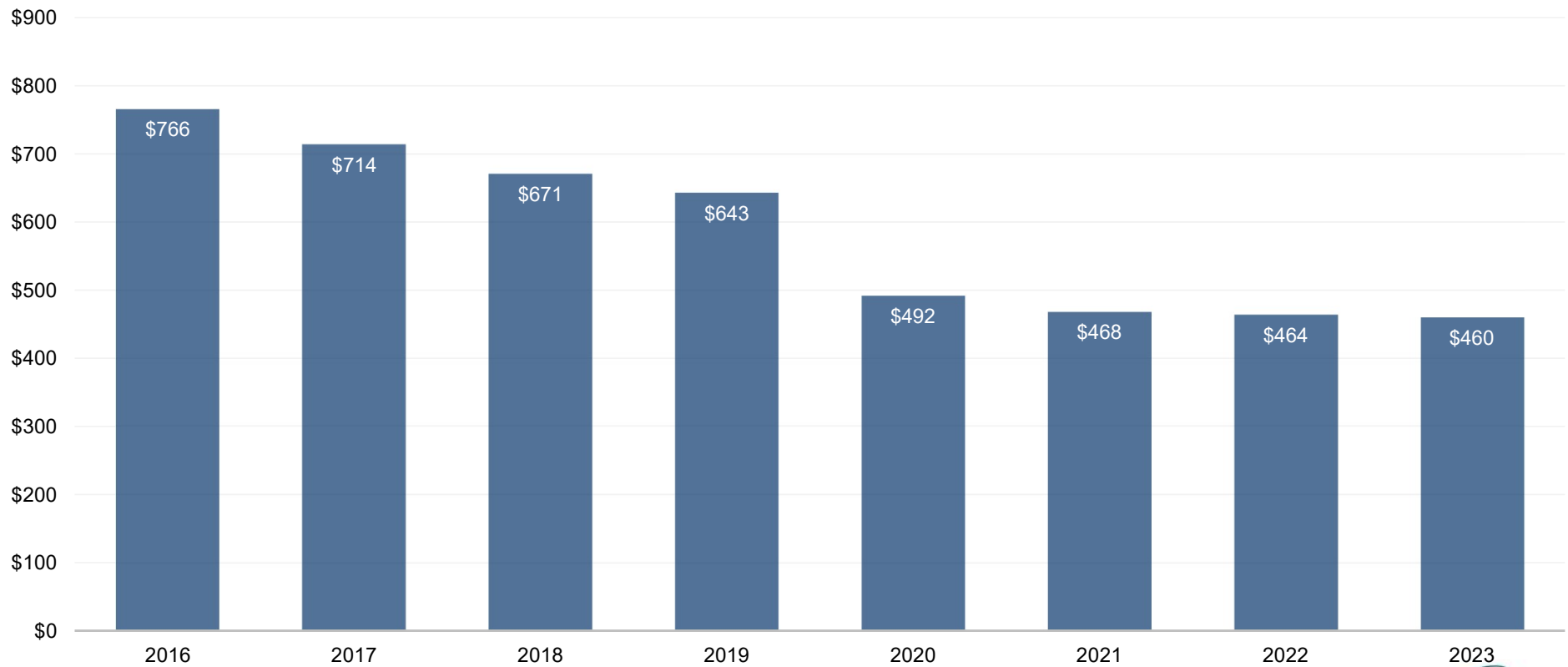
Meeting Date: April 25, 2023



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Tax Revenue Change from 2016 to 2022

Tax Revenue



ASSESSMENT UPDATE



2022 Assessment for 2023 Tax Year

- Market value as of July 1, 2022 (legislated date)
- Physical condition date of December 31, 2022 (legislated date)
- Assessment notices mailed February 9, 2023
- Customer review period is from February 17 to April 18, 2023
- Designated Industrial Properties assessed by the provincial assessor



Assessment Changes by Tax Class

Tax Class	Assessment Change from 2022 to 2023
Urban Residential	6.91% increase
Other Residential (multi-family)	8.64% increase
Urban Non-Residential	2% increase
Rural Residential	2% increase
Rural Non-Residential	3.3% increase



Assessment Changes by Residential Sectors

Sector	Change in Assessment 2022 to 2023
Urban Single Family	6% Increase
Urban Vacant Residential Lots	18% Increase
Condo	27% Increase
Rural Single-family Residence	2% Increase



Assessment Changes in Non-Residential / Other Residential Sector

Sector	Change in Assessment 2022 to 2023
Large Single Tenant Retail	2% Decrease
Retail Strip Mall	4.5% Increase
Hotel/Motel	8.5% Increase
Warehouse	1% Increase
Retail	4.5% Increase
Apartment	8.64% Increase



PROPERTY TAX RECOMMENDATION



Municipal Tax Calculation

- Assessment x Municipal Tax Rate = **Municipal Tax**



Proposed Municipal Tax Rates

Tax Class	2022	2023
Urban Residential	0.0022923	0.0022923
Other Residential	0.0062181	0.0062181
Urban Non-Residential	0.0044513	0.0044513
Rural Residential	0.0013816	0.0014645
Rural Non-Residential	0.0095114	0.0090882



2023 Municipal Property Tax Revenue

Tax Class	2022	2023 Expected Taxes	% Change
Urban Residential	\$19,625,962	\$20,982,231	6.91%
Urban Other Residential (Apartments)	\$2,311,038	\$2,510,796	8.64%
Urban Non-Residential	\$11,541,865	\$11,789,558	2.15%
Rural Residential	\$665,009	\$716,405	7.73%
Rural Non-Residential	<u>\$429,939,926</u>	<u>\$424,385,810</u>	<u>-1.29%</u>
Total	\$464,083,800	\$460,384,800	-0.80%

Note – These figures do not include the education requisition amounts.



Property Tax Payment Comparison

Property Class	Municipal Tax for a Typical Property		
	2022	2023	Change
Urban Residential	1,147	1,226	\$79
Urban Other Residential	11,448	12,436	\$988
Urban Non-Residential	4,896	5,008	\$112
Rural Residential	423	455	\$32
Rural Small Business	1,231	1,200	-\$31
Rural Non-Residential	1,641	1,600	-\$41
Rural Machinery & Equipment	4,755,700	4,694,239	-\$61,461

Note – Tax payment examples are based on the median of total payments for that class and does not include other requisitions.



2023 Education Requisition

- Municipality acts as a “tax collector” for the Provincial Education Property Tax Requisition
- The Education tax rate for the Residential class decreased by 11% and decreased by 15% for the Non-Residential class.
- For Urban service area residents, this represented 54% of property tax bills in 2023 and 66% for Rural residential property owners.
- This requisition amount could possibly increase next year when a new Provincial budget is presented.
- The Education requisition is not calculated on Machinery and Equipment.



Designated Industrial Property Requisition

- The Provincial cost of centralization of Designated Industrial Property (DIP) assessments, are recovered through a requisition that is paid by the DIP assessed owner.
- The requisition is applied only to industrial properties identified by the Provincial Assessor
- The Municipality acts as a “tax collector” for the Designated Industrial Property requisition



Small Business Property

- *Matters Relating to Assessment Sub-Classes Regulation* allows municipalities to create a sub-class entitled “small business property” which is 25% lower than Rural Non-Residential tax rate
- In 2018, Council approved the creation of a Rural Small Business property sub-class
- The proposed 2023 Property Tax Rate Bylaw includes a tax rate for Rural Non-Residential “Small Business Property”





Urban Residential



Urban Residential	2022	2023	Incr. (Decr.)
Assessed Value	\$500,500	\$535,000	6.91%
Municipal Tax Rate	x 0.0022923	x 0.0022923	
Municipal Tax	\$1,147	\$1,226	\$79
Education Tax	\$1,338	\$1,273	(\$65)
Total Taxes	\$2,485	\$2,499	\$14





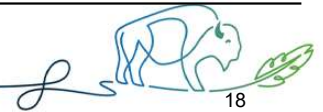
Urban Non-Residential

Urban Non-Residential	 2022	 2023	Incr. (Decr.)
Assessed Value	\$1,100,000	\$1,125,000	2%
Municipal Tax Rate	x 0.0044513	x 0.0044513	
Municipal Tax	\$4,896	\$5,008	\$112
Education Tax	\$4,503	\$3,889	(\$614)
Total Taxes	\$9,399	\$8,897	(\$502)



Rural Residential

Rural Residential	 2022	 2023	Incr. (Decr.)
Assessed Value	\$306,000	\$311,000	2%
Municipal Tax Rate	x 0.0013816	x 0.0014645	
Municipal Tax	\$423	\$455	\$32
Education Tax	\$818	\$740	(\$78)
Total Taxes	\$1,241	\$1,195	(\$46)



Rural Residential Tax Change

	2022	2023	Tax Change (\$)
Fort Chipewyan	\$345	\$334	\$11 Decrease
Draper Area	\$2,497	\$2,414	\$83 Decrease
Saprae Creek Estates	\$3,074	\$2,972	\$103 Decrease
Anzac	\$1,351	\$1,307	\$44 Decrease
Conklin	\$1,006	\$969	\$37 Decrease
Gregoire Lake Estates	\$1,996	\$1,922	\$74 Decrease

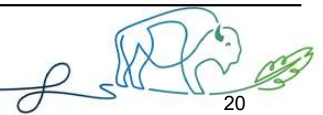
Note – These figures include the education requisition amounts which decreased from 2022 to 2023.




Other Residential



Other Residential	2022	2023	Incr. (Decr.)
Assessed Value	\$1,841,000	\$2,000,000	8.64%
Municipal Tax Rate	x 0.0062181	x 0.0062181	
Municipal Tax	\$11,448	\$12,436	\$988
Education Tax	\$4,924	\$4,759	(\$165)
Total Taxes	\$16,372	\$17,195	\$823



Rural Non-Residential

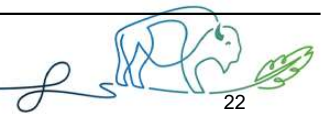
Rural Non-Residential (Commercial)			Incr. (Decr.)
	2022	2023	
Assessed Value	\$172,500	\$176,000	2%
Municipal Tax Rate	x 0.0095114	x 0.0090882	
Municipal Tax	\$1,641	\$1,600	(\$41)
Education Tax	\$706	\$608	(\$98)
Total Taxes	\$2,347	\$2,208	(\$139)



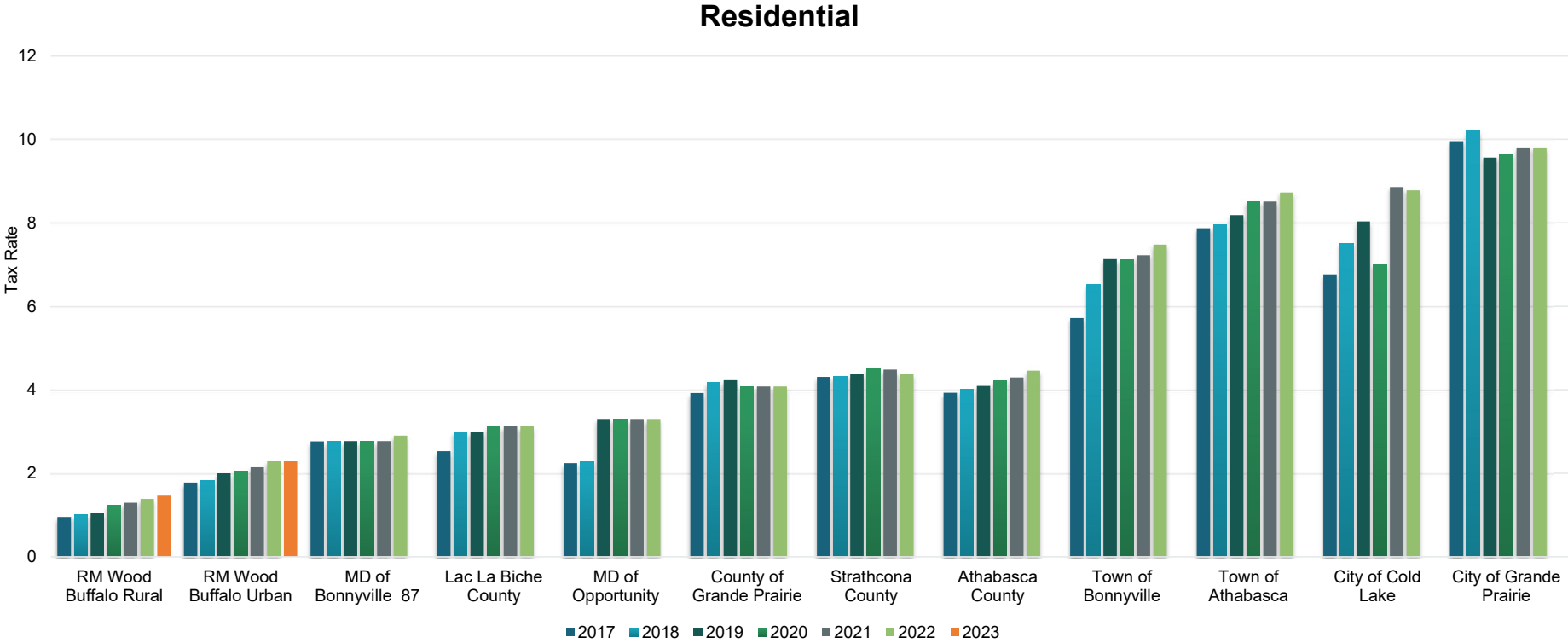
Rural Non-Residential Machinery & Equipment



Rural Non-Residential (M &E) Major Plant	2022	2023	Incr. (Decr.)
Assessed Value	\$500,000,000	\$516,520,000	3.30%
Municipal Tax Rate	x 0.0095114	x 0.0090882	
Municipal Tax	\$4,755,700	\$4,694,239	(\$61,461)
Education Tax	N/A	N/A	
Total Taxes	\$4,755,700	\$4,694,239	(\$61,461)



Municipal Tax Rate Comparison 2017 – 2023

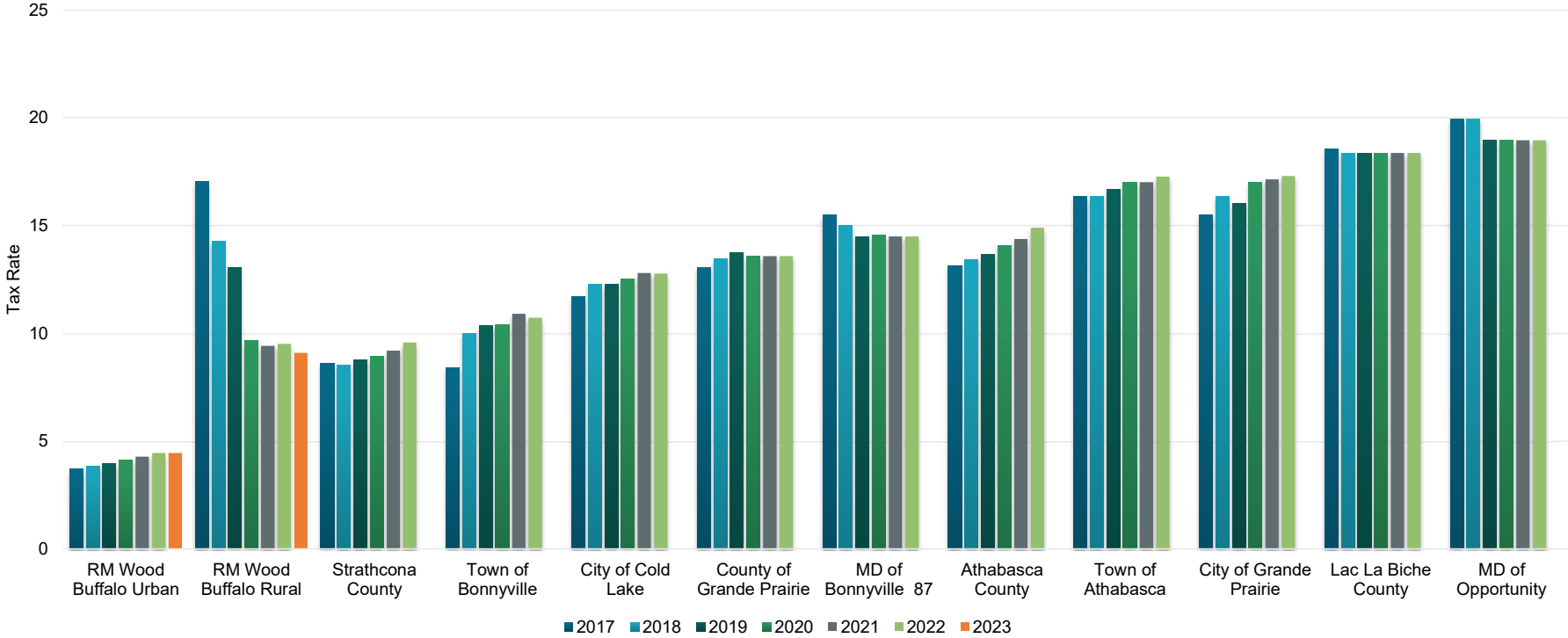


*Information gathered from the Alberta Municipal Affairs website.



Municipal Tax Rate Comparison 2017 – 2023

Non-residential



*Information gathered from the Alberta Municipal Affairs website.



Tax Ratio

- MGA Act s. 358(1)(c) defines “tax ratio”, as the ratio of the highest Non-Residential tax rate to the lowest Residential tax rate. The RMWB is presently a nonconforming municipality, meaning that the tax ratio is greater than 5:1
- In the RMWB the highest Non-Residential tax rate is Rural Non-Residential, and the lowest Residential tax rate is Rural Residential
- Since the 2016 tax year, the tax ratio has been decreasing from 18.1:1 to the current proposed ratio 6.21:1



5 to 1 impact on Rural Residential

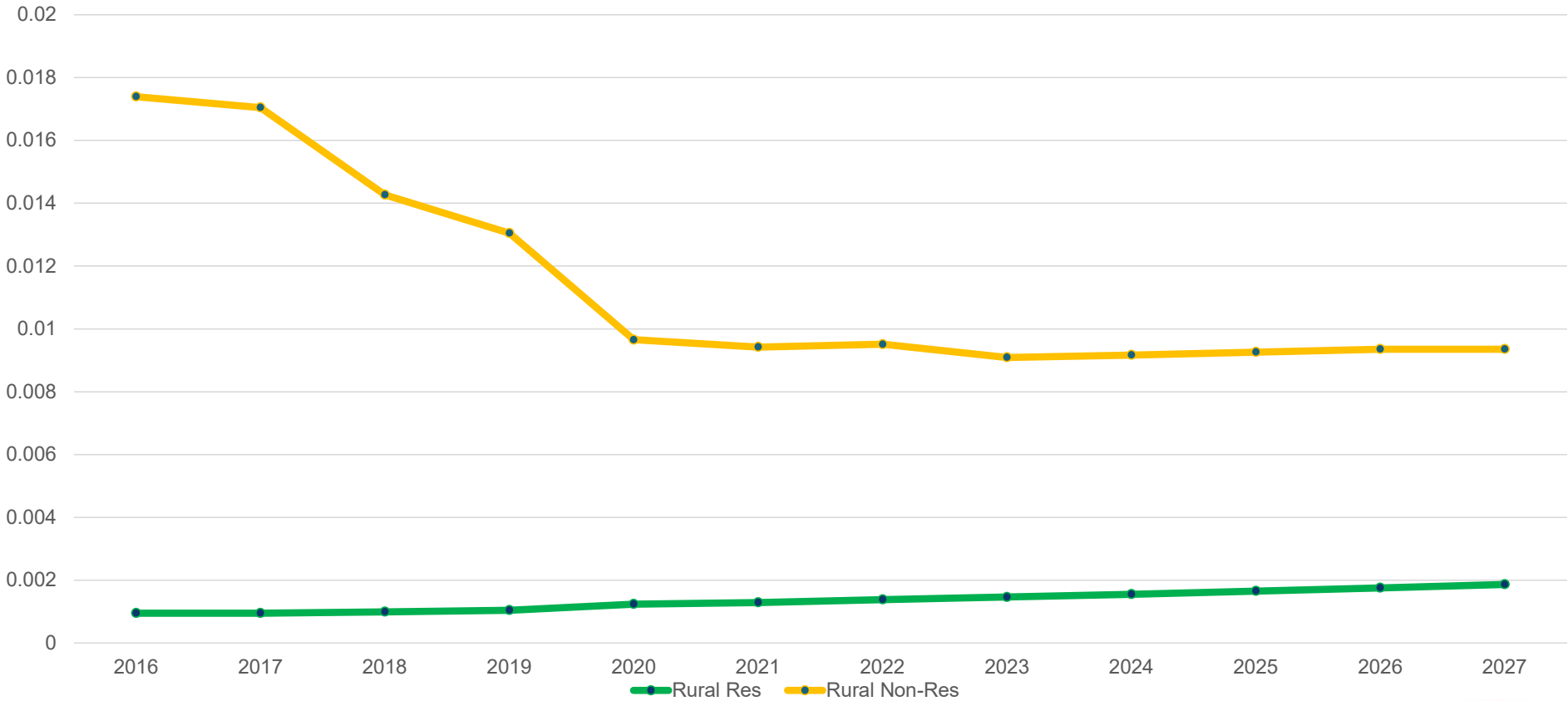
- The estimated total Municipal Tax increase per \$1,000 of assessments from 2023 to 2027 would be \$0.48



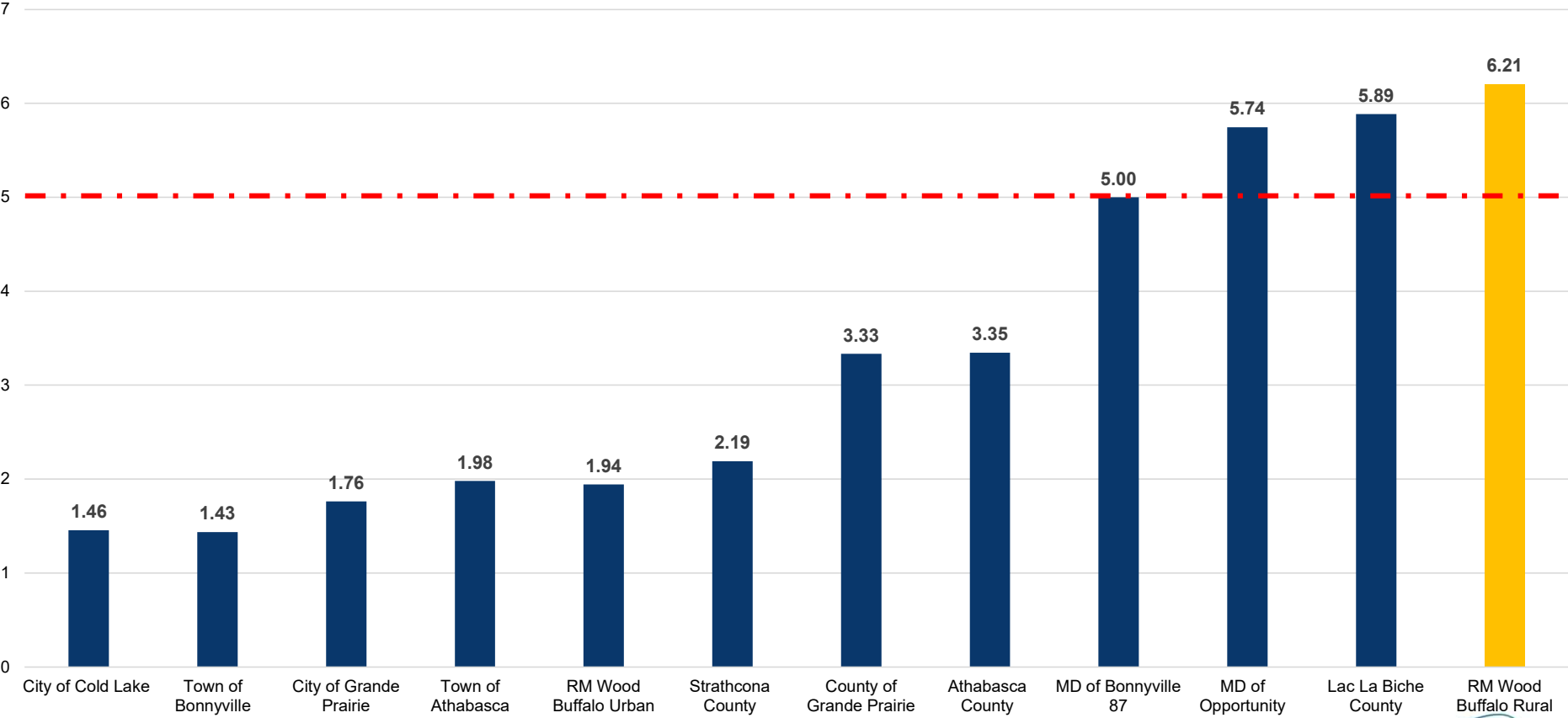
Assessment	\$100,000	\$300,000	\$600,000
Estimated Total Municipal Tax Increase from 2023 to 2027	\$48	\$144	\$288



5:1 Ratio



5:1 Ratio Comparison



*Information gathered from the Alberta Municipal Affairs website.



Thank You



REGIONAL MUNICIPALITY
OF WOOD BUFFALO



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: Regional Municipality of Wood Buffalo - Transit Master Plan

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT the 2023 Transit Master Plan be approved; and

THAT Administration begin implementation of the Plan with all budgetary requests being brought forward during the annual budget process.

Summary:

The Regional Municipality of Wood Buffalo (the Municipality) adopts approved master plans to provide the Region with long-term strategic vision, goals, and objectives. The development of master plans is guided by the core values of the organization, stakeholder feedback, best practices and priorities.

The Transit Master Plan (the Plan) update process began with engagement with various local and internal stakeholders as well as the public. The engagement process in 2021 and 2022 included feedback from over 500 respondents, outlining areas for improvement that ranged from routes and timing to customer service and fares.

Background:

The Plan provides an overview of the existing transit services relative to all aspects of the operation and management. It shares the research that was gathered from users, stakeholders, partners, staff and supports.

The Plan also provides key recommendations to guide the Municipality in implementing priorities over the immediate-term (1-3 years), near-term (3-5 years) and long-term (5-10 years).

In response to the findings from the engagement sessions, the Plan incorporates five key elements that would, if implemented, streamline the operations, enhance technology, increase usage and raise the overall fiscal recovery rate for the

Municipality's transit services.

Upon approval of the Plan, Administration will implement the Plan as outlined starting in 2023 and into 2024. (Allowing for proper budgeting and adjustments to occur in line with the phases that are outlined in the plan).

Budget/Financial Implications:

Should Council approve the Plan, Administration is not requesting funding at this time. All funding requests as outlined by the Plan would follow the normal budgeting process, starting in 2024.

Rationale for Recommendation:

The Plan identified some areas of improvement within the Municipality's transit operations. This Plan addresses the feedback heard from stakeholders and staff. The Plan is a realistic proposal which, if implemented, should over the next five years enhance transit operations within the Region by being more customer focused, more cost effective, and more efficient.

Strategic Plan Values:

Fiscal Management
Local Economy

Attachments:

Regional Municipality of Wood Buffalo - Transit Master Plan

Transit Master Plan Presentation

Delegation Nicole MacDermott Submission

Delegation MACOY Submission



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

REGIONAL MUNICIPALITY OF WOOD BUFFALO Transit Master Plan | 2023





REGIONAL MUNICIPALITY OF WOOD BUFFALO

Transit Master Plan

2023

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Definitions

Conventional (Transit)

Transit services that follow a fixed-route at times specified in a timetable.

CUTA

Canadian Urban Transit Association.

Demand Responsive (Transit)

Umbrella term for all transit services, including SMART Bus and On Demand, which operate only when requested, and are not restricted to any pre-defined routing.

Headway

Time interval between trips on the same transit route. For example, if the next bus comes one hour after the previous bus, the headway is 60 minutes.

Mode (of transportation)

Ways of moving people or freight. Common urban modes include car, taxi, motorcycle, bicycle, walking, and transit.

On Demand (Transit)

A type of demand responsive transit service available to all passenger types. They use mobile-technology to book and optimize shared-ride trips and operate only when requested. They are not SMART Bus specialized transit services as they are available to all passengers and operate to and from designated bus stops only.

Revenue Service Hour

An hour that a transit vehicle is operating and available to passengers.

Shadow Population

Residents whose permanent homes are outside the Region, but who work in the Region at least 30 days a year.

SMART Bus

Special Mobility Assistance Required Transportation (SMART Bus) - the acronym for specialized transit services provided in the Regional Municipality of Wood Buffalo. These are a type of demand responsive transit.

Specialized Transit

Demand responsive transit services that operate on request and provide door-to-door service for eligible registered riders, where eligibility is determined by the rider's inability to use other transit services.

Travel Training

An education program provided on the use of available transit service modes available to residents. (Conventional or demand responsive).

RMWB Transit

The public transportation system operated by the Regional Municipality of Wood Buffalo, commonly referred to as WOOSH Transit currently.

Executive Summary

The Transit Master Plan (Plan) for the Regional Municipality of Wood Buffalo (RMWB or Wood Buffalo) has been developed to respond to issues and opportunities with the existing service and address changing travel behaviours and trends. In doing so, the Plan identifies actions based upon assessment of the current system, community feedback and looking at future plans that are under development to provide a solid and sustainable operational foundation for RMWB to address the concerns of today, and grow in the future. The Plan will be transformative for Wood Buffalo, introducing several new service typologies including core (high frequency), neighbourhood, and On Demand transit services and reducing operating costs for the municipality. Through these near term operational changes the system will have the adaptability to work with current and future plans the Municipality is proposing that would include potential for Bus Rapid Transit, Park and Ride Systems and potential integration into the regional private transportation networks.

The existing transit system in Wood Buffalo features 16 circuitous and low frequency routes within Fort McMurray, SMART Bus specialized transit services, and limited services to some rural communities within the municipality. While several services underperform, the overall system operates roughly on par with similar transit systems across the country. Key differences are that RMWB Transit faces above average staff costs, and the lowest fares of similar systems. This results in a system that is expensive to operate, with a low revenue to cost ratio. Additionally, changing growth and evolving needs over the years have resulted in a fleet that is currently over-sized, and a network of services that no longer effectively serve the primary market of Fort McMurray. (See Appendix A and F for further details)

Built using community feedback and a travel demand analysis of Fort McMurray, the Plan proposes several changes to transit services, policies, organization, and transit infrastructure in Wood Buffalo. The backbone of future Fort McMurray service, two high frequency Core Routes will provide faster and more direct service, connecting to major destinations. Neighbourhood transit routes have been built around the Core Routes, with connections provided at the Timberlea, Thickwood, and Downtown terminals, as well as along Franklin Avenue. These routes focus on local connectivity, providing convenient access to most parts of Fort McMurray. Supplementing Neighbourhood Routes are new On Demand services. These are a new type of service that is demand responsive, operating in a dynamic way with not fixed route, serving bus stops only when requested. These services can provide greater accessibility to more stops while operating more efficiently than traditional fixed-route services in areas, and at times, of lower demand. The changes proposed address several key items brought forward from the community as barriers to using transit, as a key part of this plan is to increase ridership, making transit user friendly is a first step. The creation of high frequency routes from Thickwood and Timberlea that run into Downtown and Gregoire was seen as a significant barrier and has been addressed, the limited frequency of neighbourhood routes throughout town was shown as a significant barrier and has been addressed through the introduction of the neighbourhood services and these being augmented with the on-

demand network to provide enhanced services over current service levels. All these changes are done to increase ease of use and bring passengers back to transit in a more effective and convenient manner.

School services are proposed to be streamlined to minimize duplication with Core and Neighbourhood routes, while still providing service to schools at school times. Rural services are proposed to be maintained, but adjusted to suit community needs, with the potential to provide services for special events in other parts of the Region. SMART Bus services are proposed to continue to be offered across Fort McMurray and to some rural communities, with improvements to service availability, booking, and a more dynamic dispatch system.

Supporting the new network and services are policy and infrastructure changes, including improvements to bus access at the terminals, passenger and stop improvements at the Downtown Terminal, fleet right-sizing, changes to fares and fare collection, as well as improvements to stop accessibility and access. Importantly, universal design, crime prevention through environmental design, all-season-access, and user-friendliness are all key elements driving the Plan's infrastructure and services. Underpinning all changes in the Plan is a need to grow staffing in some areas of RMWB Transit. Without appropriate staffing support, Plan implementation will not be possible, and ridership growth potential will not be met.

The Plan is comprehensive and recommends many changes to RMWB Transit. While these are explored in detail in this document, in summary, the Plan recommendations include:

- Transit Routes and Service
 - Implement new service guidelines
 - Undertake an On Demand Pilot in Taiga Nova and Thickwood
 - Evaluate On Demand Pilot and, if successful, expand services to Fort McMurray International Airport and other parts of the city
 - Implement new Core Routes
 - Implement new Neighbourhood Routes
 - Revise school trips as new routes are implemented
 - Engage rural communities and tailor service days and times to their needs
 - Trial the operation of pre-booked special event services to rural communities
 - System-Wide Performance Evaluation
 - System Implementation Support
- Transit Accessibility and Comfort
 - Define accessibility standards for new bus stops and retrofits of existing stops
 - Upgrade and maintain all bus stops
 - Improve sidewalk connections
 - Enhance transfer stops
 - Study and Design Downtown Terminal Improvements
 - Study and Design Thickwood Terminal Improvements

- Study and Design Timberlea Terminal Improvements
- Continue coordination with RMWB Active Transportation to improve walking access to transit
- Measure progress by conducting a stop accessibility audit, including paths
- Engage Transit in the planning process to improve connectivity
- Continue annual review of snow clearing policy for priorities and timeliness
- Continue to prioritize Terminals and high ridership stops for sidewalk clearing
- Develop a policy for heated shelters
- SMART Bus
 - Introduce service hour parity
 - Integrate SMART Bus with On Demand
 - Review and revise eligibility criteria
 - Update application form
 - Identify a third-party contractor to conduct in-person assessments of a subset of SMART Bus applications
 - Update the appeals process to involve an internal RMWB or third-party panel not associated with RMWB Transit.
 - Revise attendant and companion policy
 - Introduce online booking software
 - Develop travel training curriculum to be used for conventional and specialized transit passengers, and pursue community partnerships to administer travel training
 - Modify reporting of cancelled trips and consider introducing longer temporary suspensions in the No Show and Late Cancellation Policy, if applicable
- Affordability
 - Introduce new ticketing system
 - Investigate a potential fare increase, maintaining fare parity between services
 - Introduce a fare pass program for low-income residents
- Trip Planning
 - Investigate or improve trip planning tools
 - Develop a travel training program that supports all potential passengers in using RMWB conventional services
- Policy and Staffing
 - Hire additional staffing resources required to support operator management & training
 - Hire additional internal staffing resources required to support the implementation of the Plan
- Assets
 - Replace ageing vehicles
 - Retire conventional vehicles as they reach end of life to reach 20-30% spare ratio
 - Expand demand responsive fleet

The Plan is designed to be implemented with minimal impacts RMWB Transit's operating and capital requirements. With a focus on using existing resources more effectively, overall service hours are proposed to stay very similar to 2019 levels. Increases to ridership as a result of the Plan's service improvements and proposed fare changes result in a forecast revenue growth, thus improved revenue to cost ratio. Further details on revenue and ridership forecast can be found in Summary Section 5.3.

Capital expenditure is spread across the Plan's five phases and is focused on passenger and bus access improvements to terminals. Capital spending is offset by cost savings from right sizing the bus fleet, reducing the need for additional and replacement vehicles. **Table 1** summarizes the estimated additional capital costs per phase, compared to a "business as usual" scenario. As such, these summarized costs do not include regular asset maintenance and replacement, but do include new initiatives, developments and any additional assets required by the Plan.

Table 1: Estimated Additional Capital Cost of the Plan by Phase

Phase One	Phase Two	Phase Three	Phase Four	Phase Five
\$140k	\$1.35M	\$1.5M	\$0	\$1M

Based on community engagement, the Transit Master Plan is a practical tool to update and streamline Wood Buffalo's transit network, services, and operations. The recommendations in this report will result in an overhaul of RMWB Transit's system and service offerings. The intention of this Plan is to lead RMWB Transit in a direction that is passenger-focused, offers transit service on par with the expectations of modern mobility, and allows it to serve the community effectively and efficiently into the future.

The plan is designed to ensure collaboration with other regional plans in the near turn and the future, positioning transit to integrate with potential regional concepts, rapid transit, active transportation and seamlessly integrating with them, as they are brought forward for consideration. Key documents to base future strategic transit functions can be found in the goals and designs within the Municipal Development plan or other transportation plans both current and into the future, as well as active transportation and community service plans collaboration will ensure overall alignment in efforts throughout the municipality.

1.0

Introduction

1.1

Purpose

The Transit Master Plan (Plan) for the Regional Municipality of Wood Buffalo (RMWB or Wood Buffalo) has been developed to respond to issues and opportunities with the existing service, and address changing local travel behaviours and trends, including post-COVID-19 mobility, technology and equity. This is primarily an operationally focussed plan that seeks to set RMWB Transit on a solid foundation for future growth. As such, this Plan primarily works towards operational improvements, ridership growth, and cost efficiency. Future plans in conjunction with other municipal plans will build up on this operationally focused plan and can explore items such as Bus Rapid Transit, Park and Ride, and regional integration with private transportation networks. Policy direction concepts such as connections between transit and the trail networks (Active Transportation) or complete streets, will be in accordance with Municipal Development or other Sub-Area Development plans as they are adopted within the RM.

The Plan identifies the actions to be undertaken by RMWB Transit now and into the future to improve transit and expand mobility options for residents. The Plan will be transformative for Wood Buffalo, introducing several new service typologies (including core, neighbourhood, and On Demand transit services) and reducing operating costs for the municipality. A shift towards increased transit usage can help improve the quality of life for the community by reducing traffic congestion and vehicle-related emissions, while increasing affordable and available access to destinations across the RMWB.

1.2

Background

The RMWB is one of the larger municipalities in land area in North America, with over 68,454 km² of within its borders. It is made up of the urban service area, and nine rural communities. Despite this large land area, the 2021 municipal census indicated that 72% (76,006 people) of the population in Wood Buffalo resides within the Urban Service Area of Fort McMurray and another 26% (27,313 people) considered to be a “shadow population” who live in temporary workers’ dwellings. RMWB Transit serves the majority of RMWB permanent residents by providing transit service within the Urban Service Area, connecting residents with the City Centre (commonly referred to as the Lower Townsite or Downtown). In addition, RMWB Transit provides limited services from some rural communities within the Region to Fort McMurray on select days each week, using contracted services provided by local business partners.

2.0

A New Transit Master Plan

2.1

Previous Transit Master Plan (2007)

In 2007, iTRANS Consulting Inc. and the RMWB completed a comprehensive service review of the conventional and specialized transit services. The Five-Year Transit Service Plan was developed to support ridership growth from 2008 through 2012. Many things have changed in the fifteen years following its approval, including population growth in Wood Buffalo and ongoing innovation in the transit industry, such as the proliferation of On Demand transit. It is important for the 2022 Plan to address the current needs and challenges of the community while looking ahead to build a stronger and more efficient transit system.

2.2

Existing Transit Service

2.2.1

Impact of COVID-19 Pandemic

Throughout the Plan, 2019 data has been used for baseline “current” service calculations, as it was the last full year prior to the COVID-19 pandemic. With evolving provincial and local responses to the pandemic, including periods of lockdowns and reduced movement, data from 2020 and 2021 was highly variable and therefore generally unsuitable for planning purposes.

2.2.2

Conventional Transit

RMWB Transit operates 17 routes using a fleet of 73 conventional transit buses. As of 2019, the annual ridership of Wood Buffalo’s conventional transit service was 1,558,368. **Table 2** provides a summary of the operating characteristics for each conventional route. Many routes operate at low frequencies with headways ranging from every 30 minutes during peak hours to 120 minutes during off-peak periods. This means RMWB residents cannot fully rely on public transit as their primary means of transportation and may be discouraged from using the service if they have alternative options.

Table 2: Operating Route Characteristics

Route	Weekday Service	Weekday Headway		Weekend/ Holiday Service	Weekend/ Holiday Headway
		Peak	Off-Peak		
7 Abasand Heights	6:00-20:00	60	60	9:00-20:00	120
8 Beacon Hill Drive	6:00-20:00	60	60	9:00-20:00	120
9 Morgan and Harpe Heights	6:00-21:00	60	60	9:00-20:00	4 Trips
10 Gregoire and Prairie Creek	7:00-22:00	60	60	7:00-20:00	120
11 Fort McMurray Airport	5:00-23:30	30	75	6:00-23:30	75

Route	Weekday Service	Weekday Headway		Weekend/ Holiday Service	Weekend/ Holiday Headway
		Peak	Off-Peak		
12 Thickwood to Timberlea	6:30-23:30	30	30	6:30-23:30	30
15 Timberlea	5:30-23:30	30	30	6:00-23:30	30
16 Thickwood	5:30-23:30	30	30	6:00-23:30	30
17 Parsons Creek	7:00-19:30	30	60	9:00-19:30	60
18 TaigaNova Crescent	6:00-19:30	60	60	7:00-19:30	60
41 Brett Drive Eagle Ridge	7:00-20:30	30	60	9:00-19:30	60
42 Stone Creek Village	6:30-20:00	30	60	7:30-19:30	60
51 Wood Buffalo Estates	6:30-19:30	60	60	7:30-18:30	120
61 Thickwood Terminal	7:30-9:00 14:30-17:30	30	N/A	N/A	
91 Longboat Landing	7:00-20:00	60	60	9:00-19:00	60
92 Syncrude Sport and Wellness	6:30-19:30	60	60	9:30-18:30	60
99 MacDonald Island	7:00-22:30	30	30	7:30-22:30	30

All routes converge at three main locations within Fort McMurray: Timberlea Terminal; Thickwood Terminal; and the Downtown (Main Street) Terminal. Passenger boardings follow a similar pattern - the focal point of ridership within the Urban Service Area includes the Timberlea and Thickwood commercial areas and adjacent schools and the Lower Townsite, particularly along Franklin Avenue. The Downtown Terminal and Keyano College act as ridership anchors in Lower Townsite. **Figure 1** visually depicts ridership on a typical weekday in the Fall of 2019.

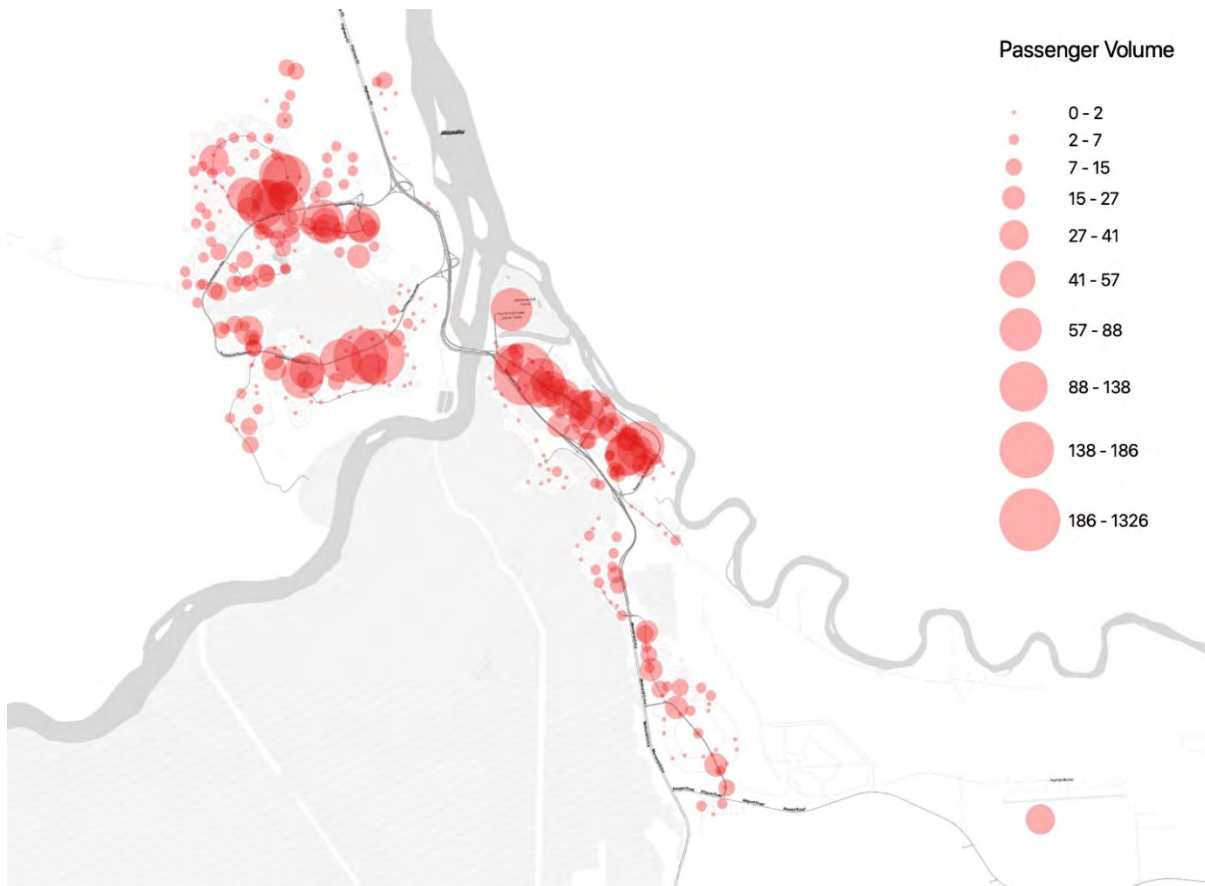


Figure 1: Typical Weekday Ridership (Fall 2019)

Route productivity is a way of measuring a transit network's performance and shows the average number of passenger boardings per revenue hour on the service. This can provide a sense of whether a route is being well-utilized or not.

Route productivity in 2019 in the RMWB varied, from 2 to 28 passenger boardings per revenue service hour. In 2019, there were no routes that experienced over-utilization, which would be characterized by consistent overcrowding. Routes 10, 15, 16 and 92, experienced an average utilization rate, operating along the main corridors and connecting passengers between Thickwood, Timberlea and the Lower Townsite. Most routes which were under-utilized in 2019 operated within Abasand Heights, Morgan and Harpe Heights, around the Thickwood Terminal, or during low demand periods. In some instances, low ridership/utilization is required to provide connections to the overall network. A key finding is RMWB Transit can refine these low utilization routes to increase the overall effectiveness of transit. A new service plan must be developed to better align the services with the needs of the community, rebalancing resources in a way that provides effective and attractive services.

2.2.3 Specialized Transit (SMART Bus)

RMWB Transit also operates a specialized transit service called Special Mobility Assistance Required Transportation (SMART Bus). This service is designed to provide door-to-door transportation for seniors over the age of 65 that do not have a driver's license; or individuals with mobility issues that prevent or severely restrict their use of conventional transit service. Unlike conventional transit, there are no fixed routes and trips are booked on an on-request basis. A fleet of 11 SMART buses operate this service which completes over 19,000 trips annually (2019 statistics).

2.2.4 Rural Transit

Rural Services currently operate between Fort McMurray and some communities outside of the Urban Service Area. These are limited services, operating between each community on select days of the week only. Rural services are provided between Fort McMurray and the following communities:

- Anzac – Tuesdays, Wednesdays, Thursdays, and Fridays
- Gregoire Lake Estates – Tuesdays, Wednesdays, Thursdays, and Fridays
- Janvier – Tuesdays and Thursdays
- Conklin – Wednesdays and Fridays
- Fort McKay – Thursdays

These services generally depart the rural communities in the morning and arrive in Fort McMurray around midday, with return trips departing Fort McMurray around 4pm or 5pm. However, Fort McKay services operate in the afternoon/evening, arriving in Fort McMurray around 4pm and departing around 8pm. Unlike transit services within Fort McMurray, rural services are operated on a contracted basis and use smaller vehicles that do not feature standard RMWB Transit branding.

Acknowledging the longer distances and associated costs in providing rural services, fares are more expensive than those for service within Fort McMurray. Single trip fares are \$10, although fares can be purchased in groups of 5 or 10 at a 20% discount (eg. \$40 for 5 rides or \$80 for 10 rides). Child fares (5-12 years) are half the price of adult fares, while children under 5 and seniors (65+) can ride for free. While ridership data was not readily available for these rural services, advice provided by the RMWB indicated that ridership is generally low on these routes.

2.3 Transit Performance Assessment

To better understand the current performance of RMWB Transit, and identify aspects that could be improved, a peer review of similar transit systems that serve populations of 50,000 to 150,000, and systems within other Alberta communities was undertaken. Each transit service operates in areas with their own unique geographic and cultural context, which will inform the transit service characteristics

and performance. However, it is valuable to review standardized statistics of similar size transit agencies to get a sense of how RMWB Transit compares to its peers.

The review, included in full in **Appendix A**, examined the transit agencies serving Grand Prairie, Red Deer, Medicine Hat, Sault Ste. Marie, and Prince George. The purpose was not to identify identical transit systems that Wood Buffalo could mimic entirely. Instead, the purpose was to identify communities with similar characteristics, which are appropriate to compare with Wood Buffalo. Performance data and other relevant information from those communities were assessed to determine whether similar approaches to service may be relevant for RMWB.

2.3.1

Conventional Transit

RMWB's conventional transit service is generally on par with its peer systems. It has a predominantly radial network design, meaning most routes connect corners of the city with the centrally-located Downtown Terminal, at the Jubilee Centre. This is common in smaller transit systems and is consistent with most of its peers. RMWB Transit was also consistent with its peers when compared to passenger trips per capita and vehicle service hours per capita.



Figure 2: Wood Buffalo Peer Comparison Highlights

One of the key differences between Wood Buffalo and its peers relates to revenue and expenses. Transit fares in Wood Buffalo were found to be the most affordable while it operates the largest transit system (i.e. routes, peak buses, and number of employees). This means there is a high cost to operate the service and very little of this cost is recovered at the fare box. As such, Wood Buffalo ranks the lowest among its peers in cost effectiveness and recovery.

Some of RMWB Transit's performance highlights compared to its peers are shown in **Figure 2**. Further analysis of the service in comparison to peers is available in **Appendix A**.

2.3.2

SMART Bus

Overall, RMWB SMART Bus service compares favourably to the peer systems offering a similar level of service, for a less expensive cash fare in all categories. The hours of service provided ends earlier than most other agencies but operates a higher number of vehicles during that service period. Administratively, Wood Buffalo's eligibility criteria and booking notice guidelines are comparable to other systems. The one exception is that SMART Bus allows seniors without a driver's license to use the

service; whereas most other specialized transit services across Canada are only provided to persons with disabilities who cannot use conventional transit.

While RMWB Transit provides a similar level of service as its peers, SMART Bus falls below average in the number of registrants per 100,000 people, the number of rides per capita, and the number of trips per registrant. This may be due to the lower proportion of seniors in the community, since the propensity to develop a disability increases with age, which limits the number potential registrants to the service.

Further analysis of the service in comparison to peers is available in **Appendix A**.

2.4 Market Assessment

The Regional Municipality of Wood Buffalo Transit Master Plan aims to ensure that transit is meeting the needs of all individuals who live and work in the municipality, providing mobility options when and where they need to go.

2.4.1 Travel Demand Assessment

A travel demand analysis was undertaken to illustrate where and when trips are currently taking place across RMWB. Details of this analysis are included in **Appendix B**.

The analysis included trips by any mode, reflecting overall travel demand, rather than existing transit trips. The zones used for this analysis are presented in **Figure 3**.

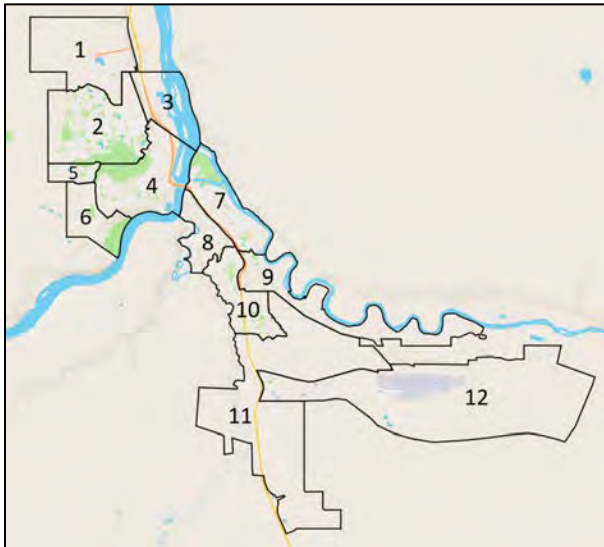


Figure 3: RMWB Travel Zones



Figure 4: Subdivided Zone 7 (Downtown)

Downtown (Zone 7) is the most popular destination during weekday mornings, with 27.2% of trips ending in this zone. The area was further divided into three distinct subzones to better understand

travel patterns within the Downtown. These subzones were based on the land uses in the Downtown, with 7A being predominantly residential with some office, 7B being predominantly commercial, and 7C containing health, education and some residential. These subzones are illustrated in **Figure 4**. It was found that subzone 7B had the highest number of trips as both an origin and a destination, with 11.6% of weekday morning trips destined for this area.

Morning trips originate from all areas of the urban service area, with the highest number of trips (41.5%) coming from Timberlea (Zone 2). Timberlea is the most popular origin and destination during weekday afternoons and has the highest number of trips taking place within a single zone, highlighting its importance in travel patterns. **Figure 5** illustrates how busy each zone is during weekday mornings, while **Figure 6** illustrates the same during weekday afternoons.

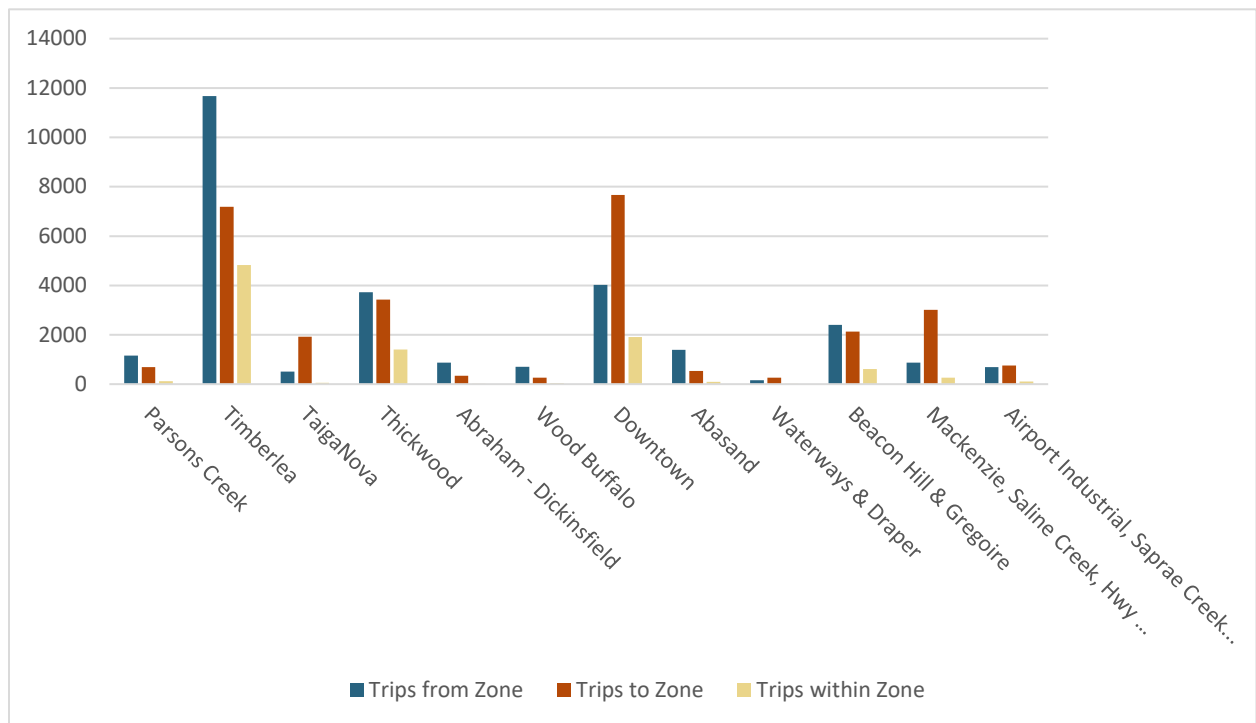


Figure 5: Weekday Morning Trips by Zone (All Modes)

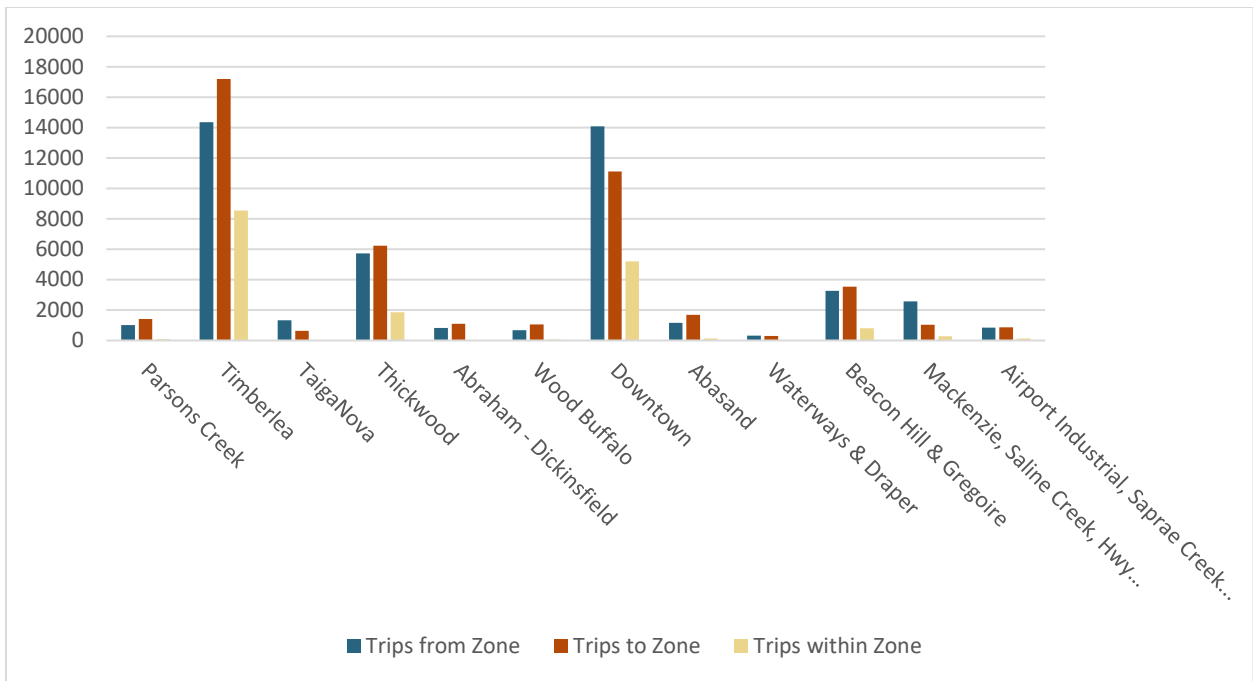


Figure 6: Weekday Afternoon Trips by Zone (All Modes)

Understanding common origin and destination pairs can help evaluate whether the transit system is offering sufficient origin/destination service. Travel demand analysis illustrates that travelers in Wood Buffalo are most often travelling both within and between Thickwood (Zone 4), Timberlea (Zone 2), and Downtown (Zone 7). These zones currently have the highest number of bus trips traveling within them each day. However, they have also been identified as zones which could benefit from added service for internal trips, as travellers are making more trips within this zone than the available bus trips support.

A number of underserved links between zones were identified, occurring where there are limited or inconvenient transit options between certain commonly-travelled parts of Fort McMurray. Limited or inconvenient transit options are defined as origin/destination pairs that passengers cannot easily travel between due to factors such as, the need for transfers or where transit schedules are limited. These are illustrated in **Figure 7** below. Most of these connections are between Timberlea and other areas of the municipality. While direct routes between all destinations in Fort McMurray are not feasible, high frequencies and efficient transfers can make it possible to effectively connect to a wide variety of locations.

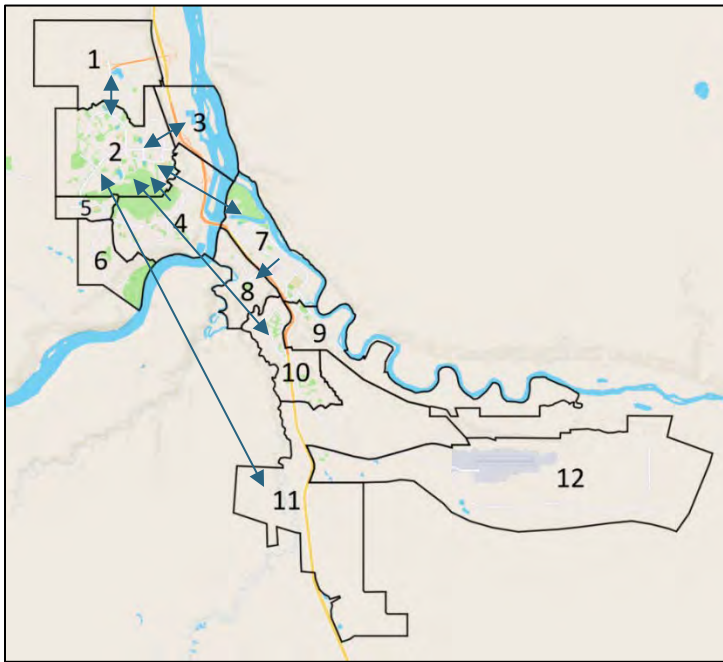


Figure 7: Current Underserved Transit Links

When considering travel demand in Downtown (Zone 7), which is a key destination in the Region, it was noted that ten routes service Zone 7. Six of these ten routes that service Zone 7, service all subzones of Zone 7, while the remaining four routes service only Zone 7A. However, Zone 7B has the majority of origin and destination trips in Zone 7 in both the AM and PM peaks. This highlights a potential to expand routes that travel to/from the Downtown to extend further southeast to meet demand and reduce the need for passengers to transfer. New core routes proposed in the Transit Master Plan enhance connectivity through all Subzones (7A, 7B, and 7C) by providing a high frequency service along Franklin Avenue and eliminating the transfer at the Downtown Terminal. Core routes will be discussed in detail in **Section 4.2.1** of this report.

Figure 8 illustrates the number of trips taking place in RMWB by hour for both weekdays and weekends. It shows a weekday morning peak which has significantly lower ridership than the weekday afternoon peak period. This pattern is unique when compared to other transit agencies, which experience high ridership in both the weekday morning and afternoon peak periods. On weekends, ridership is highest in the afternoon, but is otherwise fairly consistent across the entire afternoon.

As part of developing the new route network, consideration was given to when individuals in RMWB want and need to travel and how this compares to the existing service standards (see **Section 3.2**).

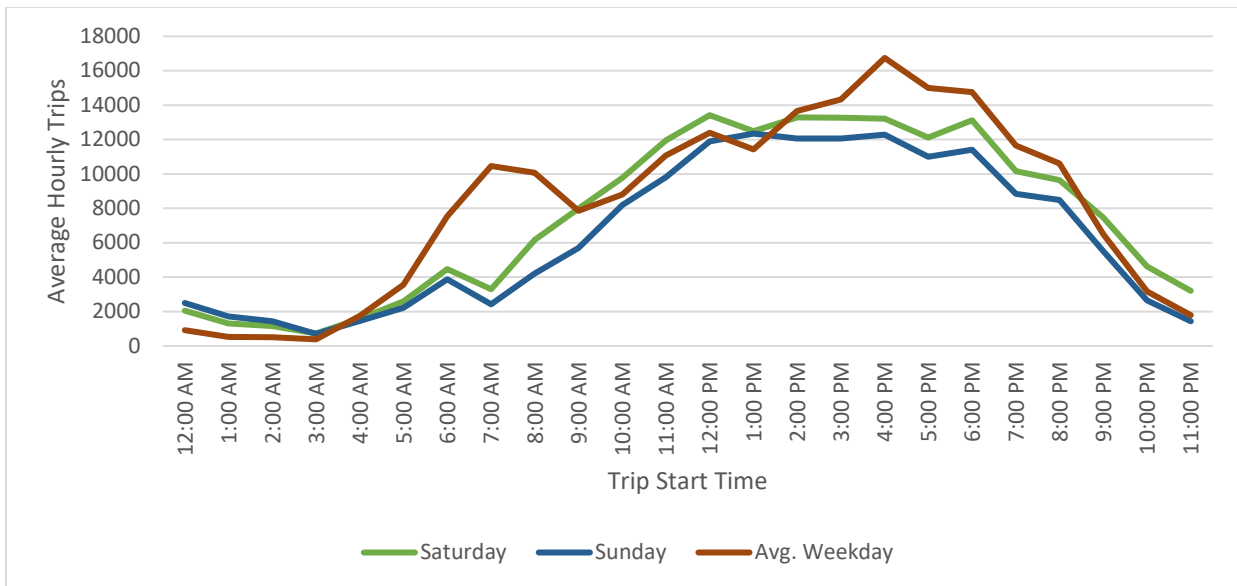


Figure 8: Travel Demand in RMWB by Hour (All Modes)

2.4.2

Community Perspective

Public transit is ultimately intended to serve the community by providing convenient and reliable mobility options. As such, feedback from residents about how the service currently functions and how well it meets their needs was reviewed. This review, detailed in **Appendix C**, highlights areas of improvement that can be addressed by a new Transit Master Plan.

Due to the ongoing COVID-19 pandemic, the first round of engagement activities was held virtually to minimize risks associated with in-person contact. These virtual engagement activities included a public survey, transit employee survey, three stakeholder workshops, and two rural community workshops. The comments and feedback received from the community were organized into key themes as identified in **Table 3**.

Table 3: Round One Engagement Key Themes

Theme	Description
Routing/Frequency	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, and route efficiencies/inefficiencies.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), reference to the built environment including sidewalks, signage and lighting.
Affordability	Comments related to the affordability of the transit system and fares.
Equity	Comments related to the importance and ability of RMWB Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, and language barriers.
Equity Sub-theme: Accessibility	

Theme	Description
Assistance Improvements/ Ease of Use	Comments related to the provision of customer service, including interactions with staff and drivers, transit navigation and wayfinding, and other transit related information (lost and found).
Safety	Comments related to riders' perceptions of safety and comfort riding RMWB Transit and safety improvements.
Transit for the Common Good	Comments related to the perceptions of transit, environmental benefits, bettering communities through transit - reducing traffic, reducing emissions, and growing future ridership (youth).
Staff Training/Transit Training	Comments related to the need for staff training and transit education training for transit riders (particularly newcomers, seniors, students).

The primary theme of the feedback received was a desire for better service: service to more areas of the municipality, higher frequencies, earlier and later service in the day. It was identified that a more efficient service may encourage residents to use the service.

Other consistent messages heard from the initial public engagement process included:

- **Frequency and routing** were identified as primary concerns from stakeholders and the public. A need for additional service hours, both in span and in frequency, was suggested for specific areas and specific user groups. It was noted that passengers like students, service sector shift workers, and those wishing to travel late in the evening could use more frequent service, earlier and later starts to service, and potentially new service types such as On Demand.
- **Transit infrastructure** was noted as an important element of the rider experience and an opportunity for improvement. Heated shelters in particular were identified as an important asset that should be maintained and improved to attract transit riders.
- Comments were provided regarding the **affordability** of the transit service and the available methods of fare payment. Some passengers suggested a reduction or removal of fares while others indicated a preference for an increase in fares with the associated revenue leading to improvements in service. It was noted that there may be some passengers, such as students or low-income residents, which should have access to reduced fares.
- Wood Buffalo residents were concerned about **equity**, identifying a large immigrant population who may require transit orientation information and support; noting that written materials and any app technology should be designed in a way that meets the needs of passengers whose primary language is not English. For SMART Bus riders, a lack of flexibility when planning trips was noted as a concern.
- Various **assistance improvements** were suggested, consisting of physical improvements, including real-time bus information through new or existing apps and enhanced bus stop signage.

- Comments regarding perceptions of **safety** were heard from residents, suggesting improvements to safety should be considered. Concerns generally related to specific parts of the transit system at certain times of the day, when and where antisocial behaviour was more likely to occur.

3.0

Policy Direction

3.1

Policy Framework

The Transit Master Plan for the Regional Municipality of Wood Buffalo will help guide change and growth for the RMWB over the life of the plan. To do so effectively, a policy framework that clearly outlines where the organization wants to go and how to get there is required. To this end, a new Policy Framework (**Appendix D**) is suggested, made up of five key components:

- Role;
- Vision;
- Mission;
- Goals and Objectives; and
- Service Guidelines.

A Role identifies what service they are intended to provide in the municipality. “Vision” helps guide decision-making by setting broad direction through an aspirational statement of what the organization wants to achieve. The “Mission” statement is guided by specific values that the organization holds. Goals are more specific outcomes that the organization is striving to achieve, which can be measured by precise objectives. “Objectives” can be operationalized as service guidelines, which outline definitive metrics that evaluate how well the system is has aligned its service design and performance with its vision, mission, and goals.

3.1.1

Role

Transit systems in general are taking a more holistic approach to mobility across communities. They often work to integrate a variety of transportation approaches to accommodate complete, sustainable, and accessible origin-to-destination trips. As such, RMWB Transit will define its role in the Municipality as:

The primary purpose of RMWB Transit is to provide mobility services to the community.

To achieve this role, RMWB Transit will do the following:

- Provide transit services that are proximate within a reasonable distance to at least 90% of residents within the Fort McMurray Urban Service Area as outlined in **Section 3.2** and **Appendix D**;
- Provide transit services that are accessible to all people, regardless of their background, economic situation, and ability;

- Work in collaboration with other mobility providers and identify approaches that enhance connections and multi-modal travel options for residents; and
- Implement programs that encourage greater use of transit and active transportation options.

3.1.2

Vision

RMWB Transit's "Vision" is to improve connections across the network. As such the Vision Statement is as follows:

RMWB Transit – Making Better Connections

This vision statement is simple, memorable, and emphasizes that RMWB Transit is a mobility service that connects all of the region. The statement not only refers to the connectivity of the transit routes with one another, but also the connections made between neighbourhoods and community members and between multiple modes. It considers how people interact with one another and how the transit network can facilitate these connections.

3.1.3

Mission

Providing greater definition to what the Vision means, the Mission guides our transit agency at a more practical level. In our case, the Mission articulates what the "better connections" of the Vision should look like, and is as follows:

To provide **ACCESSIBLE, ATTRACTIVE, and EFFICIENT** mobility services that meet the **NEEDS OF THE REGION NOW, and in the FUTURE.**

The capitalized words in the Mission Statement convey specific values of RMWB Transit, which are described in more detail below.

- **Accessible** – The service should be accessible to people of all ability levels, age, gender, sexual orientation, social, ethnic, cultural, and economic backgrounds.
- **Attractive** – An attractive service is one which is competitive with other modes of transportation that are available to residents, requiring high levels of frequency, reliability, and coverage.
- **Efficient** – Transit should operate in a manner that is fiscally responsible, finding ways to improve efficiency by providing the highest quality service with the amount of resources available. Efficient transit systems also reduce their environmental impact, helping to improve the environment of Wood Buffalo.
- **Needs of the region** – The service addresses the specific needs of Wood Buffalo, with a network, infrastructure, and passenger amenities that fit its unique context.

- **Now** – This recognizes a need for change and action in the near term to provide service of the highest quality in the present moment.
- **Future** – Recognizing that change will inevitably occur in Wood Buffalo, transit service must be responsive to those changes/should work in collaboration with Council, residents, and stakeholders to guide and respond to that future.

3.1.4 Goals / Strategic Priorities / Objectives

The Role, Vision and Mission set a framework for the direction of RMWB Transit. To achieve the vision, the following four goals are guiding pillars for RMWB Transit to achieve the vision:

1. Convenient Travel
2. Customer Focus
3. Equity
4. Fiscal & Environmental Responsibility

An overview of each goal is provided below. Each goal is further broken down into measurable objectives, listed as bullet points. The goals and objectives are described in more detail in **Appendix D**.

3.1.4.1 Convenient Travel

- Reduce the need for passengers to transfer between routes
- Deliver transit services in innovative ways
- Increase transit's focus on strategic planning

3.1.4.2 Customer Focus

- Enhance rider amenities
- Remove fare and pass purchasing barriers
- Engage partners to support service growth
- Enhance access to transit services
- Operate a system built on connections across the Municipality
- Strive to improve public perceptions of transit

3.1.4.3 Equity

- Encourage transit use by newcomers
- Ensure all communication meets accessibility best practices
- Integrate conventional and specialized transit services to provide fair and equitable access to public transportation
- Ensure a competitive, consistent and equitable fare structure

- Be accessible

3.1.4.4 Fiscal & Environmental Responsibility

- Provide a service that makes the best use of resources to achieve the goals of the system
- Identify opportunities to improve the efficiencies, without sacrificing the goals above

3.2 Service Guidelines

The Plan proposes to update RMWB Transit service guidelines, as detailed in **Table 4** below. These service guidelines are based on the vision, mission and goals detailed in **Section 3.1**, and are designed to provide a solid operational foundation from which RMWB Transit can grow in future.

Table 4: Service Guidelines

Guideline Type	Guideline Category	Guideline
Planning	Service Area	<p>RMWB Transit will provide service connecting destinations within the Fort McMurray Urban Service Area.</p> <p>Specialized transit service will be available to eligible passengers within the Urban Service Area of Fort McMurray.</p> <p>Transit service shall be provided between Fort McMurray and nearby rural communities based on minimum ridership targets being met.</p> <p>Specialized transit service should be made available to rural communities that have conventional or On Demand transit services.</p> <p>Transit service from rural communities should, at a minimum, provide return service to Fort McMurray on the same day.</p> <p>Schedules and routes for rural service should be developed in consultation with the rural communities they serve.</p>
	Route Structure	<p>There are three types of conventional transit services provided by RMWB Transit. Each one provides a different function based on the land use and population it services.</p> <ul style="list-style-type: none"> • Core Routes – Provide direct and frequent trips along major corridors, connecting key destinations across the Municipality. • Neighbourhood Routes – Connect neighbourhoods to larger destinations, intersecting with Core Routes providing connectivity to the rest of the transit network. These routes will travel primarily along local and/or collector roads and are less frequent than Core Routes.

Guideline Type	Guideline Category	Guideline
		<ul style="list-style-type: none"> On Demand - Provide demand-responsive services in specified zones, focusing on low-density and emerging areas, where low ridership and/or infrastructure barriers do not support a Core or Neighbourhood Route. <p>On Demand will connect to Core and Neighbourhood Routes at the nearest terminal.</p> <p>All Core and Neighbourhood Routes shall be provided in both directions to the extent possible. One-way service loops beyond two kilometres are considered unacceptable.</p> <p>Routes shall be located along major arterial and collector roads and only be provided along residential local roads in order to meet walk distance requirements.</p>
	Accessibility	<p>All conventional vehicles shall be low floor wheelchair accessible, with rails, and hand holds, keeping universal accessibility in mind.</p> <p>Specialized transit clients shall be able to use conventional transit at no cost.</p> <p>Travel training should support and encourage the use of conventional transit wherever possible.</p>
	Service Coverage	<p>Routes will be located so that 90% of all urban residences, workplaces, places of worship, secondary and post-secondary schools, shopping centres, and public facilities in the service area are within a 300-metre walking distance of a Neighbourhood Route bus stop or 600 metres from a Core Route bus stop.</p> <p>Routes will be located so that 100% of all high-density residences are within a 450-metre walking distance of a Neighbourhood Route bus stop or 600 metres from a Core Route bus stop.</p> <p>The walking distance should be the actual pedestrian path taken and not 'as the crow flies'.</p>
	New Service Warrant	<p>New bus service shall be provided to new subdivisions with a minimum of 400 households or 1,000 residents, where the majority of the subdivision is more than 400 metres from existing transit service, and which is adjacent to areas served by transit.</p> <p>If the area is in a low-density and/or emerging development area, On Demand service is recommended to develop a ridership base. On Demand services can be introduced prior to reaching the population thresholds to encourage early adoption of transit services as the primary mode share for residents.</p>

Guideline Type	Guideline Category	Guideline
		<p>If a new subdivision is adjacent to an existing On Demand zone, the zone may be redefined to include these new streets. As ridership in the expanded zone increases a Neighbourhood Route may be added to higher-ridership areas of the zone.</p> <p><i>Passenger Revenues and Costs</i> – when forecasting passenger ridership, revenues and operating costs, the demand and location of the development, socio-economic characteristics of the population, physical (geographic and road) constraints, accessibility, the pace and timing of development, and transit dependency should be considered.</p> <p>Forecasted ridership and revenues must be sufficient such that the service will achieve a revenue/cost ratio of 5% within 12 months and 10% within 18 months.</p>
	Service Level Changes	<p>Neighbourhood Routes, which fall below 8 passenger boardings per revenue hour should be discontinued or converted to On Demand services.</p> <p>Neighbourhood Routes between 8 and 10 passenger boardings per revenue hour should be modified or restructured.</p> <p>If Core Routes have fewer than 15 passenger boardings per revenue hour on weekdays, RMWB Transit should study ways to encourage more people to use the routes by providing better feeder services, marketing, etc.</p> <p>Core Routes should not be discontinued.</p> <p>On Demand service should be reviewed for potential replacement with a fixed-route service when demand exceeds 8 passenger boardings per revenue hour. Minimum fixed-route headways should be achievable with the fixed-route service, as noted in the Frequency of Service guidelines below.</p> <p>Use of leading analysis techniques (i.e. Traffic Pattern Analysis, or Gender Based Plus Analysis) to identify opportunities to improve service efficiencies and meet the overall and inclusive needs of the public.</p>
Operation	Frequency of Service	<p>The transit routes should have the following minimum service frequencies, subject to modification based on the context and use of each individual route:</p> <p>Peak Period Weekdays Core – 15 minutes Neighbourhood – 30 minutes School – as required</p>

Guideline Type	Guideline Category	Guideline
		<p>Off-Peak Period Weekdays Core – 30 minutes Neighbourhood – 60 minutes On Demand – 60-minute wait time</p> <p>Early Mornings/Late Evenings Core – 30 minutes Neighbourhood – 60 minutes On Demand – 60-minute wait time</p> <p>Weekends and Holidays Core – 30 minutes Neighbourhood – 60 minutes On Demand – 60-minute wait time</p>
	Ridership Levels	<p>Core Routes: Minimum: 15 passenger boardings per revenue hour Target: 25 passenger boardings per revenue hour</p> <p>Neighbourhood Routes: Minimum: 8 passenger boardings per revenue hour Target: 15 passenger boardings per revenue hour</p> <p>Specialized Transit: Minimum: 2 passenger boardings per revenue hour Target: 2 passenger boardings per revenue hour</p> <p>On Demand: Minimum: 4 passenger boardings per revenue hour Target: 8 passenger boardings per revenue hour</p>
	Hours of Service	<p>All residents should be able to access transit services within the following minimum hours of service:</p> <p>Monday – Friday 6:00 a.m. – 10:00 p.m.</p> <p>Saturdays/Sundays/Holidays 8:00 a.m. – 10:00 p.m.</p> <p>Specialized transit services should be available at any time that other transit services are operating.</p>

Guideline Type	Guideline Category	Guideline
	Transfers	Buses at designated transfer points should wait no longer than three minutes past their scheduled departure time for arriving buses.
	Vehicle Occupancy	The maximum number of passengers per bus should not exceed 150% of the seating capacity, based on the average occupancy over the course of a week. During off-peak and weekend/holiday periods, passenger occupancy per bus should not exceed 100% of the seating capacity, based on the average occupancy over the course of a month.
	Schedule Adherence	No bus should leave early from any time point. In the case of On Demand services, no vehicles should depart prior to the provided pick up time if passengers have not boarded the vehicle. Buses should not leave more than three minutes late from the time point, 95% of the time.
	Transit Priority	Transit signal priority and bus by-pass/queue-jump lanes should be implemented, where warranted. Transit priority is preferable where more than one route travels along the same corridor and where buses are consistently or significantly delayed by traffic.
Bus Stops	Location of Bus Stops	<p>Spacing between bus stops should be approximately 250 meters apart along any fixed-route, except along back-lotted arterial roads where pedestrian connections are limited. Bus stops should be placed to maximize the number of residences within walking distance of the stop as per the service coverage guidelines.</p> <p>On Demand bus stops should be sited such that the service coverage guidelines are met.</p> <p>Bus stops should be connected to safe, accessible pathway networks and road crossings that maximize access to surrounding areas, regardless of road network limitations.</p> <p>Preference given to bus stop locations which/where:</p> <ul style="list-style-type: none"> • Are adjacent to major trip generators • Sidewalks exist, and connect to nearby intersections with accessible curb cuts • Are near walkways which improve service coverage • Do not block driveways • Are adequately illuminated • Road crossings are minimized for transferring customers • Consider bus turning movements

Guideline Type	Guideline Category	Guideline
		<ul style="list-style-type: none"> There is space available for a shelter and where the addition of a shelter has minimum sightline impacts Traffic signals, utility poles, planters and street trees, do not block bus doors or visibility Are near signalized intersections or stop signs Sightlines are maximized for operators, motorists and pedestrians, and which minimize the impact on sightlines and slip off lanes at intersections Traffic volumes are such that the addition of a bus stop has minimal impact from or on motorists Have space to accommodate benches and/or shelters in future
	Bus Stop Design	<p>All new bus stops should include:</p> <ul style="list-style-type: none"> A bus stop landing pad, at minimum 3 meters deep by 2 meters wide. A bus stop marker which should be mounted so the bottom is 2-3m from the ground. When mounted on a wide pole such as a power pole, it should be mounted on the side of the pole (away from the street) with a bracket, so it is visible from both directions long the street. <p>Where feasible, every bus stop will be placed such that there is a hard, unobstructed accessible surface at both the front and rear doors of the vehicle. Ideally, the bus stop should include:</p> <ul style="list-style-type: none"> A landing pad with a minimum area of 3 meters by 9 meters, that is free of any obstructions and has accessible connection to a 1.5-meter sidewalk <p>Space requirements for different bus stops:</p> <ul style="list-style-type: none"> Nearside or midblock stops (minimum 36 meters along the curb) Zones on the far side of intersections (minimum 26 meters along the curb) Minimize the negative impacts on adjacent Public Utility Land parcels (i.e. minimal obstruction to utilities) <p>All bus stops are No Parking zones</p>
	Passenger Shelter Coverage	<p>50% of bus stops should have shelters. Shelters should be accessible, meaning they have sufficient obstacle free space for a wheelchair to enter the shelter and make a complete revolution within the shelter.</p> <p>Shelters should be considered where ten or more passengers use the stop on average per day.</p>

Guideline Type	Guideline Category	Guideline
		<p>The installation of shelters is dependent on available right of way and should be prioritized at the following locations:</p> <ul style="list-style-type: none"> • High ridership stops • Seniors centres • Major destinations • Near pick-up points that have significant SMART bus boardings • Transit terminals • Common destinations for vulnerable/marginalized populations
	Bus Bays	The use of bus bays should be discouraged except in certain circumstances where lengthy bus dwell times would significantly interfere with overall traffic movement or on high speed (>60 km/hr) roads.
	Premium Stops	Transit Terminals will have good access and be located close to major destinations, connect all service types, with dedicated spaces for Specialized transit vehicles and riders. They will include large, well-lit shelter(s) for passengers and passenger information.
SMART Bus	SMART Bus Eligibility	Eligibility is determined by specific mobility barriers that prevent the applicant from using conventional transit.
	Trip Booking Window	<p>24 hours' notice is required for all bookings.</p> <p>Same day bookings are accommodated based on availability only.</p> <p>Advance bookings can be booked up to 14 days in advance.</p>
	Trip Duration	90% of trips should not exceed 60 minutes in duration.
Transit Oriented Development	Road Design	<p>The network of local roads, collector roads, and pedestrian network in residential developments should be such that the furthest residential homes are within 450 metres walking distance to the nearest bus stop.</p> <p>In the event that development exceeds the 450-metre walking distance from existing routes, road layouts should be designed such that transit routes require a maximum of 1km of transit route per 1,000 residents served.</p> <p>Transit routes can be provided on arterial roads and major collectors which have reasonable through access; not on crescents or cul-de-sacs. Use of local roads should be minimized. Streets on transit routes must have a minimum of 9m wide pavement and should have sidewalks on at least one side of the street</p> <p>Arterial and major collector 'through' roads should be spaced no more than 800m apart to allow adequate transit route coverage for future developments.</p>

Guideline Type	Guideline Category	Guideline
		Provision for temporary transit vehicle turning circles must be provided, where necessary, to allow transit route phasing to coincide with development phasing. A minimum of 15.2m radius is required for the turning circle.
	Walkways	Walkways should be provided such that walking distances from the residences of a subdivision to existing and/or future transit routes are minimized.
	Land Use	Land use design guidelines shall be designed to maximize accessibility to bus stops.

4.0

The Plan

4.1

Community Engagement

In developing the Plan, two rounds of community engagement were undertaken in June 2021, and February 2022, with an enhanced second round in April 2022. Details of each round are included in **Appendix C**.

The thoughts, needs, and desires of the community helped to shape the Plan. As such, the first round sought to understand what the community wants to see improved, what they consider to be working already, and the things they want to see in the future. This round of engagement is summarized in **Section 2.4.2**.

Based on the market assessment and the key themes identified by the community, a first draft of the Plan was developed in early 2022. This Plan identified specific actions to be undertaken to achieve desired improvements for RMWB. These actions were organized by the following topics:

- Transit Routes and Services
- Transit Accessibility and Comfort
- SMART Bus
- Affordability
- Trip Planning
- Staff
- Assets

4.1.1

Community Response to the Plan

The initial draft of the Plan was presented to the community as part of the second round of public engagement in February 2022. Due to the ongoing COVID-19 pandemic, this round of engagement activities was also held virtually using video conferencing software and the Engagement HQ platform, to minimize risks associated with in-person engagement. *Participate Wood Buffalo* featured a “Transit Master Plan” page for this project to support community engagement. Through the public survey and two public workshops, the public provided their views on their, transportation needs, and what people expect from RMWB Transit.

An enhanced extension to the second round of engagement was completed with Council members and staff to ensure their concerns and plans for the future were included. During this enhanced second round, three workshops were offered to RMWB Transit staff (operators, supervisors, and other staff members) to provide additional feedback on the updated draft Plan. A dedicated Council workshop was also held, introducing Council members to the draft Plan and the findings from the previous two rounds

of engagement. Due to the improving situation related to the COVID-19 pandemic, these enhanced round two activities took place in-person in the region. The feedback from all rounds of engagement were organized into the themes listed in **Table 5**. These key themes were considered as the Plan was refined.

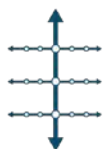
Table 5: Key Plan Themes

	Theme	Description
1	Frequency and Routing	Encompasses route designs and types, the number and placement of stops, the need for extended or additional service, and route efficiencies/inefficiencies.
2	Transit Infrastructure	Related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), and the built environment including sidewalks, signage, lighting, and transit signal priority.
3	Affordability	Includes the affordability of the transit system, smart card fare systems, and the overall cost of implementing the Plan.
4	Equity	Related to the importance and ability of RMWB Transit to service all populations and communities in an equitable manner, including accessible transit services, access to amenities, facilitating transit for newcomers, and language barriers.
5	Assistance Improvements/ Ease of Use	Encompasses the provision of accessible and equitable customer service including interactions with staff and drivers, transit navigation and wayfinding, and information available related to transit.
6	Safety	Related to riders' perceptions of safety and comfort riding RMWB Transit and safety improvements.
7	Transit for the Common Good	Includes perceptions of transit, environmental benefits, and bettering communities through transit - reducing traffic, reducing emissions, and growing future ridership (youth).
8	Staff Training/Transit Training	Comprises the need for staff training and transit education training for transit riders, particularly newcomers, seniors, and students.

4.2

Transit Routes and Services

A key component of the Transit Master Plan for the Regional Municipality of Wood Buffalo is the proposed route network for the Urban Service Area. This network was designed based on the following principles, an analysis of travel demand by all transportation modes within Fort McMurray (**Appendix B**), and feedback from the community:



High Frequency Service as the Anchor of the Network (Core Routes) – Frequency was identified as an important factor in the first round of engagement, as was effectiveness, which means; having high frequency services along the most well used corridors serving as the anchor for the overall network. These routes are the foundation on which the proposed network is built.



Serve Major Destinations – Transit service must connect residents to major destinations to facilitate more people using transit.



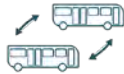
Connection to Schools – Students make up the majority of ridership, and therefore, connectivity to schools throughout the Urban Service Area was considered.



Improved Transit Route Directness – The community articulated a desire to travel to destinations efficiently, without large deviations in routing, incurring longer travel times.



Integration with “On Demand” – There was interest from the community to implement an “On Demand” transit service, particularly outside of the high demand service times.



Reduce Transfers – The community expressed a desire to travel to destinations quickly and directly, with journey times not significantly longer than other modes of travel.









Ridership – Both internal stakeholders and the community at large identified changes to the network should we seek to encourage ridership growth.

This principle-based approach, along with the market assessment outlined in **Section 2.4**, provided the foundation for planning a new network. Importantly, more frequent services underpin many other aspects of the Plan, and make transit a more flexible and attractive option for a variety of different trip types across the day. As RMWB Transit does not have ownership of the streets on which it operates, it is reliant on other RMWB departments to plan, approve, and construct a road network that is conducive to efficient and attractive transit services. Transit supports integrated and well-connected streets, and is a key mobility option for residents.

The new route network is made up of six different service types, each of which have different characteristics and serve different purposes to provide mobility in the community. Different service types are intended to meet different community needs in different areas, however all services are designed to work together as part of an integrated system. Some features that meet specific demands include higher frequencies during peak travel periods, and On Demand services to improve local community connectivity. The Plan’s service types are outlined in **Table 6**.

Table 6: Service Types

Route Type		Description
	Core	<ul style="list-style-type: none"> • High frequency • Spine of network • Connect high ridership nodes and key destination • Operates on arterial and collector roads, with minimal deviation • Two-way service in both directions • Through service in Downtown
	Neighbourhood	<ul style="list-style-type: none"> • Fill gaps between Core routes • Connects local destinations within communities • Operates on local and collector roads
	On Demand	<ul style="list-style-type: none"> • Serves low-density and emerging areas • Connects to Core and Neighbourhood routes
	SMART Bus	<ul style="list-style-type: none"> • Door-to-door service • Available to eligible riders unable to use conventional transit
	Rural	<ul style="list-style-type: none"> • Regular service between Fort McMurray and nearby rural communities
	School	<ul style="list-style-type: none"> • Dedicated or modified services that operate directly to or from high schools

The following sections describe the different route types and proposed route locations. Information regarding the proposed implementation of these new routes and service types, over five implementation phases, can be found in the Implementation Plan, **Appendix H**.

4.2.1

Core

The **Core Routes** are the high frequency spine of the new network, providing direct routes on main corridors through the Urban Service Area. They will operate more hours than similar routes do today, providing higher frequencies and additional service hours in the morning, evening, and weekends.

The **Core Routes** are expected to link the following key destinations:

- Timberlea to Downtown and Keyano Main Campus
- Thickwood to Downtown, Keyano Main Campus, and Keyano South

These Core Routes are illustrated in **Figure 9** below, and a summary of the proposed minimum frequencies is presented in **Table 7**.

Table 7: Proposed Core Route Frequencies

Weekday Peak	Weekday Midday & Evenings	Weekends & Holidays
15 minutes	25 minutes	25 minutes

Combined **Core Route** service frequencies along the Franklin Avenue corridor between Downtown and Keyano College in the Lower Townsite could be between every 7-8 minutes during weekday peak periods and every 12 minutes during the off peak. This new network connects the three transit terminals, Timberlea, Thickwood, and Main Street, reflecting the high demand travel patterns between the associated zones along with eliminating the existing transfer at the Downtown Terminal. These **Core Routes** also provide access to key destinations across Downtown Fort McMurray, such as the Northern Lights Regional Health Centre, Jubilee Plaza, and Keyano College. Note that, while important to the community overall, the airport is not a key destination that sees high levels of regular use and is thus not on the **Core Route** network. Transit to the airport is proposed to be operated by **On Demand** services (**Section 4.2.3**). The Downtown is maintained as the focal point of the network with these two frequent services both travelling through the downtown area supporting connections across the service area.

4.2.1.1**Regional Rapid Transit & Bus Priority**

The **Core Route** network represents the first high-frequency transit backbone in Fort McMurray. Due to their design and frequency, these services are expected to be the most popular in the RMWB. This high ridership will help to justify the first elements of transit priority in the network, with any improvements benefiting the large number of riders on these routes. Future priority measures on these routes should be targeted in areas where buses experience consistent delays or inefficient operations. As priority measures expand, frequencies improve, and ridership grows over time, these routes will become Rapid Transit services. At this point Bus Rapid Transit (BRT) elements, such as improved stops, extended bus-only infrastructure, and distinct branding may be appropriate for the **Core Routes**.

#	Summary of Actions	Theme
1.1	Implement Core Routes as described	1,7



Figure 9: Proposed Core Routes Network



REGIONAL MUNICIPALITY OF WOOD BUFFALO
TRANSIT MASTER PLAN
PROPOSED TRANSIT ROUTES
- CORE ROUTES

- Airport Terminal
- Hospital / Medical Centre
- School - Elementary, Middle
- School - High School
- School - Other
- Shopping Mall / Complex
- Park

Proposed Route

- Route H
- Route I



MAP DRAWING INFORMATION:
BASE DATA PROVIDED BY RMWB
MAP CREATED BY: ISM
MAP CHECKED BY: TP
MAP PROJECTION: NAD 1983 UTM Zone 12N



PROJECT: 21-1297
100% DRAFT
2023-03-27-1297

4.2.2 Neighbourhood

Neighbourhood Routes are intended to fill in the gaps within the **Core Route** network, providing services to communities outside of the main corridors. They connect local destinations with each other, and routes are anchored by transit terminals. These terminals provide comfortable and safe waiting environments suitable for passengers to wait while transferring between different routes and service types. **Neighbourhood Routes** will connect to **Core Routes**, which increase the number of destinations a passenger can access within a shorter amount of time.

The recommended **Neighbourhood Routes** will replace existing services and be phased in over time based on ridership, and with input from the public. They will operate at higher frequencies than similar routes do today. Proposed frequencies for **Neighbourhood Routes** are outlined in **Table 8** and proposed route alignments are in **Figure 10**.

Areas for future growth consideration through neighbourhood or On-Demand routes would be Parson's Creek and Saline Creek. These expansions would be done in accordance with the planning guidelines within this document or other RM guidelines that establish service levels for residents. Services will be expanded subject to available funding, and suitable road connectivity being in place.

Table 8: Proposed Neighbourhood Route Frequencies

Weekday Peak	Weekday Midday & Evenings	Weekends & Holidays
30 minutes	30-60 minutes* Many neighbourhood routes will transition to On Demand services in this time period	60 minutes* Many neighbourhood routes will transition to On Demand services in this time period

These Neighbourhood Routes are illustrated in **Figure 10**.

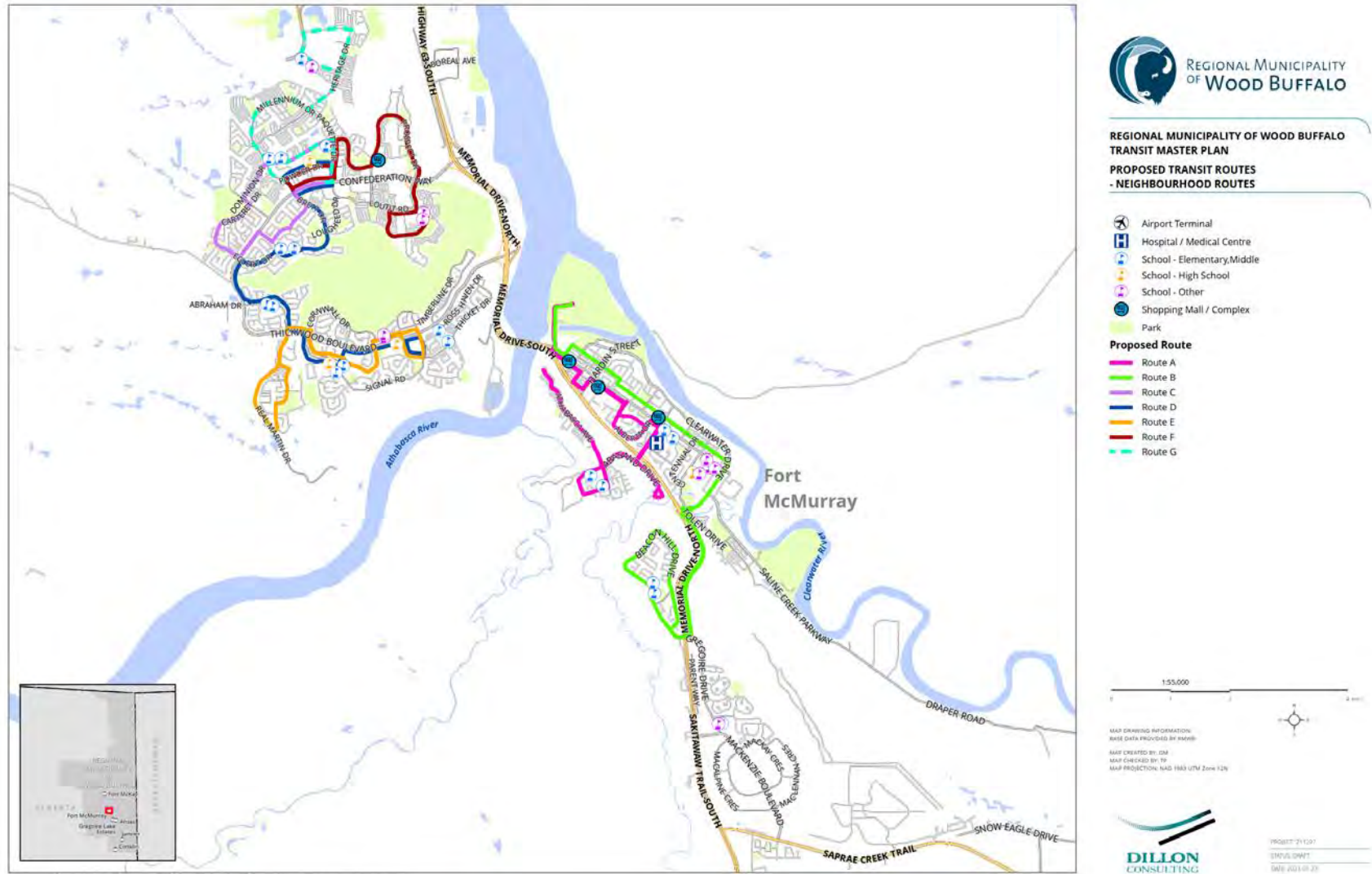


Figure 10: Proposed Neighbourhood Route Network

#	Summary of Actions	Theme
1.2	Implement Neighbourhood Routes as described	1,7

Figure 11 shows how the **Core** and **Neighbourhood** routes operate together to provide connections across the urban service area.

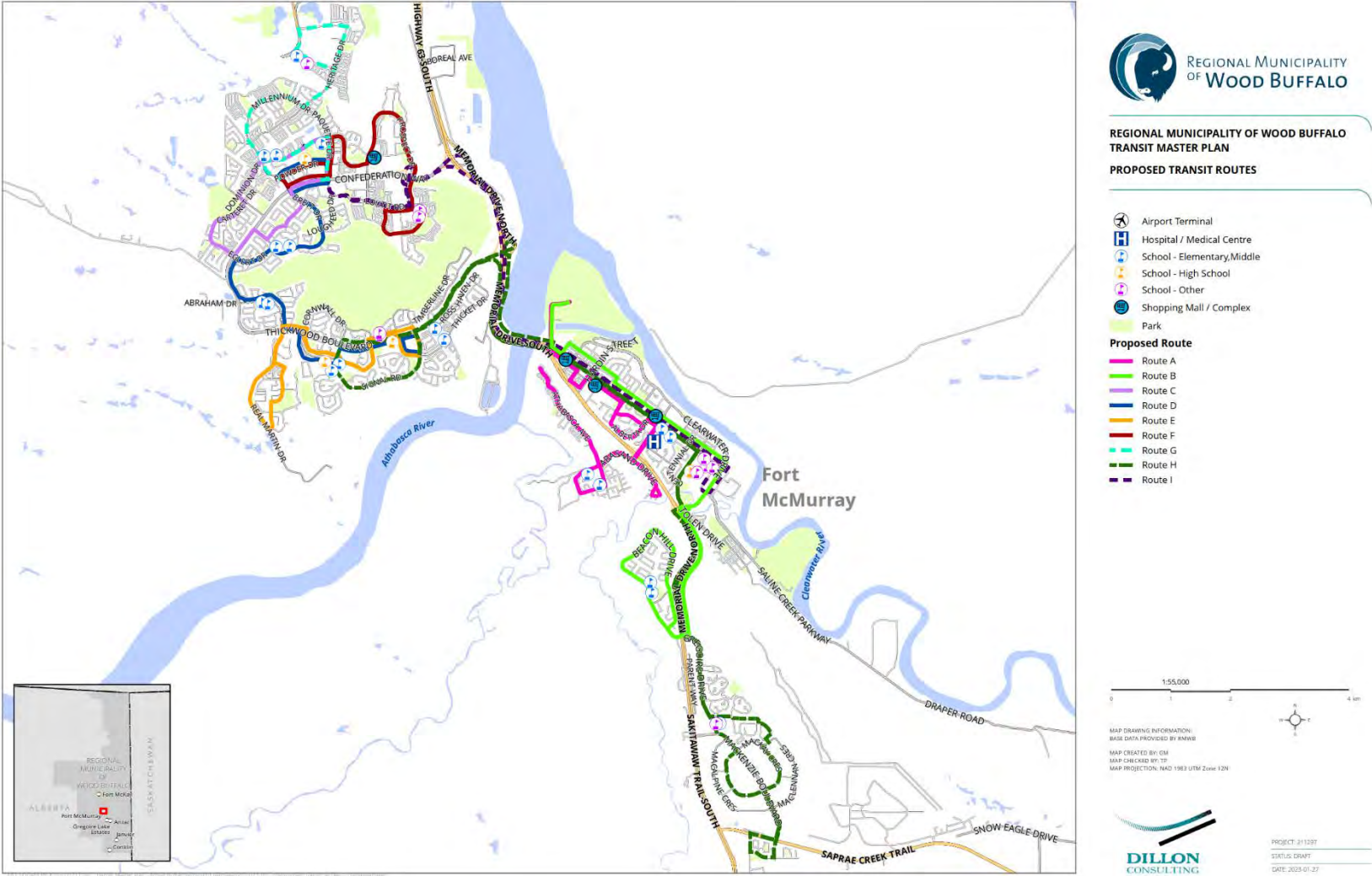


Figure 11: Combined Core/Neighbourhood Conventional Transit Network

4.2.3

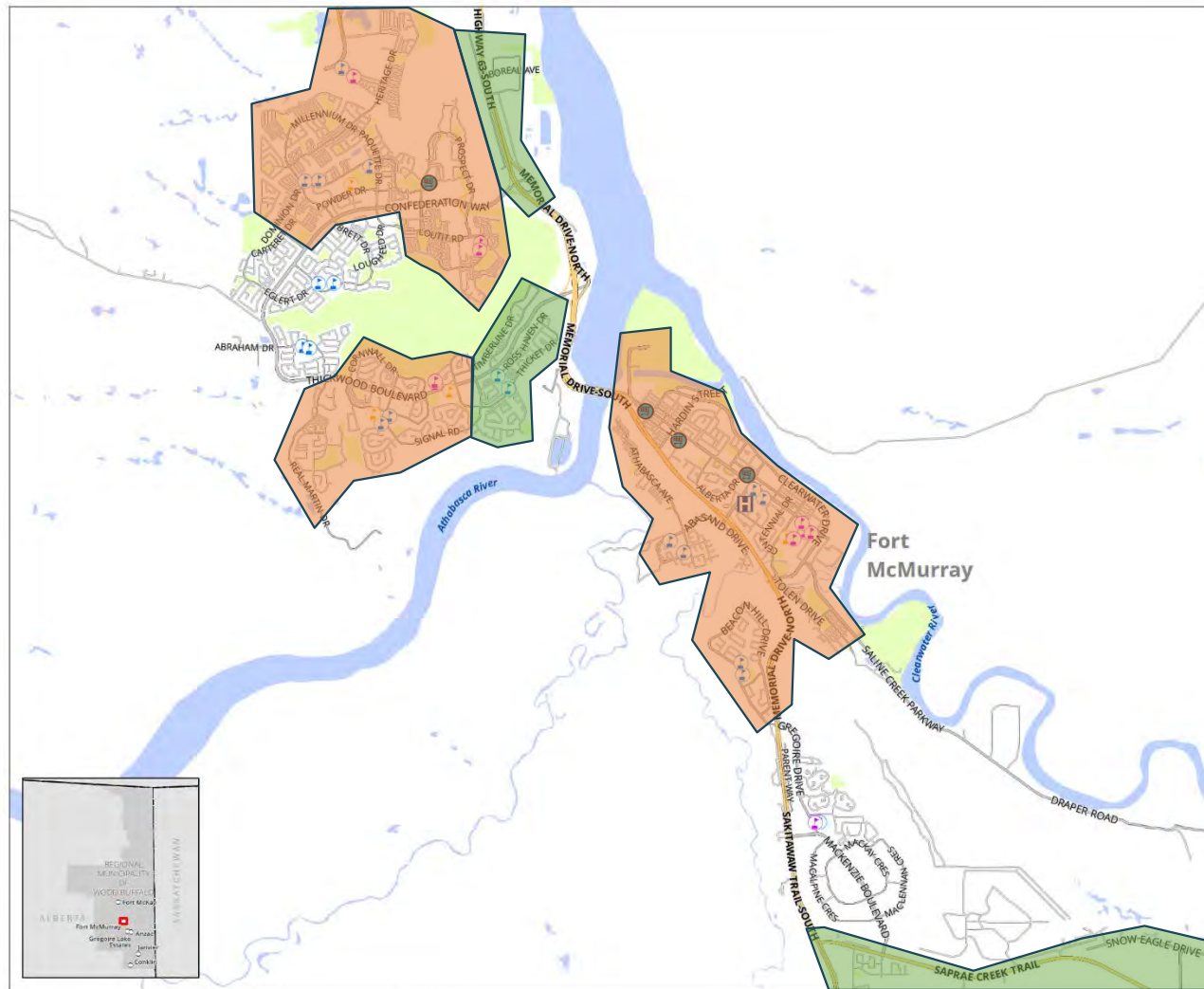
On Demand

On Demand transit provides a shared-ride service on a non-scheduled basis in pre-defined zones, giving passengers the ability to request a trip in real time when they wish to travel, using either an app or by calling RMWB Transit. A vehicle is dispatched to pick up and drop off the requesting passenger, while also picking up and dropping off additional passengers along the way. Software is used to optimize trip scheduling in a way that results in the highest number of possible passengers per vehicle to provide cost efficient service, while minimizing travel time by routing the vehicle as directly as possible between each origin and destination.

This type of service will replace existing bus services in lower-density areas or periods of the day that experience low ridership, and in new emerging ridership areas which do not currently have appropriate road connectivity or ridership levels to support fixed-route transit at the minimum frequencies noted in the Service Guidelines.

The **On Demand** service areas will be phased in over time based on ridership levels on Neighbourhood Routes and trial On Demand services. The areas identified in green in

Figure 12 will be served by an **On Demand** service during the entire service day and will be implemented within the first year as a pilot. Those identified in orange will be served by **On Demand** service only during low ridership times of the day and will be implemented over the five-phase implementation lifespan of the Transit Master Plan. Core Route G and Core Route H along with Neighbourhood Route C will operate in all time periods, alongside **On Demand** transit services.



On Demand at all times On Demand during low demand times

Figure 12: Proposed On Demand Network



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

REGIONAL MUNICIPALITY OF WOOD BUFFALO
TRANSIT MASTER PLAN

- Airport Terminal
- Hospital / Medical Centre
- School - Elementary, Middle
- School - High School
- School - Other
- Shopping Mall / Complex
- Park

1:55,000

MAP DRAWING INFORMATION:
BASE DATA PROVIDED BY RAMBOL
MAP CREATED BY: DILLON
MAP CHECKED BY: TP
MAP PROJECTION: NAD 1983 UTM Zone 12N



PROJECT: 211297
STATUS: DRAFT
DATE: 2023-01-27

Passengers will be able to access services from bus stops throughout each zone, with service provided to other stops within the zone or to nearby transit terminals. At the terminals, residents can connect to **Core Routes** and **Neighbourhood Routes**, continuing their journey on conventional services to their destination. Service in **On Demand** zones is proposed to operate at the same times as **Neighbourhood Route** services, with maximum waiting times not exceeding the **Neighbourhood Route** minimum frequency standards. Existing bus stops will be utilized as pick up and drop off points for the new **On Demand** transit service.

All **Neighbourhood Routes** will be replaced by all day On Demand services on weekends and holidays to provide a greater level of access across the service area by using the available resources more effectively. Ridership levels on the weekend are more conducive to this flexible service and having a consistent service type across the entire network during the whole service day simplifies the network.

On Demand zones will be flexible, allowing RMWB Transit to transition **On Demand** zones to **Neighbourhood Route** services when ridership warrants it. Conversely, **Neighbourhood Routes** that attract insufficient ridership may be converted to **On Demand** service at certain times of the day or week, or on a full-time basis. Changing service types throughout the service day should be a practice used sparingly, as changing service types at different times can be confusing to passengers. The resulting uncertainty can discourage the riding of transit at all times, regardless of which service type may be operating. **Core Routes** should never be replaced by **On Demand**.

The first **On Demand** zones should be operated as pilot services in Taiga Nova and and Thickwood. These zones have been selected due to the low utilization of the existing transit services in these areas. It is anticipated that **On Demand** will more effectively and efficiently serve these areas, with lower demand allowing RMWB to undertake a thorough pilot of the new technology with a lower risk to riders. New **On Demand** zones can be added as development along the periphery of the service area occurs, helping to provide cost effective and appropriate levels of service for all residents.

See **Figure 13** for a visualization of how On Demand Transit could work in Wood Buffalo.



Figure 13: On Demand Service Components

#	Summary of Actions	Theme
1.3	Pilot On Demand services in lower-demand parts of Fort McMurray	1,4,5,7
1.4	Subject to results of the pilot, implement On Demand services in all zones detailed in Figure 12.	1,4,5,7

4.2.4

SMART Bus

SMART Bus provides mobility services for eligible riders who are unable to use conventional transit services or for seniors that do not have a driver's licence. Registered customers call to book trips not less than 24 hours in advance of their desired trip time and up to fourteen days in advance. Accessible vehicles are scheduled and dispatched to complete these trips. Throughout the engagement process, we heard that the process to become a SMART Bus Program registrant could be simplified to be more accessible potential for passengers. A review of best practices also identified a need to provide more clarity in the application process and gear questions towards functional barriers to the use of conventional transit for some or all of a passenger's trips. To improve this, the eligibility forms will be updated, and the policies will be evaluated. It was also noted during engagement that booking a trip requires significant planning, particularly due to the need to book trips in advance.

The existing booking and scheduling process is conducted manually, which limits the ability for RMWB Transit to accommodate same day trips or fill vacancies left by same-day trip cancellations. To improve this, it is recommended that technology be introduced to make booking trips more convenient and flexible. Additionally, it is recommended that the On Demand software to be procured have the ability to also book specialized transit trips. This will provide more trip options for **SMART Bus** customers, particularly for same-day trips. Ultimately, these two areas, **SMART Bus** and **On Demand**, should be combined to create a single **Demand Responsive** service accommodating all riders both those who are eligible for **SMART Bus** service and those who aren't.

An increase in service hours is also recommended to achieve service hour parity with conventional transit and to meet the increased demand from a growing and aging population. Service will be extended earlier in the morning and later in the evening, seven days a week. The goal is to improve equity by allowing registered SMART Bus customers to travel at the same times as their conventional transit counterparts. Additional peak vehicles will also be added to the network over the life of the Plan to ensure that trips can be accommodated as demand grows.

Further information regarding SMART Bus service and associated recommendations are available in **Section 4.4** and **Appendix E**.

4.2.5

Rural

Rural Services connect Fort McMurray to communities outside of the Urban Service Area including Fort McKay, Conklin, Janvier, Anzac and Gregoire Lake Estates. This is a limited service which operates

between each community on select days of the week only. Continuing to provide rural services is important to ensure rural residents of Wood Buffalo have access to resources and opportunities in other communities.

This service should continue to be provided based on the needs of the communities served. As such, the specific days and times in which transit operates between each community is subject to change based on future community input. Further engagement processes should be undertaken with each rural community to develop appropriate service schedules, and to develop strong ongoing relationships through which to measure the success of the adjusted services.

An opportunity exists to provide additional pre-booked services for special events. Rural transit trips would be scheduled to align with events taking place in the Region and passengers would be able to book a seat in advance, providing a transportation option to and from the event location. This type of service would increase the cost effectiveness of rural services due to the higher number of passengers it may be able to attract per trip. RMWB Transit staff should investigate these opportunities further to identify regularly scheduled and *ad hoc* special events that may justify the introduction of a pre-booked service.

#	Summary of Actions	Theme
1.5	Engage rural communities and tailor service days and times to their needs	1,4
1.6	Trial the operation of pre-booked special event services to rural communities	1,4

4.2.6 School

School Services operate directly to or from schools at school start and end times only. This is a dedicated service offered in partnership with Fort McMurray school boards, meaning the route is used primarily for that purpose and is designed to be available for those travelling to and from designated schools. **School Services** are only offered where **Core Routes** and **Neighbourhood Routes** do not directly serve a school as students can utilize the **Core** and **Neighbourhood Routes**, where available. There are currently 26 scheduled school trips per weekday; with the full introduction of the new transit network, 14 weekday trips will be maintained unchanged, 12 shortened, and 2 cancelled and transitioned into the new transit network. Further information regarding the conversion of existing routes to new routes can be found in the Implementation Plan, **Appendix H**.

4.2.7 Implementation

The implementation of significant changes to a transit system requires significant resources. Staff time is required in order to prepare, communicate to and engage with the community, revise, implement, and measure the success of the changes. This is particularly important when new service types, which may require community and staff education to operate successfully, are being introduced and/or piloted (e.g. On Demand). With these considerations in mind, a five phase Implementation Plan has been developed

(see **Appendix H** for full details). With all of RMWB Transit's staff resources dedicated to day-to-day service operation, external support is required to successfully facilitate the Implementation Plan. This support will primarily be required in the earlier phases, when the initial organizational changes and new service types are being introduced.

#	Summary of Actions	Theme
1.7	Source external support to facilitate the Implementation Plan	1,5,8

4.3 Transit Accessibility and Comfort

To attract more passengers, RMWB Transit must continually improve the accessibility and comfort of riding transit. The recommendations are based on what we heard during engagement (**Appendix C**), including:

- The need for stops to better connect to safe pedestrian networks
- The desire for a more comfortable and safer environment to wait for buses which are well maintained
- Problems with snow and ice limiting safe access to stops in winter

4.3.1 Safety

Feedback from riders indicated that safety is a current concern at certain times and in certain areas of the transit system. All recommendations detailed in this section work to improve safety for riders, by enhancing the standard of infrastructure, encouraging passive surveillance, and working to better connect the transit system with development and activity. Broader societal issues relating to antisocial behaviour are whole of Region issue that must be tackled at a higher level. Transit services will play a key role in future engagements and collaborative solutions for public safety and inclusion initiatives.

4.3.2 Transit Infrastructure

On-street infrastructure (including stops and shelters), transit vehicles, and signage are the elements of a transit system that passengers interact with.

Bus stops should be accessible, compliant with universal design principles, and with direct connections to sidewalks to allow for a barrier free connection between the bus stop and destination. Providing sufficient space and concrete pads at bus stops helps parents with strollers, seniors with walkers and other passengers in wheelchairs navigate from the sidewalk to the bus easily. It also improves comfort for all passengers, particularly during wet weather conditions. Having the same level of accessibility across the network allows passengers to travel independently and confidently without the worry that they may be unable to safely navigate from the bus to their destination. A standard definition of an accessible, universal design, bus stop (including shelter) should be developed for new bus stops or retrofits of existing bus stops.

Bus stops should be designed in accordance with Crime Prevention Through Environmental Design (CPTED) principles, and located in areas which are well lit, or lighting should be added. Lighting can not only help passengers to see the bus stop and read available signage, but it can also make passengers feel safe. Lighting encourages natural surveillance meaning passing motorists and pedestrians will be able to see what is happening at the bus stops at night, which tends to discourage vandalism and other crimes. This improves how customers view the safety of bus stops both during the day and in the evening.

#	Summary of Actions	Theme
2.1	Define accessibility standard for new bus stops and retrofits of existing stops	2,4
2.2	Upgrade and maintain all bus stops to improve accessibility	2,4,7
2.3	Improve sidewalk connections	2,4,6

4.3.3

Transit Terminals

Transit Terminals are the major destinations of the transit system, and are intended to connect all service types, with dedicated space for **SMART Bus** and **On Demand** vehicles and riders. The Timberlea and Thickwood Terminals have recently been constructed. While they are located along well used corridors and near major destinations, buses are only able to access them by approaching in one direction. This restricts the routing options and makes trips longer and less efficient. A study of the benefits of making modifications to the Thickwood Terminal with the introduction of a transit priority activated westbound turn signal should be explored to simplify and optimize the routing of neighbourhood routes, reduce annual operating costs, and provide operational flexibility. If successful, similar measures should be applied to the Timberlea Terminal and Downtown Terminals in due course. Measures should be defined by future design studies, but could include bus-only queue jump, bus-only traffic lights, and/or bus-only turn movements.

Upon the full introduction of the new transit network, routes servicing the Downtown Transit Terminal will no longer terminate at this location, but rather travel straight through. This location will remain a focal point for ridership, where existing passenger and operator facilities will be maintained and new on street stops along Franklin Avenue will be required for the new **Core Routes**. As such, the Downtown Transit Terminal will require improvements to support continued high levels of ridership. Suggested improvements include stops on both sides of Main Street, improved shelter, passenger information, and curbside boarding for all services. As services will largely be passing through the terminal, rather than terminating and dwelling there, these improvements are expected to be largely accommodated within the existing footprint. Additional study on the downtown terminal design, layout and location(s) would be advised to ensure it meets the needs of the community and Transit in the future in accordance with the plan.

An enhanced stop will be required in the vicinity of Mackenzie Boulevard and Highway 69 to facilitate transfers between Core Route H to the Airport **On Demand** service.

#	Action	Theme
2.4	Explore and implement improvements to allow multi-directional bus access to the Timberlea and Thickwood terminals	1,2,3
2.5	Improve Downtown Transit Terminal to provide boarding on both sides of Main Street and improve passenger facilities	2,4,5
2.6	Add an enhanced stop in the vicinity of Mackenzie Boulevard and Highway 69 to facilitate transfers	1,2

4.3.4 Stop Connectivity and New Neighbourhoods

Almost all transit riders use the path and sidewalk network to access bus stops at both ends of their trip. The connectivity and quality of these networks is important to the success of any transit service, as passengers are more likely to walk or wheel to bus stops when it is safe and comfortable to do so. In both existing and new neighbourhoods, path connectivity and quality should be prioritized in all stages of planning and development.

4.3.4.1 Integrating Transit into the Development Process

To facilitate the planning of transit facilities throughout the community, RMWB Transit staff should be integrated into the development review circulation process by providing comments on development permits, area redevelopment plans, area structure plans, and outline plans. Comments solicited from Transit staff should focus on how the development proposal and/or plan will impact transit services and what transit facilities (e.g. concrete pads, shelters etc.) are required from the applicant. It is common practice in municipalities across Alberta for transit staff to review and comment on development applications that impact transit service. Development servicing plans/frameworks facilitate funding the installation of new sidewalk connections, transit bus stop pads, and shelters which are provided by the applicant at the time of construction. This significantly reduces capital costs for the municipality in the provision of transit facilities, particularly in new and redeveloping areas.

Building on this, RMWB Planning should work with RMWB Transit to outline future strategic priorities, including TOD. Working together, Transit can provide operational expertise and ridership information to inform the best locations and operation requirements for Transit Orientated Development (TOD). As the transit network grows and evolves based on ridership and rider engagement, Transit will be well-placed to provide up-to-date advice reflecting actual rider behaviour and preferences.

Below are the typical development review comments for the provision of transit facilities for Development Permits and Outline Plans, which are the most common development review circulations impacting transit service.

Development Permits

RMWB Transit staff should be circulated on the following Development Permits:

- Large commercial, institutional, industrial, and recreational developments
- High density residential, seniors, and affordable housing developments
- Developments impacting transit operations and facilities such as adjacent properties to the Timberlea, Thickwood, and Downtown Transit Terminals
- Developments at existing bus stops, where a bus stop is proposed and along transit routes, especially **Core Routes**

Comments on Development Permits could include the following:

- Identify the location of existing and planned bus stops.
- Does the location of the bus stop match those of an approved Outline Plan, Area Structure Plan, or Area Redevelopment Plan?
- How far does a RMWB Transit customer have to walk to the bus stop (based on the service coverage guidance in the Service Guidelines)?
- Does the existing bus stop require upgrading (e.g. new concrete pad, connecting sidewalk connections, shelter)?
- Is there a sidewalk proposed along the property frontage to facilitate access to transit service?
- Are there accessible curb cuts at the nearest intersection/crosswalks to the bus stop location?
- To encourage transit use, if the site is within 450 metres of transit service, parking should be kept to the minimum as stated the Land Use Bylaw.
- Does the development connect to the pedestrian and cycling network of the neighbourhood?

Outline Plans

Comments on Outline Plans could include the following:

- Does the area have an Area Redevelopment or Area Structure Plan? If yes, what does the policy document say about transit service?
- Is the density appropriate for transit service? In other municipalities, a minimum density of 7 units per acre is utilized to determine the warranted need for transit service.
- Are the proposed land uses appropriate for transit service? e.g. are employment areas and higher density residential located on a transit route?
- Are proposed transit routes operating on collector standard or better roads?
- Are bus stop locations identified? If yes, where? Are bus stops placed approximately every 250 metres? Are the bus zones located in appropriate locations (e.g. clear sightlines), located in close proximity to higher land uses such as schools, community recreation centres, commercial uses?
- Are bus zones appropriately sized; approximately 26 metres in length to accommodate standard 40-foot transit buses (space for the bus zone apron, tangent to curve, and clearance space for the transit bus to pull out the transit stop from adjacent on street parking)?
- Are turn around facilities required? If so, is there space for a 15.25 metre radius turn around facility or loop? This is important in multi-phase developments.

- What are the percentage of residents who must walk less than 450 metres to a Neighbourhood Route, or 600m to a Core Route bus stop?
- Are sidewalks proposed? If so, are sidewalks on both sides of the road along the proposed transit route? Are sidewalks and pathway connections (if applicable) being strategically placed to reduce the walking distance to a bus stop?
- It is common practice in other municipalities to require a restrictive covenant to be registered on the title of properties adjacent to a bus stop to prevent vehicle access across the bus zone location

#	Action	Theme
2.7	Continue coordination with RMWB Active Transportation to improve walking access to transit	2,4
2.8	Consider measuring progress by conducting a stop accessibility audit, including paths	2,4
2.9	Engage Transit in the subdivision planning process to improve connectivity	1,2,4,5,7

4.3.5

Winter Transit

Snow and icy conditions in winter can result in mobility issues for residents due to blocked or slippery sidewalks, slower travel on roads, and cold temperatures at bus stops, to name a few. Timely snow clearing is imperative to ensuring everyone has access to transit. While partially the domain of other parts of RMWB, snow clearing of paths to bus stops is a key requirement to support winter ridership. All transit riders are active transportation users when accessing bus stops, therefore providing a clear and safe path for that access is a key aspect of the overall transit experience.

Many of the bus stops in RMWB are equipped with a heated shelter. It was identified during consultation that these heated shelters are appreciated by the community for the comfort they provide during the cold winter months. Further, heated shelters, thanks to their electricity supply, can also feature automatic doors to make them accessible whilst also providing effective shelter in the winter. Ensuring shelters are located in predictable locations which are regularly maintained makes transit more appealing to riders. If shelters are out of service, communicating this to the passenger before they arrive at the shelter may allow them to travel to a different shelter which has the same level of service, improving their experience.

#	Action	Theme
2.10	Continue annual review of snow clearing policy for priorities and timeliness. Take steps to reduce time to remove snow from terminals and Core Route stops.	2, 4, 6
2.11	Terminals and high ridership stops should continue to be prioritized for sidewalk clearing, including paths leading to and from these stops.	2, 4, 6

#	Action	Theme
2.12	Develop a policy for heated shelters which includes when and where are they appropriate to be installed, when they should be relocated, and standards for maintenance.	2

4.4 SMART Bus

Individuals requiring door-to-door service must apply and be approved for the SMART Bus service based on a set of criteria. In the RMWB, the service is available to passengers of all ages who have mobility issues that prevent or severely restrict their use of conventional bus service as well as seniors (65 years or older) who do not have a driver's license.

A more in-depth report on SMART Bus recommendations can be found in **Appendix E**.

4.4.1 Trip Integration and Service Hours

SMART Bus provides an essential service to individuals with disabilities in Wood Buffalo. Enhancing the quality of service is important to ensure equity in travel opportunities for SMART Bus passengers. The service will be expanded in two major ways. First, through integrating On Demand service with SMART Bus, and second by expanding SMART Bus service hours to be equivalent with conventional hours of operation.

It is recommended that the On Demand service be provided with accessible vehicles and the software configured in a way that allows registered SMART Bus passengers to be picked up or dropped off at their door rather than at a bus stop. This will open up the availability of transit for passengers whose main barrier to using conventional transit is long distances to their closest bus stop. In circumstances that they are able to, SMART Bus passengers could use the On Demand service to travel from their home to a transfer point and continue their journey on the accessible conventional fixed route service. While not all passengers will have the ability to use this service, it provides another option that is available depending on each passengers' abilities and needs.

To further expand mobility options, SMART Bus service hours will be expanded in the early mornings and evenings to be the same as conventional fixed route services. This will ensure that registered SMART Bus passengers have access to transit at the same time as conventional transit passengers. This is an important step to improve equity in the Region and improve quality of life for Wood Buffalo's residents with disabilities and mobility challenges.

4.4.2 Eligibility and Registration

Having an eligibility process in place is important to ensure the resources available for SMART Bus are used towards providing service for passengers who require it. Currently, residents who are interested in applying for the service must fill out an application form that is available on the RMWB website. Part A is

filled out by the applicant themselves and details their personal information, ability to access conventional transit, and any mobility devices they may require. All applicants must complete this section. Part B is filled out by a health care practitioner who describes the applicant's functional abilities, and is not required for passengers who are over 65 and do not have driver's license.

There are different eligibility types, including unconditional, conditional, and temporary. Unconditional eligibility refers to passengers who can use the service for any type of trips with no restrictions. Currently, unconditional eligibility makes up the vast majority of SMART Bus registrants (99%). Conditional eligibility involves identifying specific conditions that may prevent a passenger from using conventional transit. For example, a registrant may have the ability to use conventional transit in the summer, but they are unable to access a bus stop during winter conditions, and as such, would only be eligible for SMART Bus in the winter. Temporary eligibility is available for individuals who only need the service for a limited amount of time. Individuals are assigned eligibility for a specific amount of time, after which it lapses.

Using conditional eligibility is an impactful way of ensuring the passengers who need specialized service have the most access to it. By reducing demand for trips and encouraging conditional applicants to use conventional transit within their abilities, more trips are available for passengers who have limited mobility options apart from SMART Bus. It is recommended that RMWB Transit review and expand the conditional eligibility criteria and review applications based on an objective assessment of their functional abilities to use conventional transit some or all of the time, as presented in the application.

In order to minimize barriers for passengers to apply, the application form should be simplified to only require information that will be used in the evaluation or will be needed in order to provide the service. The application form itself should be updated to ensure it meets accessibility requirements. It is also recommended that an online application form be implemented to increase the convenience of the application process.

The existing policy of providing eligibility to residents who are over the age of 65 who do not have a driver's license is uncommon in Canada. Typically, specialized transit service eligibility is determined by mobility barriers to conventional transit. While this may provide a higher level of service to seniors in the community, opening up access to the service may limit the amount of resources available to passengers who truly require it. It is recommended that RMWB Transit continue to assess the ridership of passengers within this category and consider removing or changing the policy for new applicants.

4.4.3 Attendant/Companion Policy

SMART Bus passengers travel with other individuals for a variety of reasons. In some cases, they may require a support person (known as a Mandatory Attendant) who assists the passenger with communication, mobility, personal care/medical needs, or with access to goods, services or facilities.

Mandatory Attendants do not pay a fare. Alternatively, a registered passenger may wish to travel with a family member or friend.

Currently, the SMART Bus Passenger Handbook accounts for Mandatory Attendants and Paying Attendants. While Mandatory Attendants meet the description provided above, Paying Attendants include all other guests the registrant may wish to travel with, and are limited to individuals over the age of 18 only. This limits the possibility of a registrant travelling with a child.

It is recommended that the Mandatory Attendant and Paying Attendant categories be refined in the SMART Bus Passenger Handbook to the following:

- **Attendant:** Passengers who are required to accompany a registered SMART Bus rider at all times or at pre-defined times as determined in the SMART Bus Application because the registered passenger is unable to travel without support. There would continue to be no fare charged for this category. Attendants are required to be over the age of 18 and are not registered SMART Bus passengers.
- **Companion:** All other non-registrants who travel with a registered SMART Bus passenger. While they may provide low levels of support for a registered passenger, they are not required to always accompany the registered passenger. Companions would be charged a regular fare for using the transit service.

These changes will allow for greater flexibility for SMART Bus registrants when travelling with other non-SMART Bus passengers. It recognizes that attendants may be mandatory all or some of the time, and provides registrants with the opportunity to travel with family members or friends between the ages of 5 and 18.

4.4.4

Technology

Innovations in technology can improve the quality of service for specialized transit passengers while improving efficiency in operations for staff. Currently, SMART Bus trips are booked manually by an individual staff member. Using this method requires advance booking of trips to provide staff with enough time to finalize schedules. This limits the ability to accommodate last-minute bookings, which reduces the mobility and ease of travel for SMART Bus registrants.

Newer specialized transit technology can automate trip booking, scheduling, and dispatch, which allows for the most efficient use of resources. More trips can be booked with the same number of vehicles and vehicle hours by using software to design the most efficient trip schedule. It also allows for more last-minute changes, including new bookings and cancellations, as the schedule can be adjusted throughout the day. These changes would allow for more flexibility and freedom for SMART Bus passengers, rather than requiring individuals to book in advance and find alternate arrangements if their plans change.

It is recommended that RMWB Transit investigate a specialized transit software that can integrate with On Demand service and allows for booking by desktop or app to increase the mobility options available to passengers.

#	Action	Theme
3.1	Update application form	4,5
3.2	Based on future demographic shifts and potential increases in demand for specialized transit service, consider: <ul style="list-style-type: none"> re-evaluating policy of automatic approval for individuals over the age of 65 without a driver's license applying more precise forms of conditional eligibility based on the specific circumstances under which an applicant has barriers to accessing conventional transit 	4,5
3.3	Identify a third-party contractor to conduct evaluations of a subset of SMART Bus applications in cases where it is not clear whether the applicant meets the eligibility criteria.	4
3.4	Use existing RMWB appeals process or develop a third-party appeals process	4
3.5	Introduce Companion Policy that allows 1 additional non-attendant companion on all SMART Bus trips with allowances for additional companions subject to space availability	4,5
3.6	Ensure On Demand software has specialized transit integration functionality to provide integrated trips in future	4,5
3.7	Develop Travel Training curriculum to be used for conventional and specialized transit passengers	8
3.8	When curriculum is complete, pursue community partnerships to administer Travel Training	8
3.9	Maintain existing No Show and Late Cancellation policy. If rates of no shows and late cancellations increase, consider introducing longer temporary suspensions.	3,7
3.10	Track "Cancelled in Advance" and "Cancelled Late" trips separately.	7
3.11	Consider introducing additional evening service as demand increases post-COVID	1
3.12	Introduce online booking software to provide additional convenience and flexibility in the booking process	4,5
3.13	Maintain parity with conventional service in future fare changes	3

4.5 Affordability

4.5.1 Fare System

A modern fare system that provides a number of different fare options can improve the passenger experience and encourage new riders to take transit. Current options for buying transit fares are limited, requiring riders to purchase passes in advance at a kiosk, or provide exact change onboard the bus. By

providing better options, transit will be easier to use and be more accessible. These options can include mobile and/or contactless ticketing and self-service ticket machines at transit hubs.

These methods improve the convenience of taking transit, particularly for those who are less familiar with the service. Using such a fare system also introduces the possibility of fare capping, where riders who use the same account (mobile or contactless) to ride frequently could have their fares automatically capped at a daily, weekly, or monthly price.

New fare technology should have the ability to provide different fares for different passenger types, including Adults, Seniors, Low-Income, Students, and/or Youth.

4.5.2 Fare Prices

At \$1.50 per ride, Wood Buffalo has some of the lowest fare prices in Canada. The price for individual fares in Wood Buffalo's peers such as Grande Prairie, Medicine Hat, and Red Deer range from \$2.50 to \$3.35. The low cost of fares corresponds to lower revenue, which limits the ability of RMWB Transit to potentially improve and expand service, in addition to increasing cost recovery.

Revenue/cost (R/C) ratio is a commonly used metric in transit agencies that measures the amount of revenue received by a transit system divided by the cost to operate the system. This provides an understanding of the extent to which fare revenue is recovering operating costs. Transit is ultimately a public service, and as such, does not fully recuperate costs through fare revenue; however, higher revenue results in less financial pressure on the system. As detailed in **Appendix A**, RMWB Transit's 2019 revenue/cost ratio was 7%. This is significantly lower than a number of its peers. An increase in R/C ratio is a priority for the Region to ensure the transit system is operating in a fiscally responsible manner.

To support the Plan's recommended service improvements, and to attain a revenue/cost ratio that is appropriate for a system of Wood Buffalo's size, an increase in fares is recommended. A sustainable increase in revenue through a fare increase in alignment with peer transit agencies will help fund some of the higher levels of service proposed in this Plan without increasing reliance on taxpayer funds. It should be noted that increased ridership will also improve fare revenue, and that Wood Buffalo's low R/C ratio is exacerbated by its high staffing costs. Refer to **Appendix A** for a detailed exploration of how RMWB Transit compares to peer agencies.

While an increase in fares has the possibility of limiting access for some community members, it is important to recognize that Wood Buffalo household income is proportionately far higher than its peers. The Wood Buffalo median household income in 2018 was over \$175,000, while the majority of peers had corresponding incomes under \$100,000. The second highest household income was Grande Prairie at approximately \$120,000. Thus, Wood Buffalo residents, on average, earn far more than residents of peer systems while paying far lower transit fares. As the RMWB has significantly higher income than

most this skews the median range, this figure may not be reflective of all current and potential future transit users.

There are low-income members of the community who may be negatively impacted by fare increases. Their continued access to transit is a high priority, and as such, any fare increases should be accompanied by specifically-targeted fare relief programs and passes that ensure individuals who may have challenges paying higher fares are not faced with extra barriers to using transit.

The implementation of such a program will be undertaken in collaboration with the Wood Buffalo Community and Protective Services (CPS) department. Providing access to transit is already a priority for CPS, which issues on average 1,391 monthly passes and 27,431 single-use tickets on an annual basis through their Bus Pass program. Working in partnership with CPS will expanded any transit pass programs currently in place to be provide to identify community members in need of this support. Furthermore, there may be opportunities to improve access for all municipally provided transit service programs through integrating them into a single program. RMWB Transit will continue to work with CPS to ensure access to transit is maintained as fare prices change.

#	Action	Theme
4.1	Introduce new ticketing system, including some or all of the following features: <ul style="list-style-type: none"> • Mobile ticketing • Contactless payment • Self-serve ticket machines • Fare capping 	3,5
4.2	Investigate a potential fare increase	7
4.3	Work with CPS to explore a fare pass program for low-income residents	3,4

4.6 Trip Planning

The transit system should be planned in a way that provides service in an equitable and accessible manner. There are several resources and programs that RMWB Transit can introduce to help residents more easily access the service.

Technology can help passengers at multiple points in their journey, from trip planning to checking the arrival time of the next bus at the stop. A trip planning app gives passengers the opportunity to easily find out how transit can take them to their destination. The app should also handle On Demand and SMART Bus booking, giving residents one app to use for all their transit needs.

It can also incorporate digital bus stop information, including timetables and live bus arrival times. However, improving wayfinding for those without digital literacy is also important, as not every passenger will have access to the same level of technology.

The introduction of travel training can help people learn how to use transit, improving their mobility options. These types of programs can take many shapes, including online instructional videos, in-person group sessions at schools or seniors' homes, or one-on-one training accompanying a passenger from their home to their destination. It can provide support to many different types of passengers such as seniors, newcomers, students, and individuals with disabilities, and cover a variety of topics depending on the needs of the training recipient. This is an important service that can open up transit to a wider segment of the community.

#	Action	Theme
4.4	Investigate or improve the following trip planning tools: <ul style="list-style-type: none"> Digital bus stop information: including timetables, live times, and route information at busier transit stops Implementation of a trip planning app: On Demand and SMART Bus trip booking, as well as fare purchase Newcomers/EAL: Written materials in commonly spoken languages apart from English, and using international symbols 	2,5,8
4.5	Develop travel training program that supports all potential passengers in using RMWB conventional services.	8

4.7

Staff

Sufficient levels of staffing are required to support the various recommendations outlined in this Plan. As well, some changes in staffing are recommended to better align Wood Buffalo's operations with other peer systems.

Recommended changes to the organizational structure of RMWB Transit are summarized below:

- **Operator Supervision** – Consider the addition of a Supervisor of Employee Services role or hire additional 2-3 Transit Inspectors
- **Dispatch** – Addition of a Senior Scheduler/Dispatcher to provide supervision to existing team of Schedulers/Dispatchers
- **Social Media** – Include Operational notifications on social media into an existing job description
- **Transit Planning** – Addition of a dedicated Transit Planner role
- **Operators** - Review Ratio of Operators per Vehicle, and Service Hours per Transit Operator to better understand optimal Operator requirements and adjust number of Operators to reach an Operator/Vehicle ratio of 1.5
- **Training** – Consider the addition of a trainer to support both operator and travel training

Further analysis of the Organizational Review and its recommendations can be found in **Appendix G**.

#	Action	Theme
5.1	Hire additional staffing resources required to support the implementation of the Plan	8

4.8 Assets

RMWB Transit's assets include the vehicle fleet (including conventional, SMART Bus, and utility vehicles), terminals, bus barn, transit depot, and on-street infrastructure (bus stops and shelters).

4.8.1 Fleet

RMWB Transit vehicles should be replaced as they reach the end of their useful life. The current conventional transit fleet is made up of 73 conventional buses. The Transit Master Plan requires 34 buses during peak periods. Transit agencies typically maintain a "spare ratio" of 20-30%, which refers to the number of vehicles available but not in use during peak service in case of planned or unexpected mechanical issues or need for additional vehicles. Maintaining Wood Buffalo's 30% spare ratio would require a total conventional fleet size of 45 buses in order to operate the proposed routes and services. Due to the high number of current vehicles compared to the required peak vehicles, it is recommended that as these buses approach the end of life, they be retired and not replaced to approach a more manageable spare ratio of 20-30%.

While the shorter-term focus should be on retiring age-expired buses to right-size the fleet, RMWB Transit should stagger their bus retirements and replacements to result in an even distribution of vehicle ages across its fleet. Doing so will spread future capital pressures over several years, and is in line with industry best practice, whereby most transit fleets replace around 8% of their fleet each year.

Unlike the conventional fleet, the Demand Responsive (SMART Bus and On Demand) fleet will require some growth over the life of the Plan. This is due to the introduction of On Demand services, which will replace some existing conventional services. The initial On Demand pilot is anticipated to be operated by Conventional vehicles, as that fleet has spare capacity, and doing so will reduce the cost of the pilot.

Figure 14 provides an overview of the projected fleet size over the life of the Plan.

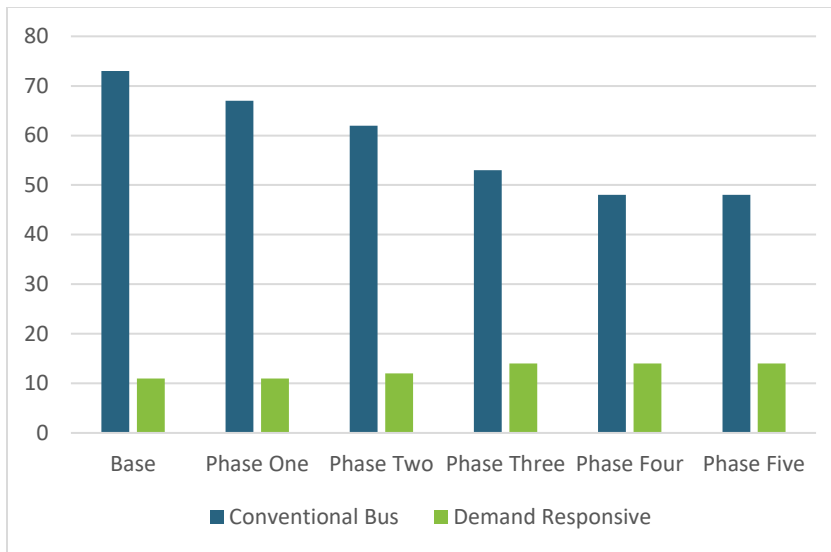


Figure 14: Projected Bus Fleet Size

4.8.2 Terminals and On-Street Infrastructure

Recommendations related to transit terminals and stops are provided in **Sections 4.3.1** and **4.3.3**.

4.8.3 Facilities

RMWB Transit manages two major facilities related to the operations and maintenance of Transit services which are located at 160 Airport Road in Fort McMurray. This includes the Bus Barn which was built in 2019/2020 has capacity for approximately 80 conventional buses while also providing space for parts storage. The Transit Depot provides office space for transit administration as well as bus cleaning facilities. It is located adjacent to the Bus Barn, was originally built in 2013/2014 and renovated in 2018.

The Transit Depot and Bus Barn have remaining expected useful lives of 40 and 52 years respectively and, as such, any future replacement is not within the five-phase timeframe of this Plan.

#	Action	Theme
6.1	Retire conventional transit vehicles as they reach end of life to attain a spare ratio of 30% for conventional transit and 20% for SMART Bus.	2
6.2	Procure replacement vehicles gradually with a view to replacing a relatively consistent number of vehicles each year	2,7

5.0 Implementing the Plan

5.1 Scheduling and Forecasts

An implementation schedule, system transformation forecasts, and a financial plan are all aspects of the Plan that are crucial to its success.

This section presents the schedule for each of the actions discussed in **Section 4**, a list of proposed changes to the system characteristics, the fleet plan, and a financial plan. These pieces must be read in conjunction with each other for the overall implementation plan. The phased implementation plan is detailed in **Appendix H**.

5.1.1 Phasing Plan

Each of the actions from **Section 4.0** is scheduled for implementation as shown in **Table 9**. In this table, blue shading indicates the action's timeframe. This table also reflects the phases of the Implementation Plan found in **Appendix H**.

Costs have been shown where considerable capital construction or external consultant fees are required as part of the action item. These costs are approximate. Squares without costs are actions that will be undertaken in-house (i.e. by RMWB Transit and/or other RMWB staff).

While **Table 9** provides an overview of the schedule, variations in timing may occur due to unforeseen circumstances. Therefore, the details in the table may change subject to available funding and additional unknowns at the time of writing and should be reviewed and adjusted annually by RMWB Transit staff.

Table 9: Plan Implementation Schedule (including capital amounts)

Plan Element	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Transit Routes and Service					
Implement new service guidelines					
On Demand Pilot - Taiga Nova and Thickwood (include software sourcing)	TBD				
Evaluate On Demand Pilot					
Core Route - H					
On Demand - Fort McMurray International Airport					
Neighbourhood Route - A					
Neighbourhood Route - B					
Neighbourhood Route - D					
Neighbourhood Route - E					

Plan Element	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Core Route - G					
Neighbourhood Route - C					
Neighbourhood Route - I					
Neighbourhood Route - F					
Revise school trips as new routes are implemented					
Engage rural communities and tailor service days and times to their needs					
Trial the operation of pre-booked special event services to rural communities					
System-wide Performance Evaluation					
System Implementation Support	\$140k	\$100k			
Transit Accessibility and Comfort					
Define accessibility standards for new bus stops and retrofits of existing stops					
Upgrade and maintain all bus stops					
Improve sidewalk connections					
Enhance transfer stops		\$250k			
Downtown Terminal Improvements Study and Design		\$750k			
Thickwood Terminal Improvements ¹			\$1M		
Timberlea Terminal Improvements ¹					\$1M
Continue coordination with RMWB Active Transportation to improve walking access to transit					
Consider measuring progress by conducting a stop accessibility audit, including paths					
Engage Transit in the planning process to improve connectivity					
Continue annual review of snow clearing policy for priorities and timeliness					
Continue to prioritize Terminals and high ridership stops for sidewalk clearing					
Develop a policy for heated shelters					
SMART Bus					
Introduce Service Hour Parity					
Integrate SMART Bus with On Demand					
Review and Revise Eligibility Criteria					
Update application form					

Plan Element	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Identify a third-party contractor to conduct in-person assessments of a subset of SMART Bus applications					
Update the appeals process to involve an Internal RMWB or third-party panel not associated with RMWB Transit.					
Revise Attendant and Companion Policy					
Introduce online booking software					
Develop Travel Training curriculum to be used for conventional and specialized transit passengers					
When curriculum is complete, pursue community partnerships to administer Travel Training					
Modify reporting of cancelled trips and consider introducing longer temporary suspensions in the No Show and Late Cancellation Policy, if applicable					
Affordability					
Introduce new ticketing system					
Investigate a potential fare increase, maintaining fare parity between services					
Introduce a fare pass program for low-income residents					
Trip Planning					
Investigate or improve trip planning tools					
Develop a Travel Training program that supports all potential passengers in using RMWB conventional services.					
Policy and Staffing (Cumulative Costs)					
Hire additional internal staffing resources required to support the implementation of the Plan, and operator management & training	\$100k	\$200k	\$300k	\$400k	\$400k
Assets					
Replace ageing vehicles ²					
Retire Conventional vehicles as they reach end of life to reach 20-30% spare ratio					
Expand Demand Responsive fleet		\$250k	\$500k		

¹ Terminal improvements are optional, subject to further study, and are not.

² Vehicle replacement is an ongoing need, not a result of the TMP, therefore those costs are not listed.

5.2 Plan Requirements

The purpose of the Plan is to improve Wood Buffalo's transit system. It is anticipated that general system performance (as well as performance indicators) and financial system performance will change over time as various parts of the Plan are implemented.

Table 10 presents the future forecasted system characteristics and performance based on the Plan. The values in the table show the estimated ridership growth as a result of the implementation of all recommended actions. However, it may take a few years immediately following an action or service change to see the full ridership growth realized. Note that ridership is expected to decrease between the pre-pandemic Base (2019) and Phase One, reflecting the impact of the COVID-19 on ridership. These impacts are expected to decrease over time and be overcome by Phase Two.

Table 10: Forecast System Performance (Conventional & On Demand Service)

	Base	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Population	75,000	75,000	75,000	75,000	75,000	75,000
Revenue Service Hours	97,500	99,000	101,500	99,500	104,000	104,000
Ridership	1,560,000	1,220,000	1,605,000	1,885,000	2,035,000	2,140,000
Rides/Capita	20.8	16.2	21.4	25.2	27.1	28.5
Rides/Revenue Service Hour	16.0	12.3	15.8	18.9	19.5	20.5

RMWB requires a right-sized fleet to provide transit in an efficient way. The system currently has a more conventional buses than are required to complete its scheduled service hours. As such, significant growth in the fleet is not anticipated until after The Plan is fully implemented. This fleet right-sizing will be a key driver of cost-efficiency improvements, reducing unnecessary resources while still supporting ridership and service frequency growth. **Table 11** forecasts the conventional fleet requirements and size over the life of the Plan.

Table 11: Forecast Conventional Fleet Plan

	Base	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Total Buses	73	67	62	53	48	48
Peak Buses¹	41	34	34	34	34	34
Spare Buses	33	33	28	19	14	14
Spare Ratio	45%	49%	45%	35%	29%	29%
Replacement Buses	-	0	3	6	7	12
Expansion Buses	-	0	0	0	0	0

¹ Includes peak conventional service buses (23) and school service buses (11) does not factor in on-road spares needed for operational certainty.

With the addition of On Demand, the Demand Responsive fleet will need to grow to accommodate these services. However, the initial On Demand pilot is anticipated to be operated by a conventional vehicle, due to excess capacity in that fleet. **Table 12** outlines the forecast Demand Responsive fleet over the life of the Plan.

Table 12: Forecast Demand Responsive (On Demand and SMART Bus) Fleet Plan

	Base	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Total Vehicles	11	11	12	14	14	14
Peak SMART Bus Vehicles	7	7	8	9	9	9
Peak On Demand Vehicles	N/A	0	1	2	2	2
Spare Vehicles	4	4	3	3	3	3
Spare Ratio	36%	40%	25%	21%	21%	21%
Replacement Vehicles	N/A	2	4	0	2	10
Expansion Vehicles	N/A	0	1	2	0	0

Staffing is essential to keep transit moving in RMWB. While the number of operators is adequate to provide the service, the introduction of additional staff roles is necessary to support the recommendations of the Plan. **Table 13** outlines forecast staffing levels by the end of Phase 5 of the Plan.

Table 13: Staffing Requirements

	Base	Phase 5
Conventional Revenue Service Hours	97,500	104,000
Total Vehicles (Conventional & Demand Responsive)	84	62
Operators (Conventional & Demand Responsive)	93	93
Operators per Vehicle	1.1	1.5
Other Transportation Operations (includes scheduling, dispatch, radio control, supervision)	16	18-20
Vehicle Mechanics	N/A	N/A
Other Vehicle Maintenance and Servicing (includes storage and supervision)	19	19
General and Administration (includes GM's office, planning, marketing, HR, finance, etc.)	7	8
TOTAL	135	138-140

5.3

Paying For It

The Plan is not possible without funding and investment for transit. The new transit funding commitments of several millions of dollars over the next decade by the federal, provincial, and local governments are necessary to make the Plan happen.

Table 14 presents the financial forecasts, and shows the financial performance indicators for the Plan. Note that numbers in the table are rounded and, therefore, may not calculate directly to the indicators in **Table 15**.

The numbers in the table are based on the projected operating costs of each of the actions discussed in **Section 4** and the performance outlined in **Table 10**.

Table 14: Operating Financial Forecast

	Base	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Revenue	\$1,545,000	\$1,440,000	\$1,785,000	\$1,785,000	\$2,025,000	\$2,025,000
Operating Costs	\$21,250,000	\$21,960,000	\$22,470,000	\$22,080,000	\$23,105,000	\$23,105,000
Net Annual Operating Cost	\$19,705,000	\$20,520,000	\$20,685,000	\$20,295,000	\$21,080,000	\$21,080,000

Table 15: Financial Performance Indicators

	Base	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Revenue/Cost Ratio	7.3%	6.6%	7.9%	8.1%	8.8%	8.8%
Net Operating Cost/Passenger	\$12.60	\$16.84	\$12.90	\$10.76	\$10.36	\$9.85
Rides/Capita	20.8	16.2	21.4	25.2	27.1	28.5
Rides/Service Hour	16.0	12.3	15.8	18.9	19.5	20.5

5.3.1

Revenue / Cost Ratio and Fare Increases

While the Plan's improved network and services are expected to increase ridership, the R/C ratio is forecast to remain below average. In order to improve the cost recovery of the transit system, many of the Plan's recommendations work both to streamline operations and improve policy, thereby reducing costs. Additionally, it is recommended that RMWB increase fares for most passengers (see **Section 4.5.2**).

To better understand the impacts of fare increases on RMWB Transit's R/C ratio, two different scenarios were modeled. The first scenario sees fares increase to \$2.00 for full fare paying riders by Phase Three, with fares transitioning to \$1.75 in Phase Two. The second scenario continues these increases to \$2.25 in Phase Four, and \$2.50 in Phase Five. The results of these scenarios, and the baseline \$1.50 fare scenario (detailed in **Table 14** and **Table 15**) are presented in **Figure 15**.

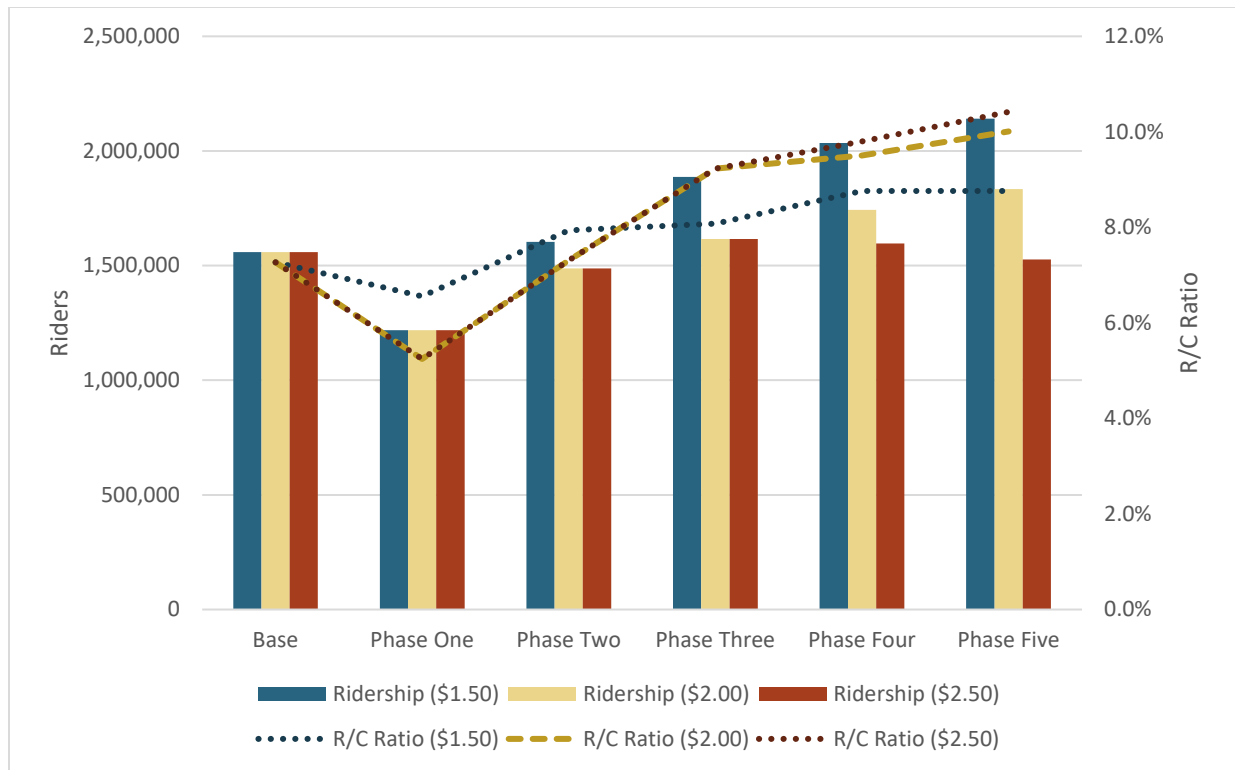


Figure 15: Fare Increase Scenarios

As a result of the increased fares, ridership in the two scenarios is lower than if fares were maintained at their current rate. However, the additional revenue generated by the higher fares does result in a higher R/C ratio of 10.0% and 10.4% for the \$2.00 and \$2.50 scenarios, respectively. While these increases do more than double the Base R/C ratio (4.9%), they highlight that significant improvements to the ratio also require a reduction to operating costs. As detailed in **Appendix A**, Wood Buffalo's labour costs are significantly higher than peer transit systems, and these are likely to keep the R/C ratio low for the foreseeable future.

6.0

Conclusion

RMWB Transit has long played an important role in getting people where they need to go. Through much evolution over the years, the system has reached a point where it needs an update in to keep the Region moving effectively and efficiently.

The Transit Master Plan is a practical tool to update and streamline Wood Buffalo's transit network, services, and operations to provide a solid foundation for future growth. The recommendations in this report will result in an overhaul of RMWB Transit's system and service offerings. The intention of this Plan is to lead RMWB Transit in a direction that is passenger-focused, offers transit service on par with the expectations of modern mobility, and allows it to serve the community effectively and efficiently into the future.

6.1

Next Steps

Following the approval of this report by the Regional Municipality of Wood Buffalo Council, RMWB Transit will proceed to implement this Plan's recommendations in accordance with the schedule shown in **Section 0**, and Implementation Plan detailed in **Appendix H**. Any new budget requirements would be considered in the RMWB's regular budget process. Service changes will be implemented as outlined in the Master Plan.

As RMWB Transit prepares to implement the various elements of the Plan, additional consultations will be required for individual route changes. It is recommended that this Plan be reviewed throughout its implementation to ensure that the recommendations still align with community sentiments, and updates to the Official Community Plan and the Transportation Master Plan.

As the plan is implemented and in conjunction with community feedback and other approved plans transit services and the RMWB should continue to explore the areas of park and ride, bus rapid transit, and regional integration through the use of transit nodes tied to area development plans which will provide more enhanced services to all the residents and business.

As future infrastructure is planned and developed, the need to enhance the facilities to have enclosed capacity to increase security for all should be part of the development plan. As this plan only references the needs for enhanced security without the specific recommendation of the elements of terminal designs it would be difficult to go beyond the mention of the location and needs to incorporate more security measures.



REGIONAL MUNICIPALITY OF WOOD BUFFALO
Transit Master Plan

Appendix A – Peer Review

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1.0

Introduction

1.1

Purpose

The purpose of this document is to compare the Regional Municipality of Wood Buffalo's transit system and its current characteristics, service, and operations to similar transit systems across the country. The purpose is not to identify identical transit systems that Wood Buffalo could mimic entirely. Instead, the purpose is to identify communities with similar characteristics, which are appropriate to compare with Wood Buffalo. Performance data and other relevant information from each community are assessed to determine whether similar approaches to service may be relevant for RMWB. This document will also feed into the preparation of various elements of the Transit Master Plan and be included in the final Transit Master Plan.

1.2

Report Structure

This report is divided into the following sections:

1. **Introduction** – overview of report purpose and structure of document;
2. **Identification of Comparison Communities** – list of peer review group communities and rationale for their inclusion;
3. **System Comparisons** – comparison of general statistics and information, including fares, number of employees, size of fleet, and ridership;
4. **Performance Comparison** – comparison of systems' performance, with a focus on finances, service, and productivity;
5. **Summary of Conventional Service Findings** – discussion of comparison results and conclusions drawn;
6. **Paratransit Comparisons** – comparison of general statistics and information, including fares, ridership, booking, and cancellations;
7. **Paratransit Service Eligibility** – comparison of eligibility criteria for registration as a paratransit rider; and
8. **Summary of Paratransit Service Findings** – discussion of comparison results and conclusions drawn.

2.0 Identification of Comparison Communities

Every community is unique, with its own set of geography, topography, demographics, and culture. These differences affect how transit service is provided in a specific community. In the context of this peer review, these differences can limit the comparison as they can create uncertainty about whether or not a best practice or approach in one community will actually work in another. The purpose of this task was not to identify identical transit systems that Wood Buffalo could mimic entirely. Instead, it is to identify appropriate communities to compare with Wood Buffalo, obtain performance metrics and other information, and assess whether or not those approaches may be relevant for Wood Buffalo.

To identify an appropriate Peer Group for comparison, the 2019 Canadian Urban Transit Association (CUTA) Fact Book was reviewed for several transit systems. 2019 data was used as it was the last full year prior to the COVID-19 pandemic. With different early provincial and local responses to the pandemic, data from 2020 is generally unsuitable for comparison purposes.

The CUTA data groups Wood Buffalo with 28 other communities in the 50,000 to 150,000 population range. Each of these communities was considered and it was determined that not all of the systems listed in the CUTA grouping were appropriate for comparison. Through discussions with the Steering Committee, it was determined that it was important to have additional Alberta examples. Combined with the appropriate communities from the CUTA population group, the following five communities were identified for comparison with Wood Buffalo:

- **Grande Prairie, Alberta** – Grande Prairie is located in western Alberta and experiences a climate similar to Wood Buffalo. It has a service area population that is quite similar; however, its transit system has significantly less ridership than Wood Buffalo. Grande Prairie is currently re-developing its transit system to enhance connectivity and provide improved service.
- **Red Deer, Alberta** – Red Deer is located in central Alberta and serves a population that is 25% larger than Wood Buffalo. It experiences significantly higher ridership but operates a transit system that is similar in size. It has significant university student transit demand. Like Wood Buffalo, Red Deer is also served by rural inter-regional service, operated by a separate entity.
- **Medicine Hat, Alberta** – Medicine Hat is located in eastern Alberta and has a service area population similar in size to Wood Buffalo. However, both its ridership and system size are much smaller in comparison.
- **Sault Ste. Marie, Ontario** – Sault Ste. Marie is a city located in northern Ontario. Its service area population and ridership are very similar to that of Wood Buffalo. However, it operates with a smaller transit system.
- **Prince George, British Columbia** – Served by BC Transit, Prince George is located in the British Columbia interior. Prince George has a service area population much smaller than Wood Buffalo, but its economy is resources-based, and transit ridership numbers that are significantly higher. Like Wood Buffalo, BC Transit also offers rural inter-regional service to Prince George, although it is operated under a separate brand.

3.0

System Comparisons

The following section summarizes general characteristics for each of the transit systems from the chosen peer review group. As articulated in the previous section, all statistics are for 2019 as this represents the latest annualized data prior to the COVID-19 pandemic.

3.1

General Statistics

Table 1 presents the system highlights for RMWB Transit and its peer group systems.

Table 1: General System Information by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Municipal Population	75,615	91,391	101,002	62,935	73,300	58,874
Service Area Population	75,615	78,438	101,002	62,935	69,900	58,874
Service Area Size (km²)	59.9	168.8	107.1	41.4	223.5	318.3
Service Provided by	Municipal Department	Municipal Department	Municipal Department	Municipal Department	Municipal Department	BC Transit
Ridership (revenue passengers)	1,558,368	435,977	2,644,412	752,322	1,894,611	2,276,867
Rides per Capita	20.6	5.6	26.2	12.0	27.1	38.7
Total Operating Revenue	\$1,544,749	\$975,179	\$5,360,818	\$907,725	\$2,695,691	\$2,409,150
Total Direct Operating Expenses	\$21,628,267	\$5,317,744	\$16,562,630	\$5,975,775	\$8,862,415	\$7,375,598
Peak Period Buses	46	15	43	11	18	21

As seen in **Table 1**, Red Deer has the largest service area population and experiences the largest ridership per capita in comparison with the other systems. Out of this peer group, Grande Prairie has the second largest population, but experiences the lowest ridership per capita. With the highest ridership it is unsurprising that Red Deer Transit has the largest operating revenue. Wood Buffalo has the largest operating expenses and one of the lowest operating revenue out of the peer group. Wood Buffalo experiences a ridership per capita that is average amongst its peers. The transit systems in Grande Prairie and Medicine Hat operate on a smaller scale with a rough correlation between service area population, ridership, operating revenue, and operating expenses.

3.2 Transit Network Structure

This section provides a general overview of the transit network structure of each of the peer group systems. A summary is provided in **Table 2**.

Table 2: Transit Network Structure

System	Number of Routes	Route Structure	Urban / Rural
Wood Buffalo	16	Fixed route – Multi-hub	Urban and Rural
Grand Prairie	6	Fixed route – Radial – 2 hubs	Urban
Red Deer	12	Fixed route – Multi-hub	Urban
Medicine Hat	8	Fixed route – Radial	Urban
Sault Ste. Marie	7	Fixed route – Radial	Urban
Prince George	14	Fixed route – Multi-hub	Urban

3.2.1 Wood Buffalo

RMWB Transit provides service through 16 fixed routes within Fort McMurray. The network is designed with a multi-hub structure. Rural inter-regional service is also offered to connect various communities within the Regional Municipality. In addition to fixed route services, RMWB Transit operates an addition 26 school special services within Fort McMurray during the school year.

3.2.2 Grande Prairie

Grande Prairie Transit utilizes a radial system network. Four of the six fixed routes offered by Grande Prairie terminate or travel through the downtown. The system does not offer any inter-regional transit services. The community is currently considering significant changes to its transit network to enhance connectivity and provide improved service. All routes in the new system will meet/transfer in downtown Grande Prairie. On-Demand service will also be implemented in select neighbourhoods.

3.2.3 Red Deer

Red Deer Transit offers service through 12 regular transit routes. Red Deer employs a radial transit system network, with three transit hubs located strategically throughout the City. Bus Rapid Transit runs north-south through Red Deer, connecting the three hubs. Inter-regional service is provided between Blackfalds and Red Deer. Rural services are operated independently by Blackfalds On-demand Local Transit (BOLT) and, as such, are not reported on by Red Deer Transit.

3.2.4 Medicine Hat

Like its peers, Medicine Hat also utilizes a radial transit system network. The majority of the 8 regular transit routes, terminate or pass through the downtown terminal. On-Demand service is provided in select neighbourhoods. The system does not offer inter-regional transit.

3.2.5 Sault Ste. Marie

Sault Ste. Marie Transit utilizes a radial system network, where all 7 fixed routes terminate or travel through the downtown. A Community Bus service is also available to everyone, but specifically designed to accommodate seniors and individuals with special needs. Inter-regional transit is not offered by the system.

3.2.6 Prince George

Prince George Transit offers service through 14 regular transit routes. Five transit exchanges are located strategically within the City where multiple routes pass through. Inter-regional service is provided between Burns Lake and Prince George.

3.3 Employee Statistics

Table 3 summarizes the employment statistics of each system in the peer group.

Table 3: Employee Statistics by Transit System

	Wood Buffalo		Grande Prairie		Red Deer		Medicine Hat		Sault Ste. Marie		Prince George	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Operators	93		22	16	75	24	30	7	52		50	
Other Transportation Operations	6		1		9		4		5		2	
Vehicle Mechanics			4						9			
Other Vehicle Maintenance and Servicing	8		2	2	6				1		1	
Plant and Other Maintenance	7				1		4		3			
General and Administration	7		4		7				4	1	3	
TOTAL	121	0	33	18	98	24	38	7	74	1	56	0

All systems did not report part time statistics for 2019 and 2018

As shown in **Table 3**, the municipalities with the largest operating expenses and system size (Wood Buffalo and Red Deer) tend to have significantly more staff in their transit systems than the smaller municipalities. In general, employee statistics are roughly proportional to system size.

Wood Buffalo and Prince George did not report employment of any part-time employees. For the other systems, most employees are full-time, with part-time employees mostly in operator roles. Grande Prairie has the highest percentage of part-time employees, making up just over 35% of its workforce.

Wood Buffalo employs a similar number of staff to Red Deer. This correlates with Wood Buffalo having the largest transit system in terms of number of routes and number of peak period buses.

3.4 Fare Structure

The fare structures of the peer group systems are compared in **Table 4**. Note that for consistency within this report, the fares reported below are those that have been reported for the 2019 CUTA Fact Book. Therefore, the fares below may not reflect the actual fares in effect at the time of reading.

Table 4: 2019 Fare Structures by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
<i>Adult</i>						
Category Description	-	18-59 years old	18-64 years old	18-64 years old	-	-
Adult Cash Fare	\$1.25 ¹	\$3.00	\$2.50	\$3.35	\$2.90	\$2.50
Adult Monthly Pass	\$45.00 ¹	\$69.00	\$72.50	\$70.50	\$67.00	\$60.00
<i>Child</i>						
Category Description	Under 5 years old	Under 5 years old	Under 5 years old	Under 5 years old	Under 12 years old	Under 5 years old
Child Cash Fare	FREE	FREE	FREE	FREE	FREE	FREE
Child Monthly Pass	FREE	FREE	FREE	FREE	FREE	FREE
<i>Student</i>						
Category Description	Students (includes Keyano College)	6-17 years old and Grande Prairie Regional College Students	Valid Student ID	Post-Secondary with Valid College ID	13-18 years old	To GR. 12
Student Cash Fare	\$1.25 ¹	\$2.50	\$2.25	\$3.35	\$2.90	\$2.50
Student Monthly Pass	\$34.25 ¹	\$54.00	\$62.00	\$61.00	\$30.00	\$50.00
<i>Senior</i>						
Category Description	65+ years old	60+ years old	65+ years old	65+ years old	60+ years old	65+ years old
Senior Cash Fare	FREE	\$2.50	\$2.25	\$3.35	\$2.90	\$2.50
Senior Monthly Pass	FREE	\$39.00	\$62.00	\$43.75	\$57.00	\$50.00
<i>U-Pass</i>						
U-Pass System Implemented?	No	No	Yes	No	Yes	Yes

¹ Wood Buffalo fares have subsequently increased to \$1.50 for cash and \$41.00 for a pass for students

Generally, as seen in **Table 3**, the peer group systems differ in adult cash fares. Medicine Hat has the highest fare at \$3.35. Wood Buffalo has the lowest fare at \$1.25, which is half as expensive as the next-cheapest systems (Red Deer and Prince George), and only 37% of the cost of a fare in Medicine Hat.

Grande Prairie and Red Deer offer discounted cash fares for students. Red Deer and Medicine Hat have the most expensive monthly adult pass out of the six systems, with Wood Buffalo having the least expensive.

All of the transit systems have free fares for children under five. Sault Ste. Marie extends free fares for children up to 12 years in age. Wood Buffalo offers free transit service to seniors. All other systems offer discounted monthly passes for seniors. Red Deer, Sault Ste. Marie, and Prince George have a U-Pass system implemented to encourage post-secondary student transit use.

3.5 Fleet

Table 5 summarizes the peak and total numbers of buses for each transit system in the peer group. Note that these totals include conventional buses of varying size. Typical bus sizes included in these totals are 30 foot, 40 foot, 60 foot articulated and double deck.

Table 5: Total and Peak Buses by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Total Buses	84 ¹	25	63	16	28	31
Peak Buses	46	15	43	11	18	21
Spare Ratio	0.45	0.40	0.32	0.31	0.36	0.32

¹ RMWB Transit's fleet has subsequently decreased to 76 buses

Typically, as seen in **Table 5**, the number of total and peak buses is directly correlated to the transit system size. As such, Wood Buffalo has the most buses on the road at any given time while Grande Prairie and Medicine Hat have the fewest number of buses. Wood Buffalo has the highest spare ratio (i.e. percentage of unused vehicle operated during peak service periods).

3.6 Operating Metrics

Table 6 compares the peer group systems by operating metrics: revenue vehicle kilometres, revenue vehicle hours, and paid employee hours.

Table 6: Operating Metrics by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
<i>Vehicle Kilometres</i>						
Revenue Vehicle Kilometres	1,551,392	878,124	3,725,000	1,190,038	1,952,647	1,543,329
Total Vehicle Kilometres	1,772,388	878,124	3,725,000	1,190,038	1,991,915	1,543,329

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
<i>Vehicle Hours</i>						
Revenue Vehicle Hours	88,840	42,187	140,413	53,000	81,799	67,995
Auxiliary Revenue Vehicle Hours	-	-	-	730	343	-
Total Vehicle Hours	97,237	42,187	157,027	53,000	83,282	67,995
<i>Paid Hours</i>						
Operator Paid Hours	195,520 ¹	-	199,342	76,960	-	-
Total Employee Paid Hours	267,020	-	255,708	96,980	-	-

¹ The most recent paid hours reported to CUTA for Wood Buffalo and Medicine Hat are for 2018. All other systems are 2019 figures.

As with most parameters, total vehicle hours and total employee paid hours are roughly proportional to system size. Wood Buffalo and Red Deer incur the most vehicle hours and employee paid hours due to their large relative system size. Vehicle mechanic hours have not been separately-reported by any system.

3.7 Passenger Data

Table 7 compares the passenger service by transit system peer group systems and CUTA fare categories.

Table 7: Passenger Data by Transit System

	Wood Buffalo	Grande Prairie	Red Deer ¹	Medicine ² Hat	Sault Ste. ³ Marie	Prince ⁴ George
Adult Passenger Trips	587,119	254,012	1,008,035	-	-	-
<i>Discounted Fare Trips</i>						
Child Passenger Trips	-	87,737	107,207	-	-	-
Student Passenger Trips	843,770	51,143	1,150,504	-	-	-
Senior Passenger Trips	-	43,085	99,300	-	-	-
Total Concession Fare Trips	971,249 ⁵	181,965	1,636,377	-	-	-
<i>Regular vs. Auxiliary Service</i>						
Regular Service Ridership	1,558,368	435,977	2,644,412	752,322	1,894,611	2,276,867
Auxiliary Service Passenger Trips ⁶	-	19,787	3,129	660,000	3,547	-

¹ Red Deer auxiliary service passenger trip was last reported to CUTA in 2018; all other systems are 2019

² Medicine Hat does not report adult passenger trips and concession fare trips

³ Sault Ste. Marie does not report adult passenger trips and concession fare trips

⁴ Prince George does not provide a breakdown of passenger data to CUTA

⁵ Total Concession figure includes Senior and Child trips, although these were not separately-reported

⁶ Auxiliary Services are trips operated beyond regular scheduled services, such as charters.

As seen in **Table 7**, Wood Buffalo and Red Deer have more annual student passenger trips than regular adult fare trips. Grande Prairie experiences fewer concession fare than regular adult fare trips annually. Medicine Hat, Sault Ste. Marie, and Prince George do not report a breakdown of concession fare trips. All systems had auxiliary service passenger trips, aside from Wood Buffalo and Prince George.

3.8 Operating Expenses

Table 8 summarizes the annual operating expenses of each system in the peer group.

Table 8: Operating Expenses by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Transportation Operations Expenses	\$16,325,492	\$3,173,540	\$9,408,949	\$2,792,826	\$4,682,638	\$7,375,598
Fuel/Energy Expenses for Vehicles	\$1,959,881	\$556,554	\$1,127,764	\$510,346	\$1,150,575	\$1,077,000
Vehicle Maintenance Expenses	\$2,757,398	\$1,470,464	\$3,475,151	\$1,997,832	\$1,705,671	\$963,000
General, Administration & Plant Maintenance Expenses	\$585,496	\$117,186	\$2,551,766	\$671,870	\$1,323,531	\$11,000
Total Direct Operating Expenses¹	\$21,628,267	\$5,317,744	\$16,563,630	\$5,975,775	\$8,862,415	\$9,426,598
Debt Service Payment	-	-	-	-	-	-
Total Operating Expenses²	\$21,628,267	\$6,074,319	\$20,321,103	\$5,975,775	\$8,862,415	\$9,426,598

¹ Sum of all direct operating expenses, including operation, fuel/energy, maintenances, and general/administration expenses

² Sum of direct and auxiliary operating expenses (the latter of which is not reported in this table but includes Inter-city Charters, Cross-boundary Service to Adjacent Municipalities, Rental / Lease Charges, Debt Service Payments, etc.)

In general, the total expenses are correlated to system size and annual ridership. The breakdown of expense type is roughly equally proportional to the total expenses for most of the systems.

Wood Buffalo has the largest total operating expense with Red Deer having the second largest. The size of Wood Buffalo's transit staff and transit fleet contribute to it having the highest transportation operations expenses. Additionally, the relatively high hourly cost of Wood Buffalo's staff (see **4.3 Productivity Performance**) is a key driver for its high overall operations expenses. All other peer systems have roughly similar operating expenses to each other. Wood Buffalo is on par with most peer systems in terms of the relative size of its General, Administration & Plant Maintenance expenses (excluding the much larger system in Red Deer).

3.9

Operating Revenues and Other Funding Contributions

Table 9 compares the annual operating expenses and funding contributions among the peer systems.

Table 9: Operating Revenues and Other Funding Contributions by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
<i>Revenues</i>						
Regular Service Passenger Revenues	\$1,400,389	\$796,522	\$5,345,555	\$907,725	\$2,595,351	\$2,409,150
Total Operating Revenues ¹	\$1,544,749	\$975,179	\$5,840,380	\$907,725	\$2,695,691	\$2,409,150
Total Revenues²	\$1,544,749	\$1,265,691	\$5,840,380	\$907,725	\$2,695,691	\$2,409,150
<i>Costs</i>						
Net Operating Cost ³	\$20,083,518	\$4,808,628	\$14,480,723	\$5,068,050	\$6,166,724	\$4,966,448
<i>Funding Contributions</i>						
Provincial Contribution	\$0	\$0	\$0	\$0	\$779,949	\$3,443,667
Municipal Contribution	\$20,083,518	\$4,808,628	\$14,480,723	\$5,068,050	\$5,386,775	\$1,522,782
TOTAL Contributions	\$20,083,518	\$4,808,628	\$14,480,723	\$5,068,050	\$6,166,724	\$4,966,449
Contribution per Capita	\$265.60	\$61.30	\$143.37	\$80.53	\$88.22	\$84.36

¹ Sum of passenger and other operating revenues (the latter of which includes School Contracts, Local Charters, Advertising, Parking Lot Revenues, etc.)

² Sum of operating and non-operating revenues (the latter of which includes Passenger Revenues from Cross-boundary Services to Adjacent Municipalities, Other Revenues from Cross-boundary Services to Adjacent Municipalities, Inter-city Charters, Non-Transit Revenue, etc.)

³ Difference between Total Operating Expenses and Total Revenues

Wood Buffalo has the highest net operating cost and one of the lowest annual revenues. Its relative low revenue can likely be attributed to its low fares and free fares for seniors. As expected, Red Deer has the largest annual revenue, due to having the highest ridership of the reviewed systems. The other systems have annual total revenues that are roughly proportional to their size and ridership.

Wood Buffalo receives the highest municipal operating contributions per capita. Sault Ste. Marie and Prince George both receive provincial operating contributions, although they are located outside of Alberta. None of the peer review systems receive federal funding.

4.0

Performance Comparison

The following section focuses on comparing the financial performance, service, and productivity of the systems in the peer group.

4.1

Financial Performance

Table 10 compares the financial performance of the transit systems in the peer group.

Table 10: Financial Performance Indicators by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
<i>Financial</i>						
Cost Recovery – Total Operating Revenue/Total Direct Operating Expenses (R/C Ratio)	7%	18%	35%	15%	30%	33%
Municipal Operating Contribution/Capita¹	\$392.82	\$61.30	\$143.37	\$80.53	\$77.06	\$25.87
Net Direct Operating Cost/Regular Service Passenger	\$19.06	\$9.96	\$4.06	\$6.74	\$3.25	\$2.18
<i>Average Fare²</i>						
Regular Service Passenger Revenue/Regular Service Passengers	\$0.90	\$1.83	\$2.02	\$1.21	\$1.37	\$1.06
<i>Cost Effectiveness³</i>						
Total Direct Operating Expenses/Regular Service Passengers	\$20.05	\$12.20	\$6.26	\$7.94	\$4.68	\$3.24
<i>Cost Efficiency⁴</i>						
Total Direct and Auxiliary Operating Expenses/Total Vehicle Hours	\$243.45	\$126.05	\$105.48	\$112.75	\$106.41	\$108.47

¹ Amount of transit operational funding provided by the municipality per person in the community.

² Average revenue collected every time a passenger boards a bus. This is less than the published fare for several reasons, such as passengers travelling with discount passes, and passengers transferring to another bus within 90 minutes can board without buying a second fare.

³ Operating cost per passenger boarding

⁴ Cost of providing one hour of transit service on a single route

The financial performance comparison of the peer group shows that Wood Buffalo has a significantly lower cost recovery and higher municipal operating contribution per capita than the peer group. This is almost 15x more than Prince George, which has the lowest municipal contribution per capita. Red Deer has the best cost recovery, while Prince George has the lowest net direct operating cost per passenger and is also the most cost-efficient system.

There are several factors that explain the low cost recovery for Wood Buffalo. The first is the low average fare, which results in low passenger revenue (See **Table 9**). Additionally, Alberta systems do not receive regular provincial funding whereas this is commonplace in other provinces, including Ontario and British Columbia.

The biggest factor is the high Total Operating Expenses. Net Direct Operating Costs per passenger are almost two times greater for RMWB Transit than the next highest system (Grande Prairie). Similarly, Operating Expenses per Vehicle Hour are also almost two times greater than the next highest system.

Table 11 breaks down costs per Revenue Vehicle Hour. Wood Buffalo's significantly higher operations expenses are likely do to the higher cost of labour compared to other systems (see 4.3 Productivity Performance).

Table 11: Performance Analysis per Revenue Vehicle Hour Provided by Each Transit System

	Wood Buffalo ¹	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Transportation Operations Expenses/Revenue Vehicle Hour	\$183.76	\$75.23	\$59.92	\$52.69	\$57.25	\$108.47
Fuel/Energy Expenses for Vehicles/Revenue Vehicle Hour	\$22.06	\$13.19	\$7.18	\$9.63	\$14.07	\$15.84
Vehicle Maintenance Expenses/Revenue Vehicle Hour	\$31.04	\$34.86	\$22.13	\$37.69	\$20.85	\$14.16
Plant Maintenance Expenses/Revenue Vehicle Hour	\$6.59 ²	\$1.67	\$4.14	\$3.28	\$8.73	\$0.16
General/Administration Expenses/Revenue Vehicle Hour	- ²	\$1.11	\$12.22	\$9.39	\$7.45	-
Total Direct Operating Expenses/Revenue Vehicle Hour	\$243.45	\$126.05	\$105.48	\$112.75	\$108.34	\$108.47

¹ Wood Buffalo and Medicine Hat Vehicle Maintenance and Plant Maintenance expenses were last reported to CUTA in 2018; all other systems are 2019 figures.

² Wood Buffalo did not report separate General/Administration Expenses, but these costs are captured in the Plant Maintenance Expenses category.

4.2 Service Performance

Table 12 compares the service utilized by passengers and provided by the transit systems in the peer group.

Table 12: Service Performance Indicators by Transit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Service Utilization						

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Regular Service Passengers/Capita¹	20.6	5.6	26.2	12.0	27.1	38.7
Regular Service Passengers/Revenue Vehicle Hour²	17.5	10.3	18.2	14.2	23.2	33.5
<i>Amount of Service</i>						
Regular Vehicle Hours/Capita³	1.2	0.5	1.4	0.8	1.2	1.2
<i>Average Speed</i>						
Revenue Vehicle Kilometres/ Revenue Vehicle Hours⁴	9.36	20.82	26.53	22.25	23.87	22.70

¹ Number of annual passenger boardings per person in the community served by the transit system.

² Number of passenger boardings per hour of transit service provided.

³ Amount of transit service (measured in hours that a single bus is operating) per person per year.

⁴ Average speed of transit service based on number of kilometres provided compared to number of hours operated.

Passengers per capita is a measure of the market penetration, and represents the average number of boardings made per person each year. Wood Buffalo is in the middle of the peer group, which is good considering the large proportion of the population that works in the Oil Sands and cannot use RMWB Transit for work. The systems with the highest ridership per capita (Sault Ste. Marie and Prince George) tend to have high student populations and encourage student ridership with a U-Pass.

Regular Service Passengers per Revenue Vehicle Hour is a key measure of the effectiveness of service. In this regard, Wood Buffalo is in the lower half of the peer group. Additionally, the amount of service provided is on par with the rest of the peer group (although lower than Red Deer). This is an indication that the current system does not deploy its service hours as effectively as some of its peers. However, it should be noted that the systems with higher utilization feature large post-secondary student populations that are generally good users of transit.

4.3 Productivity Performance

Table 13 compares the labour productivity of the transit systems in the peer group and the top wage rates paid to their employees.

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George ¹
<i>Labour Productivity²</i>						
All Revenue Vehicle Hours/ Operator Paid Hours	0.45 ³	-	0.70	0.74 ⁴	-	-
<i>Top Wage Rates</i>						
Operators	\$46.62	\$34.63	\$30.60	\$29.65 ⁴	\$27.16	-
Mechanics	-	\$47.53	\$42.85	-	\$30.26	-

Table 13: Service Productivity Indicators by Transit System

¹ Prince George does not report service indicators statistics

² A measure of how productive operator time is by comparing how many hours are paid to how many hours are operated in service. Higher numbers indicate more productive systems, with less non-service hours being paid to operators.

³ Wood Buffalo labour productivity was last reported to CUTA in 2018

⁴ Medicine Hat labour productivity and operator wage rates were last reported to CUTA in 2018

Red Deer and Medicine Hat experience the highest levels of labour productivity. Wood Buffalo experiences the lowest level of labour productivity in the peer group, indicating that they have a higher number of operator hours that are spent not providing transit services. This could be due to a combination of factors, such as requirements of the bargaining agreement, a high proportion of short peak-period-only trips (requires a driver to operate just a single trip, but still be paid a minimum shift time), or an inefficient garage location (requires buses to drive a long way empty to start and end their services).

Exacerbating other cost pressures, Wood Buffalo offers the highest top wage rates to operators, while Grande Prairie offers the highest top wage rates to mechanics (although no mechanic wage rate was provided for Wood Buffalo). Based on the top operator wage in Wood Buffalo being 34% higher than the closest peer system (Grande Prairie), it is reasonable to assume that Wood Buffalo's mechanics wages are also higher than average in the peer group. Driven by competition for similar jobs from the oil sands industry, RMWB Transit is likely to bear higher than average staff costs for the foreseeable future.

5.0 Summary of Conventional Service Findings

This section summarizes the conclusions of the previous sections as they apply to Wood Buffalo conventional service specifically.

Overall, compared to its peers, Wood Buffalo is generally on par with the peer systems. The key differences relate to revenues and expenses, which are lower and higher than most peers, respectively. As detailed in **4.1 Financial Performance**, Wood Buffalo ranks last among its peers in cost effectiveness and cost efficiency. This is largely a result of its very low fares (see **3.4 Fare Structure**) and high staffing costs (see **4.3 Productivity Performance**). Despite these challenges, it operates the largest transit system (routes, peak buses, number of employees, etc.). A summary of Wood Buffalo's performance against key peer attributes is below.

Below Peer Average:

- Total operating revenues;
- Passenger revenue per passenger;
- Highest operating expense per passenger (cost effectiveness);
- Highest operating expense per vehicle hour (cost efficiency);
- Lowest average speed of transit system; and
- Labour productivity.

Similar to Peer Average:

- Predominantly radial network design;
- Passengers per capita (service utilization); and
- Vehicle hours per capita (amount of service).

Above Peer Average:

- Number of fixed routes;
- Number of peak and total buses;
- Total number of employees per service hour;
- Less expensive cash fares for all riders;
- Less expensive *Adult* and *Student* monthly passes;
- Free ridership for Seniors; and
- Operator wage rates.

6.0

Paratransit Comparisons

The following section summarizes general characteristics for each of the transit systems from the chosen peer review group. With the exception of Grande Prairie, all statistics are for 2019, as this represents the latest CUTA Specialized Transit Fact Book annualized data prior to the COVID-19 pandemic. Statistics for Grande Prairie are from 2018.

6.1

General Statistics

Table 14 presents the system highlights for Wood Buffalo Paratransit and its peer group paratransit systems in terms of population served, operators, hours of service, booking notice, and vehicles.

Table 14: General System Information by Paratransit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George ¹
<i>Population</i>						
Population Served	81,948	69,008	101,002	63,260	69,900	69,084
<i>Operators</i>						
Dedicated Service	Transit System/ Municipality	Private Non-Profit Organization	Transit System/ Municipality	Transit System/ Municipality	Transit System/ Municipality	Private Contractor(s)
Non-Dedicated Service	-	-	Taxi	-	Taxi	-
<i>Hours of Service</i>						
Weekdays (M-W)	07:30 – 19:30	07:30 – 22:30	06:30 – 23:00	06:45 – 22:45	06:00 – 00:00	07:30 – 17:00
Thursdays	07:30 – 22:00	07:30 – 22:30	06:30 – 23:00	06:45 – 22:45	06:00 – 00:00	07:30 – 22:00
Fridays	07:30 – 19:30	07:30 – 22:30	06:30 – 23:00	07:30 – 19:30	06:00 – 00:00	07:30 – 17:00
Saturdays	08:30 – 17:30	07:30 – 22:30	06:30 – 23:00	06:45 – 22:45	06:15 – 00:00	09:30 – 17:30
Sundays	08:30 – 17:30	08:30 – 21:30	08:00 – 17:30	08:15 – 19:15	07:15 – 00:00	09:30 – 17:30
Holidays	10:00 – 17:30	08:30 – 21:30	08:00 – 17:30	10:15 – 18:15	06:15 – 00:00	N/A
<i>Booking Notice</i>						
Advance Booking	14 days	7 days	14 days	14 days	14 days	14 days
Minimum Notice	24 hours	48 hours	2 hours	12 hours	24 hours	-
<i>Vehicles</i>						
Vehicles	10 buses	9 buses	23 buses	13 buses	11 buses	-
Average wheelchair capacity	4	4	4	3	5	-
Average ambulatory capacity	12	12	7	6	5	-

¹ Prince George does not report vehicle statistics.

Wood Buffalo Paratransit Service is similar to the other peer group systems based on the metrics in **Table 14**. Hours of service are generally comparable across all systems. Wood Buffalo's maximum advance booking period of 14 days is in line with most of the peer systems, with the exception of Grande Prairie, which only allows bookings 7 days in advance.

6.2 Fare Structure

Table 15 compares the fare structures of the peer group paratransit systems. Not all fare categories apply to each system. Note that for consistency within this report, the fares reported below are those that have been reported for the CUTA 2019 Specialized Transit Fact Book. Therefore, the fares below may not reflect the actual fares in effect at the time of reading.

Table 15: 2019 Fare Structures by Paratransit System

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
<i>Adult</i>						
Category Description	-	18-59 years old	18-64 year old	18-64 year old	-	-
Adult Cash Fare	\$1.25 ¹	\$3.00	\$3.00	\$2.00	\$3.00	\$2.50
Adult Monthly Pass	N/A	\$69.00	-	\$70.50	\$67.00	-
<i>Child</i>						
Category Description	Under 5 years old	Under 5 years old	Under 5 years old	Under 6 years old	12 years old or under (with an adult)	Under 5 years old
Child Cash Fare	N/A	FREE	\$3.00	FREE	FREE	FREE
Child Monthly Pass	N/A	N/A	-	FREE	FREE	FREE
<i>Student</i>						
Category Description	-	-	-	-	-	-
Student Cash Fare	\$1.25	\$2.50	\$3.00	\$2.00	\$3.00	\$2.50
Student Monthly Pass	-	\$54.00	-	\$61.00	-	-
<i>Senior</i>						
Category Description	65+ years old	60+ years old	65+ years old	65+ years old	60+ years old	65+ years old
Senior Cash Fare	1.25	\$2.50	\$3.00	\$2.00	\$3.00	\$2.50
Senior Monthly Pass	N/A	\$39.00	-	\$43.75	\$57.00	-

¹ Wood Buffalo fares have subsequently increased to \$1.50 for cash.

For Wood Buffalo, as for most paratransit systems, the fare structure is identical to the fare structure for conventional transit service. The primary difference in fares between SMART Bus and conventional service is that seniors over the age of 65 receive free transit on the conventional system but pay a regular fare on SMART Bus. Furthermore, monthly passes are not available for SMART Bus passengers; instead, 10- and 20-ride passes can be purchased.

6.3 Passenger Data

Table 16 compares the passenger service by paratransit system, broken down by active registrants (people who are registered and actively use the paratransit system), dedicated service (service provided by a dedicated paratransit vehicle) ridership, and non-dedicated service (service provided by a vehicle that may provide other services, like a taxi) ridership.

Table 16: Passenger Data by Paratransit System

	Wood¹ Buffalo	Grande² Prairie	Red Deer	Medicine³ Hat	Sault Ste. Marie	Prince⁴ George
<i>Active Registrants</i>						
Ambulatory	251	-	678	-	194	-
Non-Ambulatory	101	-	540	-	341	-
Total	352 ⁵	-	1,218	-	535	-
Registrants per 100,000 people	430	-	1,206	-	765	-
<i>Dedicated Service Ridership</i>						
Ambulatory	12,983	-	44,630	44,700	10,545	-
Non-Ambulatory	2,722	-	34,070	17,990	18,889	-
Total	15,705	-	78,700	62,290	29,434	67,555
Attendants & Companions	3,844	-	20,245	7,102	2,194	-
<i>Non-Dedicated Service Ridership</i>						
Ambulatory	-	-	866	-	12,088	-
Non-Ambulatory	-	-	369	-	2,106	-
Total	-	-	1,235	-	14,194	23,401
Attendants & Companions	-	-	169	-	-	-
<i>Total Ridership</i>						
Ambulatory	12,983	-	45,496	44,700	22,633	-
Non-Ambulatory	2,722	-	34,439	17,990	20,995	-
Support Persons	3,844	-	20,414	7,102	2,194	-
Total Trips	19,549	-	100,349	69,792	45,822	90,956

¹Wood Buffalo does not provide non-dedicated service.

²Grande Prairie does not report passenger data.

³Medicine Hat does not provide non-dedicated service.

⁴Prince George does not report active registrants and does not separate ambulatory and non-ambulatory passengers.

⁵Registrations have increased to 430 in 2022.

Ridership is split between ambulatory passengers, non-ambulatory passengers, and attendants.

As seen in the **Table 16**, Red Deer has the highest number of registrants per 100,000 people. Conversely, Wood Buffalo has the lowest number of registrants per 100,000 people. This may be due to Wood Buffalo's unique demographics and role as an industry hub, with a lower proportion of seniors and qualified passengers in the municipality. Similarly, Red Deer has the highest ridership in the peer group and Wood Buffalo has the lowest.

6.4 Trip Booking and Cancellation

Table 17 presents details on the booking and cancellation of trips for Wood Buffalo Paratransit Service and its peer group paratransit systems.

Table 17: Trip Booking and Cancellation by Paratransit System

	Wood Buffalo	Grande Prairie ¹	Red Deer	Medicine Hat ²	Sault Ste. Marie ³	Prince George ⁴
<i>Passenger Trips by Booking Type</i>						
Subscription/ Pre-Booked	-	-	26,636	24,249	-	-
Reservation	13,516	-	81,365	38,441	-	-
On-Demand/ Day-of	-	-	5,200	-	-	-
Total Trips Requested ⁵	19,549	-	113,201	73,674	-	-
<i>Trips Cancelled</i>						
Cancelled in Advance	-	-	19,367	7,486	9,722	-
Cancelled Late	836	-	-	7,517	67	-
No-Shows	75	-	951	7,073	181	-
Cancelled at Door	91	-	1,235	52	-	-
<i>Trips Cancelled by Percentage</i>						
Cancelled in Advance	-	-	17.1%	10.2%	-	-
Cancelled Late	4.3%	-	-	10.2%	-	-
No-Shows	0.4%	-	0.8%	9.6%	-	-
Cancelled at Door	0.5%	-	1.1%	0.1%	-	-

¹ Grande Prairie does not report cancellation and booking details.

² Medicine Hat did not report trips cancelled at door for 2019, 2018 data shown instead.

³ Sault Ste. Marie does not report eligible passenger trips by booking type, so the related indicators cannot be calculated.

⁴ Prince George does not report cancellation and booking details.

⁵ More trips are requested than are provided as not all trip requests can be catered for.

Red Deer and Medicine Hat reported similar numbers of subscription/pre-booked trips of the peer group system, with Red Deer having a significantly higher amount of individually reserved ("reservation") trips. Wood Buffalo reported the lowest percentage of trip cancellations, possibly because it has fewer trips booked per capita.

6.5 Indicators

Table 18 compares key system indicators between Wood Buffalo Paratransit and the peer systems.

Table 18: Key System Indicators by Paratransit System

	Wood Buffalo	Grande Prairie ¹	Red Deer	Medicine Hat ²	Sault Ste. Marie	Prince George ³
<i>Amount of Service</i>						
Revenue Vehicle Hours per Capita	0.16	0.33 ⁴	0.29	0.34	0.25	0.26
Revenue Vehicle Hours per Registrant	36.3	-	23.9	-	33.3	-
Revenue Vehicle Hours per Trip	0.65	-	0.29	0.30	0.39	0.20
Revenue Vehicle Hours / Total Vehicle Hours	-	-	90.5%	100%	100%	100%
<i>Ridership Metrics (Dedicated Service)</i>						
Rides per Revenue Vehicle Hour	1.53	-	3.36	3.29	2.57	5.07
% Ambulatory Rides	13.9%	-	45.1%	64.0%	33.3%	-
% Non-Ambulatory Rides	69.4%	-	34.4%	25.8%	59.7%	-
% Attendant and Companion Rides	19.7%	-	20.5%	10.2%	7.0%	-
<i>Ridership Metrics (Non-Dedicated Service)</i>						
% Ambulatory Rides	-	-	64.4%	-	85.2%	-
% Non-Ambulatory Rides	-	-	25.9%	-	14.8%	-
% Attendant and Companion Rides	-	-	9.7%	-	-	-
<i>Ridership Metrics (Total Service)</i>						
Rides per Capita	0.24	-	0.99	1.10	0.66	1.32
Rides per Revenue Vehicle Hour	1.53	-	3.41	3.29	- ⁵	5.07
% Ambulatory Rides	13.9%	-	45.3%	64.0%	49.4%	-
% Non-Ambulatory Rides	69.4%	-	34.3%	25.8%	45.8%	-
% Attendant and Companion Rides	19.7%	-	20.4%	10.2%	4.8%	-
<i>Financial Indicators</i>						
Revenue / Cost Ratio	-	-	18.1%	5.6%	5.0%	12.4%

	Wood Buffalo	Grande Prairie ¹	Red Deer	Medicine Hat ²	Sault Ste. Marie	Prince George ³
Net Operating Cost / Capita	\$14.22	-	\$24.50	\$24.27	\$17.56	\$23.72
Net Operating Cost / Hour	\$107.56	-	\$85.09	\$72.34	\$68.97	\$91.37
<i>Registration Indicators</i>						
Trips / Registrant	45.4	-	82.3	-	85.7	-
Registrants / Capita	0.0062	-	0.0121	-	0.0077	-
Registrants / Hour (Dedicated Service)	0.03	-	0.04	-	0.03	-

¹ Grande Prairie does not report key system indicator data

² Medicine Hat does not report number of registrants, so the related indicators cannot be calculated

³ Prince George does not report number of registrants, so the related indicators cannot be calculated

⁴ Grande Prairie's paratransit revenue vehicle hours (22,830) was not officially reported, so this figure was extrapolated based on their listed hours of service

⁵ Sault Ste. Marie does not report revenue vehicle hours for trips using non-dedicated vehicles (eg. taxis), thus this metric could not be calculated

As shown in **Table 18**, Medicine Hat provide the highest amount of service (revenue vehicle hours) per capita and consequently experiences the highest number of rides per capita. Wood Buffalo incurs the least rides per capita. All systems experience a higher percentage of ambulatory rides compared to non-ambulatory rides.

With respect to financial indicators, Red Deer performs well, with the highest revenue / cost ratio. Sault Ste. Marie has the lowest revenue / cost ratio but incurs the lowest net operating cost / hour. Red Deer and Sault Ste. Marie provide the most trips per registrant, almost twice as much as Wood Buffalo.

6.6 Paratransit Service Eligibility

Table 19 explores application and booking processes for the peer paratransit systems.

Table 19: Application and Booking of Paratransit System

Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
<i>How to Apply</i>					
Application by email or by mail <ul style="list-style-type: none"> Signed by qualified health care worker 	Application submitted through email, fax, or by mail <ul style="list-style-type: none"> Signed by qualified health care worker 	Application by mail <ul style="list-style-type: none"> Signed by qualified health care worker 	Application submitted through email, fax, or by mail <ul style="list-style-type: none"> Signed by qualified health care worker 	Application submitted through fax or by mail <ul style="list-style-type: none"> Signed by qualified health care worker 	Application submitted through fax or by mail <ul style="list-style-type: none"> In-person assessment with Mobility Coordinator to discuss transportation options and assess eligibility
<i>How to book</i>					

Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Booking Platform					
Phone call, email	Phone call	Phone call	Casual booking, subscription booking, and charter booking	Phone call and booked with Trapeze Novus via phone, email or text	Phone call
Notice					
<ul style="list-style-type: none"> Can be booked up to 14 days in advance. Bookings must be made at least 24 hours in advance. 	<ul style="list-style-type: none"> Can be booked up to 7 days in advance. Bookings must be made at least 48 hours in advance. 	<ul style="list-style-type: none"> Can be booked up to 14 days in advance. Booking must be made at least 2 hours in advance. 	<ul style="list-style-type: none"> Can be booked up to 14 days in advance. Bookings must be made at least 24 hours in advance. 	<ul style="list-style-type: none"> Can be booked up to 14 days in advance. Bookings must be made at least 24 hours in advance. 	<ul style="list-style-type: none"> Can be booked up to 14 days in advance.
Information Required when booking					
<ul style="list-style-type: none"> Name Daytime telephone numbers The date and time you require a trip Pickup and destination locations Travel with an attendant and/or a mobility aid 		<ul style="list-style-type: none"> Name Any special equipment used Address of the pick-up and drop off Appointment time Time and location for return trip 			<ul style="list-style-type: none"> Name The day, date and time you need to travel Identify if you have an attendant or companion or an assistance animal Pick-up address Drop-off address Appointment time Any special instructions Type of mobility aid
Cancellation Policy					
<ul style="list-style-type: none"> Trips must be cancelled at least 24 hours prior 	<ul style="list-style-type: none"> To cancel trips call dispatch 	<ul style="list-style-type: none"> Trips must be cancelled at least 2 hours prior 		<ul style="list-style-type: none"> Trips must be cancelled at least 1 hour prior 	

Table 20 below summarizes the factors and criteria used to assess eligibility in the paratransit application forms. While each system may have their own eligibility and assessment, it is notable that Ontario systems are required to follow criteria outlined in the Accessibility for Ontarians with Disabilities Act.

Table 20: Assessment Factors in Paratransit Application Form

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Description of mobility aid <ul style="list-style-type: none"> • Cane • Leg brace • Wheelchair • Service Animal • Respirator • Ventilator • Crutches • Prosthesis • Walker • Scooter • Broda Chair 	✓	✓	✓	✓	✓	✓
Communication Impairment	✓	✓	✓	✓		✓
Description of how rider is travelling at the moment <ul style="list-style-type: none"> • Taxi • Family/friends • Own car • Regular public transit bus • Volunteer or staff • Other? 	✓		✓	✓		
Description of why rider is unable to use regular transit (disabilities)	✓	✓	✓	✓	✓	✓
Conditions permanent or temporary	✓	✓	✓	✓	✓	✓
Can the rider recognize landmarks	✓	✓		✓		✓
Can the rider go up or down steps without help	✓	✓	✓	✓		✓
Pick up location and accessibility (can the vehicle access pick up location)			✓			✓

	Wood Buffalo	Grande Prairie	Red Deer	Medicine Hat	Sault Ste. Marie	Prince George
Wait at stop while standing/sitting	✓	✓	✓	✓		✓
Walk/roll 3 city blocks	✓	✓	✓	✓	✓	✓
Can be left alone at home/destination	✓	✓		✓		✓
Vision impairment or legally blind	✓	✓	✓	✓		
Sit or rise without assistance		✓		✓		✓
Assistance of a personal attendant or aide	✓	✓	✓	✓	✓	✓
Dimensions of the wheelchair		✓	✓	✓		✓
Weight of the passenger and wheelchair		✓	✓			✓
Board a low floor bus	✓	✓	✓	✓		

Wood Buffalo's paratransit application form is like the applications used by the peer systems. The form includes the majority of the same assessment factors. Unlike some other systems, the application does not request information about the dimensions and weight of the mobility device used by a passengers (if requested). It is important for specialized transit agencies to be aware of the combined weight of the passenger and mobility device to ensure the safety of the passenger and operator, due to weight limits on vehicle's lift equipment. Recommendations related to changes to the application form can be found in Appendix E (Specialized Transit (SMART Bus)).

7.0 Summary of Paratransit Service Findings

This section summarizes the conclusions of the previous sections as they apply to the Wood Buffalo paratransit service (SMART Bus) specifically.

Overall, compared to its peers, Wood Buffalo's SMART Bus compares favourably to the peer systems. It features lower fares, and sees less trips cancelled, although the service is offered during less hours of the day, has fewer registrants, rides overall, and trips taken by each registrant. A summary of Wood Buffalo's performance against key peer attributes is below.

Below Peer Average:

- Earlier end of service;
- Overall length of service provided;
- Number of registrants per 100,000 people;
- Rides per capita; and
- Trips per registrant.

Similar to Peer Average:

- Start of service;
- Advance booking notice;
- Minimum booking notice;
- Number and type of vehicles in service;
- Breakdown of ambulatory, and attendant and companion ride categories; and
- Comprehensive eligibility criteria and nuanced registrant categories.

Above Peer Average:

- Less expensive cash fares in all categories;
- Percentage of trips cancelled.



REGIONAL MUNICIPALITY OF WOOD BUFFALO

Transit Master Plan

Appendix B – Streetlight Travel Demand Analysis

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1.0

Introduction

Dillon Consulting Limited (Dillon) was retained by the Regional Municipality of Wood Buffalo (RMWB) to prepare the Transit Master Plan (TMP), setting out the foundation for transit service provision in the municipality for the next few years.

RMWB Transit has provided data regarding passenger boardings and station activity for each route; what is missing is information about the “non-transit” users. To identify a future transit market, we need to appreciate the travel demands for all users within Fort McMurray. Additionally, it is understood that travel patterns have been significantly impacted due to COVID-19, and any data collected at this time would not be reflective of peak demands that have been seen in recent years. While it may take time for travel demands to reach the levels that was seen pre-COVID, it is important that our analysis reflect the various possible outcomes.

The following document summarizes the analysis of travel patterns for the Regional Municipality of Wood Buffalo, Alberta, as observed in the outputs of the StreetLight Data transportation analytics tool (detailed below). The observed travel patterns noted in the analysis will help guide the strategic network planning as part of the Plan.

1.1

Streetlight Data Platform

Streetlight Data was used to obtain existing travel data for Fort McMurray to support the TMP.

Streetlight Data is a transportation data analytics platform that mines big data sources (GPS and cellphone tracking data). Streetlight Data collects millions of observations for a large portion of the travelling public from a data stream that is anonymized and aggregated sufficiently to remove any privacy concerns. This provides the analyst with a persistent and high quality set of data that can be queried for any time period for any size of area and with sufficient control to be useful in examining neighbourhood shortcutting and speeding studies, as well as large town- or city-wide issues related to mobility.

The Streetlight data analysis was undertaken using Fall 2019 (September, October, and November) travel demands as this was the most recent pre-COVID19 source of travel demand in and between areas within Fort McMurray. A 12-zone system was established for assessing trip origins and destinations. The zone system is illustrated in **Figure 1**.

The data does not predict potential transit ridership but, rather, provides an overview of personal travel patterns by any mode (not only transit). By demonstrating overall personal travel, schedules can be created and managed to meet peak transportation needs, increasing the potential for an increase in transit ridership.

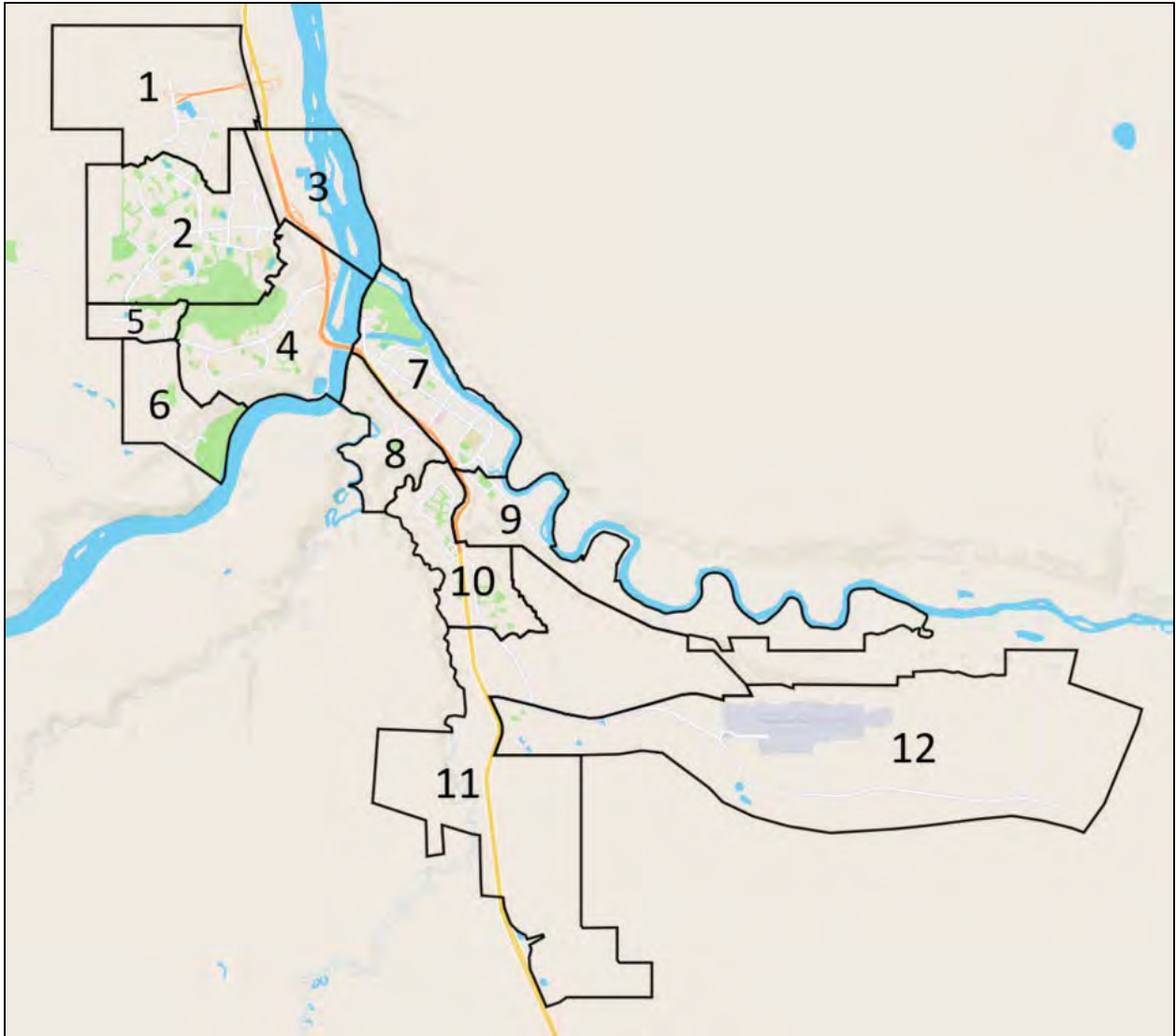


Figure 1: StreetLight Zone System

Table 1 provides a list of zones used for analyzing existing origin-destination travel patterns using the StreetLight Data Platform and their general land use characteristics.

Table 1: Wood Buffalo Traffic Zones Used for StreetLight Analysis

#	Zone	Primary Land Use(s)					Additional Notes
		Res.	Ind.	Com.	Inst.	N.A.	
1	Parsons Creek	✓		✓			
2	Timberlea	✓		✓	✓		
3	TaigaNova		✓	✓			
4	Thickwood	✓		✓	✓		
5	Dickinsfield	✓			✓		
6	Wood Buffalo	✓					

#	Zone	Primary Land Use(s)					Additional Notes
		Res.	Ind.	Com.	Inst.	N.A.	
7	Downtown	✓		✓	✓		
8	Abasand	✓			✓		
9	Waterways & Draper	✓					
10	Beacon Hill & Gregoire	✓		✓	✓		
11	Mackenzie, Saline Creek, Hwy 63 SE, & Hwy 63 SW		✓				
12	Airport Industrial, Saprae Creek, & Saprae Creek Trail Corridor	✓		✓			

A subsequent analysis was performed on Zone 7 (Downtown), which was subdivided into three subzones (see **Figure 2**):

- Zone 7A;
- Zone 7B; and
- Zone 7C.

These subzones were based on the land uses in the Downtown, with 7A being predominantly residential with some office, 7B being predominantly commercial, and 7C containing health, education and some residential. The three subzones are illustrated in **Figure 2**.



Figure 2: StreetLight Zone System of Subdivided Zone 7 (Downtown)

2.0

Demand Analysis

An analysis was undertaken using the Streetlight Data to obtain relevant travel demand data during Fall 2019.

2.1

When Does Wood Buffalo Travel?

Travel demands fluctuate throughout the day and can be significantly different on weekdays compared to weekends. To understand travel demands, it is important to look at travel profiles by time of day and day of the week.

The trip start time profile for daily trips anywhere in Wood Buffalo is illustrated in **Figure 3**. As with other municipalities, Wood Buffalo experiences sharp morning and afternoon peaks. These peaks represent the times when people are generally travelling to and from work and school. It is noted that on average, the weekday travel demand in the PM peak is significantly higher than in the AM peak, and the midday is similar to the AM peak demand. Weekend peaks are during the midday and early afternoon, and are at a similar scale to the Weekday AM peaks.

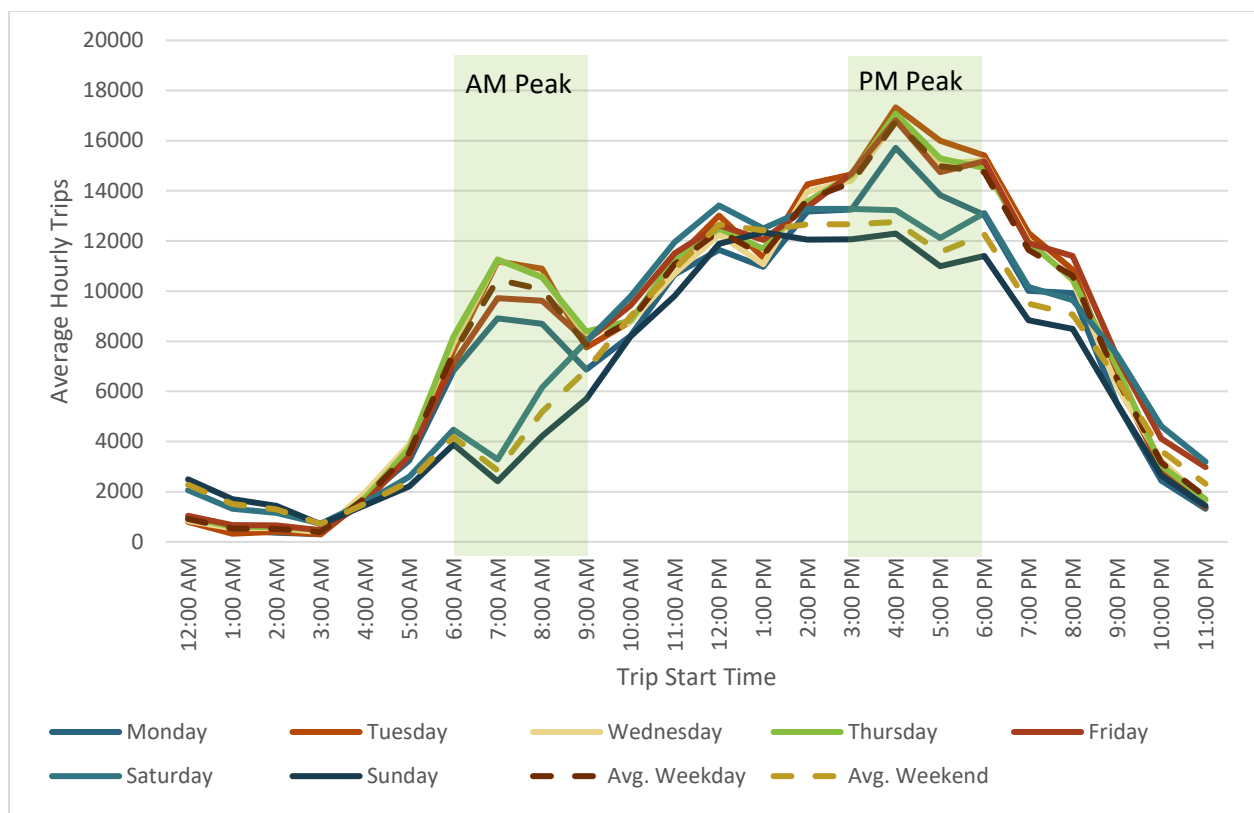


Figure 3: Travel Patterns in Wood Buffalo

Maximum traffic flow is on weekday from 7AM to 8AM (5.4% of daily demand) and from 4PM to 5PM (8.6% of daily demand). For an average weekend day, a single peak is observed from 12PM to 6PM.

2.2 Where Does Wood Buffalo Travel?

2.2.1 Weekday AM Peak

The weekday AM peak period demand for all zones is illustrated in **Figure 4**. Trips are characterized as follows:

- Trips from Zone: Trips that originate inside a zone and are destined outside of the zone;
- Trips to Zone: Trips that originate outside of a zone and are destined inside the zone; and
- Trips within Zone: Trips that originate and are destined within the same zone.

Further, **Figure 5** illustrates weekday AM peak period demand of the Downtown subzones.

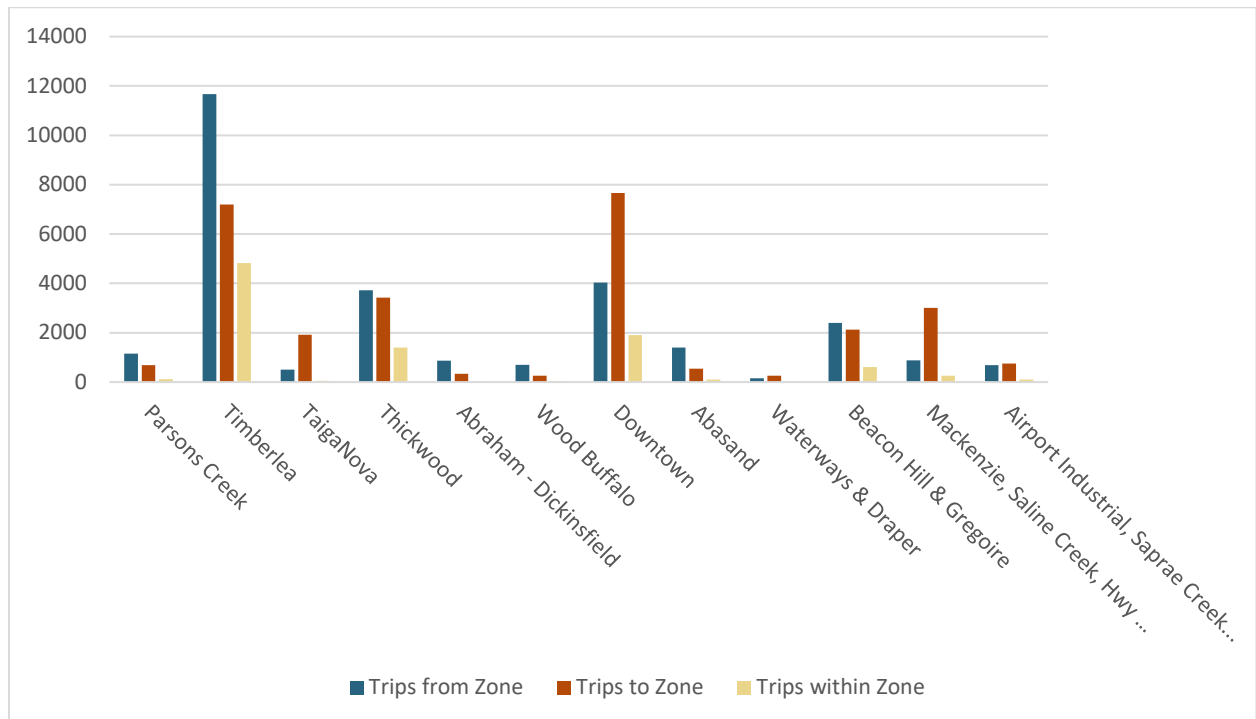


Figure 4: Weekday AM Peak Period Trip Origins and Destinations for all Zones

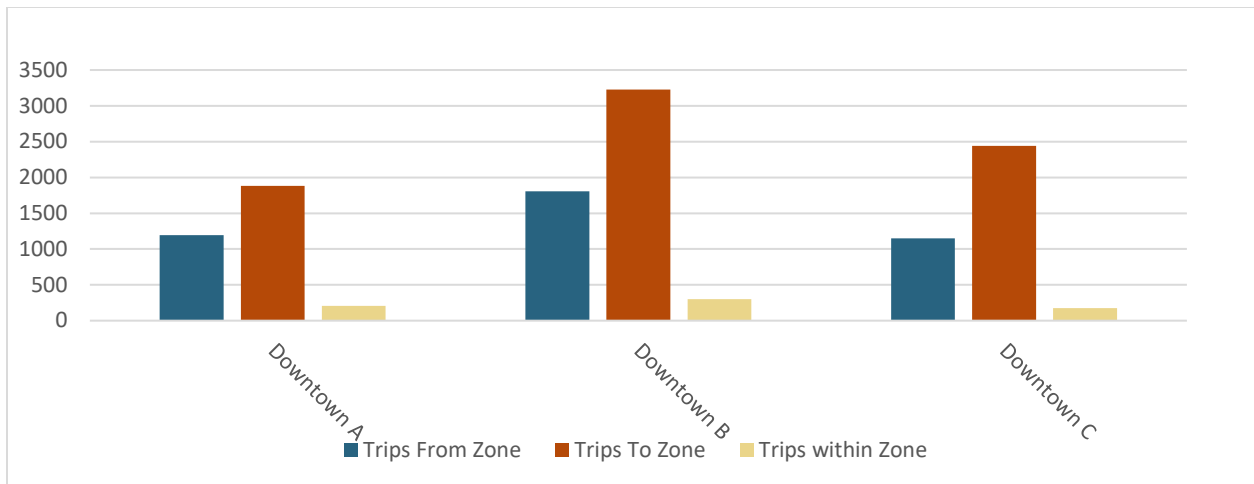


Figure 5: Weekday AM Peak Period Trip Origins and Destinations of Downtown Subzones

Table 2 shows that 69% of all trip origins are represented by three zones. It also highlights that the subzones within Downtown have a similar percentage of trips originating in each, with Downtown B producing the most trips of the three subzones.

Table 2: Weekday AM Peak - Top Origin Zones

Zone #	Zone Name	% of Total Origins
Zone 2	Timberlea	41.5%
Zone 7	Downtown	14.3%
Zone 7A	Downtown A	4.1%
Zone 7B	Downtown B	6.2%
Zone 7C	Downtown C	4.0%
Zone 4	Thickwood	13.2%

These same zones also make up 64.9% of all trip destinations as illustrated in **Table 3**. It also highlights that Downtown B attracts the most trips of the three Downtown subzones.

Table 3: Weekday AM Peak - Top Destination Zones

Zone #	Zone Name	% of Total Destinations
Zone 7	Downtown	27.2%
Zone 7A	Downtown A	6.7%
Zone 7B	Downtown B	11.6%
Zone 7C	Downtown C	8.8%
Zone 2	Timberlea	25.6%
Zone 4	Thickwood	12.1%

The Origin-Destination (OD) matrix for AM peak period trips is presented in **Table 4**. Trips shown along the diagonal of the table represent internal trips that begin and end within the same zone. In total there are approximately 33.5% of trips in the Weekday AM peak that are identified as “internal” trips.

Table 4: Weekday AM Peak Period Origin-Destination Matrix (% of AM peak period trips)

O / D	1	2	3	4	5	6	7	8	9	10	11	12	Total
1	0.43%	1.94%	0.26%	0.33%	0.02%	0.07%	0.75%	0.00%	0.00%	0.07%	0.20%	0.01%	4.1%
2	1.57%	17.19%	4.21%	3.32%	0.61%	0.33%	9.06%	0.24%	0.19%	1.76%	2.54%	0.45%	41.5%
3	0.03%	0.86%	0.19%	0.20%	0.03%	0.03%	0.22%	0.07%	0.01%	0.04%	0.09%	0.03%	1.8%
4	0.16%	2.08%	0.68%	4.97%	0.23%	0.15%	3.13%	0.32%	0.09%	0.41%	0.76%	0.21%	13.2%
5	0.02%	0.53%	0.17%	0.63%	0.05%	0.11%	0.80%	0.06%	0.01%	0.38%	0.30%	0.00%	3.1%
6	0.01%	0.29%	0.19%	0.88%	0.06%	0.14%	0.69%	0.04%	0.02%	0.05%	0.09%	0.02%	2.5%
7	0.17%	1.60%	0.43%	1.04%	0.04%	0.07%	6.77%	0.49%	0.29%	1.23%	1.92%	0.25%	14.3%
8	0.00%	0.26%	0.37%	0.12%	0.00%	0.00%	2.09%	0.34%	0.00%	0.48%	0.99%	0.31%	5.0%
9	0.00%	0.01%	0.00%	0.00%	0.01%	0.00%	0.26%	0.03%	0.02%	0.07%	0.16%	0.01%	0.6%
10	0.03%	0.30%	0.18%	0.35%	0.14%	0.02%	2.06%	0.17%	0.26%	2.18%	2.13%	0.72%	8.5%
11	0.00%	0.28%	0.07%	0.19%	0.00%	0.02%	0.68%	0.07%	0.01%	0.61%	0.92%	0.27%	3.1%
12	0.01%	0.23%	0.07%	0.12%	0.00%	0.00%	0.68%	0.06%	0.00%	0.29%	0.56%	0.37%	2.4%
Total	2.4%	25.6%	6.8%	12.1%	1.2%	0.9%	27.2%	1.9%	0.9%	7.6%	10.7%	2.6%	100%

Table 5: Weekday AM Peak Period Origin-Destination Matrix of Trips Originating in Downtown

O / D	1	2	3	4	5	6	7	8	9	10	11	12	Total
7A	0.26%	2.50%	1.20%	1.35%	0.14%	0.17%	16.40%	0.65%	0.31%	1.49%	4.02%	0.26%	28.8%
7B	0.46%	5.73%	1.20%	3.32%	0.12%	0.34%	19.43%	1.78%	0.99%	2.89%	6.53%	0.75%	43.5%
7C	0.55%	2.75%	0.07%	2.43%	0.00%	0.00%	11.49%	1.20%	0.89%	4.74%	2.75%	0.82%	27.7%
Total	1.3%	11.0%	2.5%	7.1%	0.3%	0.5%	47.3%	3.6%	2.2%	9.1%	13.3%	1.8%	100%

Due to the significance of the Downtown as an origin and destination, and its importance in the current transit system, Downtown zone (7) was broken into sub-zones. This has allowed for a more detailed analysis of this important area of Fort McMurray, with a view to realising the greatest potential for transit ridership growth through the development of the Plan.

The OD matrix for AM peak period trips originating in and destined to Downtown (Zone 7) are presented in **Table 5** and **Table 6**, respectively. As noted previously, zone 7B has the most origin and destination trips of the three subzones; 43.5% of all trips originating in Zone 7 come from Zone 7B, and 10.52% of all trips destined for Zone 7 are travelling to Zone 7B. 47.3% of trips originating in Zone 7 stay within the zone. 32.9% of trips destined for Zone 7 originate in Zone 2 (Timberlea).

Table 6: Weekday AM Peak Period Origin-Destination Matrix of Trips Destined to Downtown

O / D	7A	7B	7C	Total
1	0.74%	1.03%	0.91%	2.7%
2	6.44%	13.01%	13.44%	32.9%
3	0.16%	0.42%	0.20%	0.8%
4	2.84%	5.51%	2.94%	11.3%
5	1.31%	0.77%	0.94%	3.0%
6	0.50%	0.90%	1.06%	2.5%
7	8.31%	10.52%	6.36%	25.2%
8	1.90%	3.71%	2.43%	8.0%
9	0.32%	0.28%	0.37%	1.0%
10	1.11%	4.28%	2.17%	7.6%
11	1.05%	1.19%	0.16%	2.4%
12	0.24%	1.11%	1.35%	2.7%
Total	24.9%	42.8%	32.3%	100%

The top 10 OD pairs during the weekday AM peak period are summarized in **Table 7**.

Table 7: Highest Origin-Destination Pairs during Weekday AM Peak Period

	Origin #	Origin	Destination #	Destination	Internal Trip	% of Weekday AM peak trips
1	2	Timberlea	2	Timberlea	Yes	17.2%
2	2	Timberlea	7	Downtown	No	9.1%
3	7	Downtown	7	Downtown	Yes	6.8%
4	4	Thickwood	4	Thickwood	Yes	5.0%
5	2	Timberlea	3	TaigaNova	No	4.2%
6	2	Timberlea	4	Thickwood	No	3.3%
7	4	Thickwood	7	Downtown	No	3.1%
8	2	Timberlea	11	Mackenzie, Saline Creek, Hwy 63 South	No	2.5%
9	10	Beacon Hill & Gregoire	10	Beacon Hill & Gregoire	No	2.2%
10	10	Beacon Hill & Gregoire	11	Mackenzie, Saline Creek, Hwy 63 South	No	2.1%

2.2.2

Weekday PM Peak

The weekday PM Peak Period Demand is illustrated in **Figure 6**, while **Figure 7** illustrates weekday PM Peak Period Demand of the Downtown subzones.

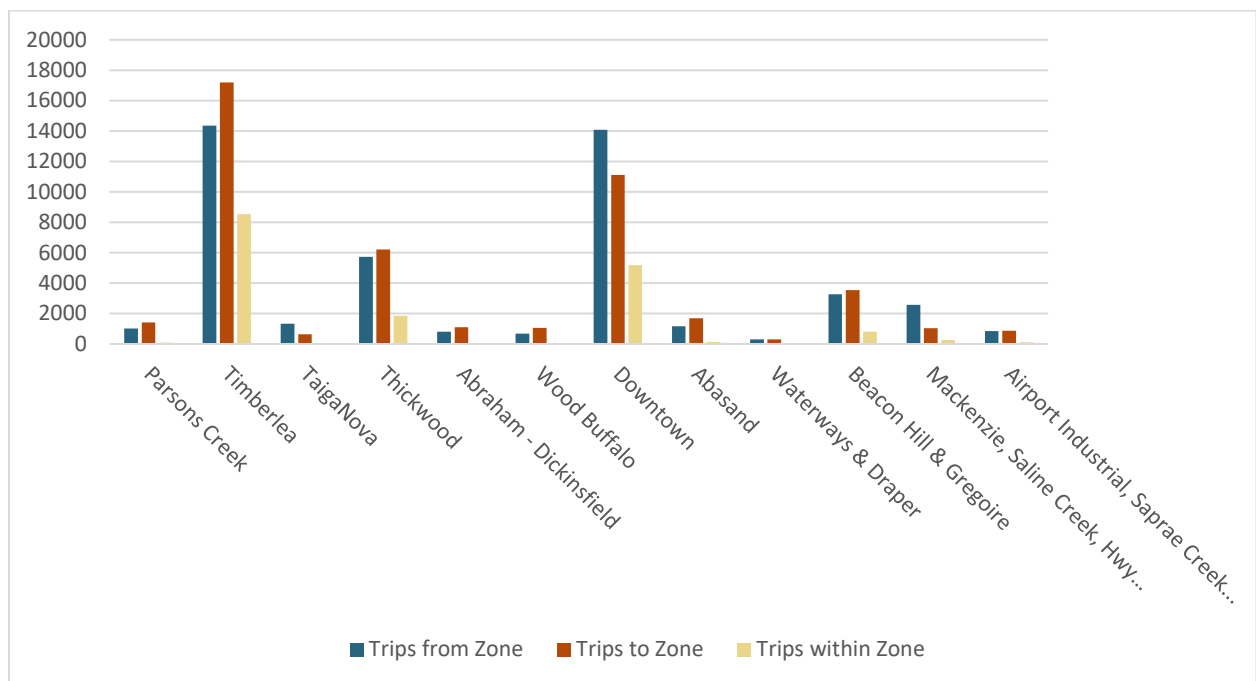


Figure 6: Weekday PM Peak Period Trip Origins and Destinations for all Zones

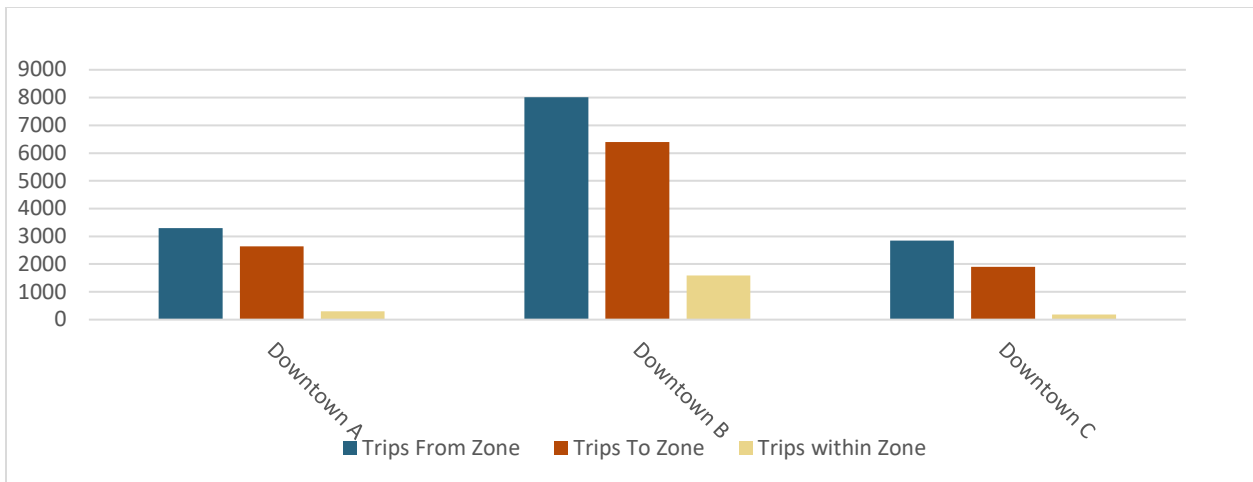


Figure 7: Weekday PM Peak Period Trip Origins and Destinations of Downtown Subzones

Table 8 shows that 74% of all trip origins are represented by three zones: Zone 2, Zone 7, and Zone 4. The table also highlights that Zone Downtown B produces the most origin trips of the three Downtown subzones, with 17.3% of transit trips originating from this subzone.

Table 8: Weekday PM Peak - Top Origin Zones

Zone #	Zone Name	% of Total Origins
Zone 2	Timberlea	31.1%
Zone 7	Downtown	30.5%
Zone 7A	Downtown A	7.1%
Zone 7B	Downtown B	17.3%
Zone 7C	Downtown C	6.1%
Zone 4	Thickwood	12.4%

These same zones also make up 74.8% of all trip destinations, as illustrated in **Table 9**. Similarly, Downtown B attracts the most destination trips of the three subzones, with 14.1% of Weekday PM Peak.

Table 9: Weekday PM Peak - Top Destination Zones

Zone #	Zone Name	% of Total Destinations
Zone 2	Timberlea	37.2%
Zone 7	Downtown	24.1%
Zone 7A	Downtown A	5.8%
Zone 7B	Downtown B	14.1%
Zone 7C	Downtown C	4.2%
Zone 4	Thickwood	13.5%

The Origin-Destination (OD) matrix for weekday PM peak period trips is presented in **Table 10**. Trips shown along the diagonal of the table represent internal trips that begin and end within the same zone. In total there are approximately 37.2% of trips in the PM peak that are identified as “internal” trips.

Table 10: Weekday PM Peak Period Origin-Destination Matrix (% of PM peak period trips)

O / D	1	2	3	4	5	6	7	8	9	10	11	12	Total
1	0.21%	1.36%	0.05%	0.17%	0.02%	0.03%	0.25%	0.02%	0.00%	0.03%	0.03%	0.01%	2.2%
2	1.68%	18.50%	0.67%	3.46%	0.76%	0.48%	4.21%	0.28%	0.04%	0.69%	0.21%	0.17%	31.1%
3	0.10%	1.62%	0.07%	0.21%	0.08%	0.13%	0.33%	0.13%	0.00%	0.09%	0.06%	0.05%	2.9%
4	0.21%	3.76%	0.10%	4.04%	0.48%	0.72%	2.12%	0.18%	0.04%	0.53%	0.10%	0.12%	12.4%
5	0.03%	0.58%	0.02%	0.45%	0.07%	0.08%	0.35%	0.00%	0.00%	0.15%	0.02%	0.01%	1.8%
6	0.04%	0.48%	0.02%	0.48%	0.04%	0.13%	0.21%	0.00%	0.00%	0.07%	0.01%	0.01%	1.5%
7	0.63%	8.00%	0.22%	3.42%	0.58%	0.51%	11.23%	1.92%	0.37%	2.52%	0.54%	0.54%	30.5%
8	0.05%	0.31%	0.06%	0.18%	0.05%	0.02%	1.17%	0.29%	0.03%	0.28%	0.06%	0.07%	2.5%
9	0.00%	0.09%	0.00%	0.05%	0.01%	0.01%	0.36%	0.01%	0.04%	0.07%	0.01%	0.00%	0.7%
10	0.05%	1.10%	0.10%	0.44%	0.12%	0.10%	2.24%	0.36%	0.05%	1.74%	0.49%	0.29%	7.1%
11	0.07%	1.00%	0.07%	0.42%	0.18%	0.07%	1.24%	0.40%	0.05%	1.13%	0.58%	0.33%	5.5%
12	0.00%	0.42%	0.01%	0.15%	0.01%	0.02%	0.35%	0.08%	0.00%	0.37%	0.14%	0.26%	1.8%
Total	3.1%	37.2%	1.4%	13.5%	2.4%	2.3%	24.1%	3.7%	0.6%	7.7%	2.2%	1.9%	100%

Table 11: Weekday PM Peak Period Origin-Destination Matrix of Trips Originating in Downtown

O / D	1	2	3	4	5	6	7	8	9	10	11	12	Total
7A	0.49%	5.62%	0.28%	3.06%	0.68%	0.35%	9.13%	1.27%	0.29%	1.34%	0.44%	0.34%	23.3%
7B	1.09%	15.04%	0.28%	6.16%	0.85%	0.70%	20.78%	3.82%	0.71%	5.17%	1.11%	0.90%	56.6%
7C	0.42%	5.02%	0.12%	1.88%	0.35%	0.59%	7.52%	1.38%	0.27%	1.76%	0.25%	0.57%	20.1%
Total	2.0%	25.7%	0.7%	11.1%	1.9%	1.6%	37.4%	6.5%	1.3%	8.3%	1.8%	1.8%	100%

Due to the significance of the Downtown as an origin and destination, and its importance in the current transit system, Downtown zone (7) was broken into sub-zones. This has allowed for a more detailed analysis of this important area of Fort McMurray, with a view to realising the greatest potential for transit ridership growth through the development of the Plan.

The OD matrix for weekday PM peak period trips originating in and destined to Downtown (Zone 7) are presented in **Table 11** and **Table 12**, respectively. As noted previously, Zone 7B has the most origin and destination trips of the three subzones with 20.78% of all trips originating in Zone 7 come from Zone 7B. Also, trips internal to Zone 7 make up 37.4% of trips originating in the zone. 26.94% of all trips originating from Zone 7 are travelling to Zone 7B. Also, trips destined for the Zone 7 account for 48.0% of all Weekday PM Peak Period Trips.

Table 12: Weekday PM Peak Period Origin-Destination Matrix of Trips Destined to Downtown

O / D	7A	7B	7C	Total
1	0.27%	0.62%	0.07%	1.0%
2	3.75%	9.97%	2.08%	15.8%
3	0.52%	0.68%	0.13%	1.3%
4	2.37%	5.15%	1.19%	8.7%
5	0.24%	0.90%	0.24%	1.4%
6	0.21%	0.54%	0.13%	0.9%
7	12.27%	26.94%	8.80%	48.0%
8	0.80%	3.16%	1.02%	5.0%
9	0.29%	0.75%	0.50%	1.5%
10	1.86%	5.65%	2.07%	9.6%
11	1.18%	3.23%	0.99%	5.4%
12	0.38%	0.93%	0.13%	1.4%
Total	24.1%	58.5%	17.4%	100%

The top 10 OD pairs during the weekday PM peak period are summarized in **Table 13**.

Table 13: Highest Origin-Destination Pairs during Weekday PM Peak Period

	Origin	Origin	Destination	Destination	Internal Trip	% of PM peak trips
1	2	Timberlea	2	Timberlea	Yes	18.5%
2	7	Downtown	7	Downtown	Yes	11.2%
3	7	Downtown	2	Timberlea	No	8.0%
4	2	Timberlea	7	Downtown	No	4.2%
5	4	Thickwood	4	Thickwood	Yes	4.0%
6	4	Thickwood	2	Timberlea	No	3.8%
7	2	Timberlea	4	Thickwood	No	3.5%
8	7	Downtown	4	Thickwood	No	3.4%
9	7	Downtown	10	Beacon Hill & Gregoire	No	2.5%
10	10	Beacon Hill & Gregoire	7	Downtown	No	2.2%

2.3 Summary

Travel demand in Fort McMurray follows common patterns for urban areas, with a shorter weekday AM peak, and a longer weekday PM peak. Demand on weekends is generally lower, with less pronounced peaks. Also common with many urban areas, the central downtown area is one of the busiest zones throughout the day.

However, Fort McMurray has its own idiosyncrasies that demonstrate its unique geography and development patterns. In particular, the Timberlea area is a key area of activity, with significant internal travel demand, as well as to many neighbouring areas. Thickwood also represents a significant proportion of travel demand.

With existing transit terminals in all three significant demand areas (Downtown, Timberlea, and Thickwood), RMWB Transit is well-positioned to take advantage of the ridership opportunities with, to, and from these areas. The demand data detailed in this section will be used in the development of a new transit system that seeks to make the most of these opportunities.

3.0

Supply Analysis

3.1

Amount of Service

Wood Buffalo is currently served by 16 transit routes. The amount of service is presented in **Table 14**.

Table 14: Existing Weekday Transit Service Supply (Trips per Period)

Route Number	Route Name	6:00-9:00 (AM Peak)	9:00-15:00	15:00-18:00 (PM Peak)	18:00-22:00	22:00-6:00	Daily
Route 7	Abasand Heights	3	6	3	2	0	14
Route 8	Beacon Hill Drive	3	6	3	2	0	14
Route 9	Morgan and Harpe Heights	3	6	3	2	0	14
Route 10	Gregoire and Prairie Creek	2	6	3	3	0	14
Route 11	Fort McMurray Airport	6	5	5	5	1	23
Route 12	Thickwood to Timberlea	5	12	6	8	2	33
Route 15	Timberlea	6	12	7	8	3	36
Route 16	Thickwood	6	12	7	8	3	36
Route 17	Parsons Creek Stone Creek	2	6	3	2	0	13
Route 18	TaigaNova Crescent	3	6	3	2	0	14
Route 41	Brett Drive Eagle Ridge	4	6	6	5	0	21
Route 51	Wood Buffalo Estates	2	6	3	2	0	13
Route 61	Thickwood Terminal	3	1	4	0	0	8
Route 91	Longboat Landing	2	6	3	2	0	13
Route 92	Syncrude Sport and Wellness	3	6	3	1	0	13
Route 99	MacDonald Island	4	12	6	8	1	31
All Routes		57	114	68	60	10	309
Avg. Trips / Hr		19	19	23	15	1	

It is noted the highest amount of transit service is provided during weekday PM peak periods, with an average of 23 trips per hour. Route 15 and Route 16 provide the largest number of daily weekday trips with a total of 36 trips on each route respectively. The AM and PM peak periods represent 40% of total weekday transit trips, transit service provided with midday representing 37% of total weekday service. The weekday profile of vehicles in services is illustrated in **Figure 8**.

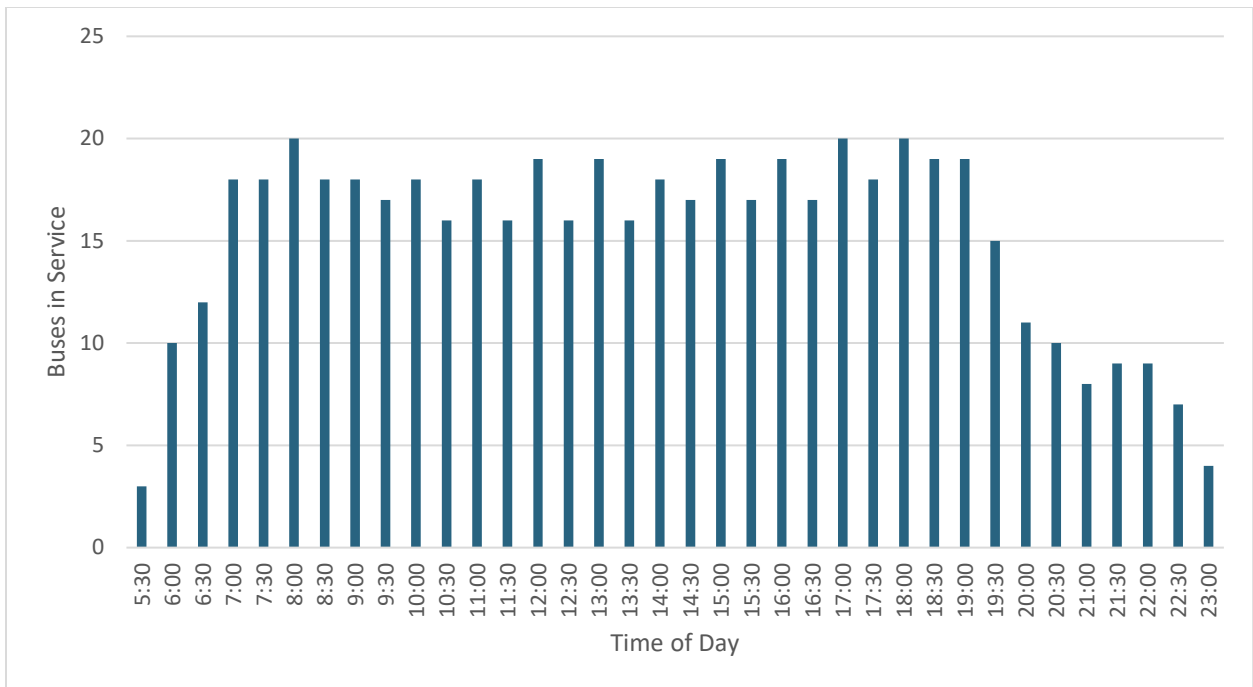


Figure 8: Weekday Buses in Service

3.2

Routes serving each zone

Each route serves several of the identified zones, and a breakdown of this is presented in **Table 15**.

Table 15: Transit Routes Serving Each Zone

Route	Zones Served			
Route 7	7A, 7B, 7C	8		
Route 8	7A, 7B, 7C	10		
Route 9	2			
Route 10	7A, 7B, 7C	10	11	12
Route 11	7A, 7B, 7C	10	11	12
Route 12	2	4	5	
Route 15	2	7A		
Route 16	4	7A		
Route 17	1	2		
Route 18	3	7A		
Route 41	2			
Route 51	4	6		
Route 61	4			
Route 91	7A, 7B, 7C	9		
Route 92	7A, 7B, 7C			
Route 99	7A			

Out of the ten routes that service Zone 7 (Downtown), six routes service all Subzones (7A, 7B, and 7C) and the four routes service only Subzone 7A. 7B has the majority of origin and destination trips in Zone 7 in both the weekday AM and PM peaks. The data in **Table 15** has been organized into an origin-destination style matrix to show which routes can be used to travel between zones. This is illustrated in **Table 16**.

Table 16: Transit Routes Connecting Zones

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 1	17	17										
Zone 2	17	9, 12, 15, 17, 41		12	12		15					
Zone 3			18				18					
Zone 4		12		12, 16, 51, 61	12	51	16					
Zone 5		12		12	12							
Zone 6				51		51						
Zone 7		15	18	16			7, 8, 10, 11, 18, 91, 92, 99	7	91	8, 10, 11	10, 11	11
Zone 8							7	7				
Zone 9							91		91			
Zone 10							8, 10, 11			8, 10, 11	10, 11	11
Zone 11							10, 11			10, 11	10, 11	11
Zone 12							11			11	11	11

The weekday service frequencies shown in **Table 14** were applied to determine the number of trips that connect corresponding zones. The number of bus trips per day between each zone is summarized in **Table 17**. Of the 309 weekday bus trips in Wood Buffalo, 135 serve Downtown.

Table 17: Weekday Transit Service Between Zones (Bus Trips per Day)

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 1	13	13										
Zone 2	13	117		33	33		36					
Zone 3			14				14					
Zone 4		33		90	33	13	36					
Zone 5		33		33	33							
Zone 6				13		13						
Zone 7		36	14	36			135	14	13	50	36	36
Zone 8							14	14				
Zone 9							13		13			
Zone 10							50			50	36	22
Zone 11							36			36	36	22
Zone 12							22			22	22	22

3.3

Weekday AM Peak**Table 18: Weekday AM Peak Transit Service Between Zones**

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 1	2	2										
Zone 2	2	20		5	5		6					
Zone 3			3				3					
Zone 4		5		16	5	2	6					
Zone 5		5		5	5							
Zone 6				2		2						
Zone 7		6	3	6			26	3	2	11	8	8
Zone 8							3	3				
Zone 9							2		2			
Zone 10							11			11	8	6
Zone 11							8			8	8	6
Zone 12							6			6	6	6

3.4

Weekday PM Peak**Table 19: Weekday PM Peak Transit Service between Zones**

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 1	3	3										
Zone 2	3	25		6	6		7					
Zone 3			3				3					
Zone 4		6		20	6	3	7					
Zone 5		6		6	6							
Zone 6				3		3						
Zone 7		7	3	7			29	3	3	11	8	8
Zone 8							3	3				
Zone 9							3		3			
Zone 10							11			11	8	5
Zone 11							8			8	8	5
Zone 12							5			5	5	5

4.0

Comparison of Supply and Demand Data

Areas with higher travel demand by any mode of transportation can offer greater potential for transit ridership. The demand data that was obtained through StreetLight was compared to the scheduled transit services that were provided in the Fall of 2019 to see how the transit network aligns with how people travel by all modes.

The following methodology was used:

- Analysis of weekday Daily (all day), AM and PM peak travel periods;
- Determine whether direct (no transfers required) service is available for each of the major demand pairs; and
- Identify areas without service that have little demand

4.1

Weekday Daily Travel

Table 20 below presents the daily (all day) trips by any mode compared to the number of bus trips that are provided to serve each OD pair. Zone pairs with high numbers (coloured red) indicate where the amount of transit service currently provided is low compared to demand for travel by any mode. It is noted that land use, site connectivity, and trip purpose influence the ability to attract transit riders. As such, the travel demand for all modes may not directly represent transit ridership potential.

Table 20: Total Travel Demand per Bus Trip Provided (daily)

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 1	41	217										
Zone 2	232	309		210	41		306					
Zone 3			13				36					
Zone 4		210		99	28	86	132					
Zone 5		38		30	3							
Zone 6				89		20						
Zone 7		338	39	153			161	215	53	97	43	25

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 8							193	45				
Zone 9							45		6			
Zone 10							87			70	48	34
Zone 11							47			46	34	21
Zone 12							39			29	23	34

The travel pairs between zones that have the highest demand per bus trip are presented in **Table 21**.

Table 21: Travel Pairs with High Weekday Travel Demand per Bus Provided

Priority	Origin	Destination	Demand	Demand per bus trip
1	Zone 2	Zone 7	11,017	306
	Zone 7	Zone 2	12,158	338
2	Zone 2	Zone 4	6,936	210
	Zone 4	Zone 2	6,934	210
3	Zone 1	Zone 2	2,819	217
	Zone 2	Zone 1	3,019	232
4	Zone 7	Zone 8	3,015	215
	Zone 8	Zone 7	2,703	193

The following internal zones also experience high demand per bus trip provided.

- Zone 2 309 trips per bus provided
- Zone 7 161 trips per bus provided
- Zone 4 99 trips per bus provided

There are also travel patterns that are not served with a single bus route and would require riders to transfer buses in order to complete an equivalent journey using the current transit system. For example, a significant number of trips by any mode travel between Zone 2 and Zone 3, without a direct transit service connection. When combined, a total of 17% of daily trips by any mode are not served by direct transit services in the current system. The most underserved travel pairs are listed in **Table 22**.

Table 22: Daily Travel Pairs Without Direct Transit Connections

	Origin	Destination	Travel Demand	% of Total Daily Demand
1	Zone 2	Zone 3	2,697	1.38%
2	Zone 3	Zone 2	2,189	1.12%
3	Zone 2	Zone 10	1,799	0.92%
4	Zone 10	Zone 2	1,611	0.82%
5	Zone 2	Zone 11	1,184	0.61%
6	Zone 11	Zone 2	1,092	0.56%
7	Zone 2	Zone 5	1,036	0.53%
8	Zone 7	Zone 1	983	0.50%

4.2 Weekday AM Peak

The Weekday AM Peak Period travel demand per number of bus trips that are provided is presented in Table 23.

Table 23: Total Travel Demand per Bus Trip Provided (Weekday AM Peak Period)

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 1	60	273										
Zone 2	221	242		187	35		425					
Zone 3			18				21					
Zone 4		117		87	13	22	147					
Zone 5		30		35	3							
Zone 6				124		20						
Zone 7		75	40	49			73	46	42	32	68	9
Zone 8							196	32				
Zone 9							37		3			
Zone 10							53			56	75	34

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 11							24			21	32	13
Zone 12							32			14	26	17

The travel pairs between zones that indicate the highest demand per bus trip provided are presented in **Table 24**.

Table 24: Travel Pairs with High Weekday AM Peak Demand per Bus Provided

Priority	Origin	Destination	Demand	Demand per bus trip
1	Zone 2	Zone 7	2,551	425
2	Zone 1	Zone 2	546	273
3	Zone 2	Zone 1	441	271
4	Zone 8	Zone 7	588	196
5	Zone 2	Zone 4	934	187

The following internal zones also experience high demand per bus trip provided.

- Zone 2 242 trips per bus provided
- Zone 4 87 trips per bus provided
- Zone 7 73 trips per bus provided

There are also travel patterns that are not served with a single bus route and would require riders to transfer buses in order to complete an equivalent journey using the current transit system. For example, a significant number of trips made by any mode travel between Zone 2 and Zone 3 without a direct transit service connection. A total of 24.5% of weekday AM peak period trips are not served by direct transit services in the current system. The most underserved travel pairs are listed in **Table 25**.

Table 25: Weekday AM Peak Travel Pairs Without Direct Transit Connections

	Origin	Destination	Travel Demand	% of Total Daily Demand
1	Zone 2	Zone 3	1,184	4.21%
2	Zone 2	Zone 11	716	2.54%
3	Zone 2	Zone 10	496	1.76%
4	Zone 8	Zone 11	279	0.99%
5	Zone 3	Zone 2	243	0.86%

4.3

Weekday PM Peak

The PM Peak Period travel demand per number of bus trips that are provided is presented in **Table 26**.

Table 26: Total Travel Demand per Bus Trip Provided (PM Peak Period)

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Zone 11	Zone 12
Zone 1	33	209										
Zone 2	257	341		266	58		277					
Zone 3			11				51					
Zone 4		289		93	37	110	140					
Zone 5		45		35	5							
Zone 6				74		20						
Zone 7		526	34	225			178	295	57	106	31	31
Zone 8							179	44				
Zone 9							55		7			
Zone 10							94			73	28	26
Zone 11							72			65	34	31
Zone 12							32			34	13	24

The travel pairs between zones that indicate the highest demand per bus trip provided are presented in Table 27.

Table 27: Travel Pairs with High Weekday PM Peak Demand per Bus Provided

Priority	Origin	Destination	Demand	Demand per bus trip
1	Zone 7	Zone 2	3,685	526
2	Zone 7	Zone 8	886	295
3	Zone 4	Zone 2	1,733	289
4	Zone 2	Zone 7	1,937	277
5	Zone 2	Zone 4	1,593	266

The following internal zones also experience high demand per bus trip provided.

- Zone 2 341 trips per bus provided
- Zone 7 178 trips per bus provided
- Zone 4 93 trips per bus provided

There are also travel patterns that are not served with a single bus route and would require riders to transfer buses in order to complete an equivalent journey using the current transit system. For example, a significant number of trips made by any mode travel between Zone 2 and Zone 3 without a direct transit service connection. A total of 17% of weekday PM peak period are not served by direct transit services in the current system. The most underserved travel pairs are listed in **Table 28**.

Table 28: Weekday PM Peak Travel Pairs Without Direct Transit Connections

	Origin	Destination	Travel Demand	% of Total Daily Demand
1	Zone 3	Zone 2	748	1.62%
2	Zone 10	Zone 2	507	1.10%
3	Zone 11	Zone 2	460	1.00%
4	Zone 2	Zone 10	320	0.69%
5	Zone 7	Zone 1	290	0.63%

4.4

Summary

The weekday daily, AM peak, and PM peak comparisons of supply and demand data are summarized in the tables below.

Table 29: Zones that May Benefit from Additional Internal Transit Service

	AM	PM	Daily
Priority 1	Zone 2 242 trips / bus (17% of AM demand)	Zone 2 341 trips / bus (18.5% of PM demand)	Zone 2 309 trips / bus (18.5% of daily demand)
Priority 2	Zone 4 87 trips / bus (5% of AM demand)	Zone 7 178 trips / bus (11% of PM demand)	Zone 7 161 trips / bus (11% of daily demand)
Priority 3	Zone 7 73 trips / bus (6.5% of AM demand)	Zone 4 93 trips / bus (4% of PM demand)	Zone 4 99 trips / bus (4.5% of daily demand)

Table 29 highlights that Zone 2 (Timberlea), along with Zone 4 (Thickwood) and Zone 7 (Downtown), see significant demand per bus for internal zone trips and could benefit from additional transit service within the zone.

Table 30: Key Travel Patterns Without Direct Transit Service

	AM	PM	Daily
Priority 1	Zone 2 → Zone 3 (4.2% of AM demand)	Zone 3 → Zone 2 (1.6% of PM demand)	Zone 2 & Zone 3 (2.5% of daily demand)
Priority 2	Zone 2 → Zone 11 (2.5% of AM demand)	Zone 10 → Zone 2 (1.1% of PM demand)	Zone 2 & Zone 10 (1.7% of daily demand)
Priority 3	Zone 2 → Zone 10 (1.8% of AM demand)	Zone 11 → Zone 2 (1.0% of PM demand)	Zone 2 & Zone 11 (1.2% of daily demand)

Table 30 indicates that Timberlea is not presently well connected to several other zones, specifically Zone 3 (TaigaNova), Zone 10 (Beacon Hill & Gregoire), and Zone 11 (Mackenzie, Saline Creek, Hwy 63 SE, & Hwy 63 SW).

Table 31: Key travel Patterns that May Benefit from Additional Transit Service

	AM	PM	Daily
Priority 1	Zone 2 → Zone 7 425 trips / bus	Zone 7 → Zone 2 526 trips / bus	Zone 2 & Zone 7 322 trips / bus
Priority 2	Zone 1 → Zone 2 273 trips / bus	Zone 7 → Zone 8 295 trips / bus	Zone 2 & Zone 4 210 trips / bus
Priority 3	Zone 2 → Zone 1 271 trips / bus	Zone 4 → Zone 2 289 trips / bus	Zone 1 & Zone 2 225 trips / bus

Table 31 highlights that travel between Timberlea and the Downtown has a high demand per bus and could benefit from enhanced service. Additional zone pairs that could benefit from enhanced service include Zone 1 (Parsons Creek)/Timberlea, Downtown/Zone 8 (Abasand), and Timberlea/Thickwood.

5.0

Conclusion

The preceding analysis highlights several priority zones and zone pairs for consideration when developing the TMP's transit network and services.

From the perspective of internal zone trips, Timberlea, Thickwood and the Downtown see significant trip demand per bus; introducing more frequent service in these areas to accommodate such trips could be of benefit to the transit system. Further, Downtown is one of the most frequented zones, with the centre of the Downtown (Zone 7B) being the busiest area. Providing service that spans the length of the Downtown would allow transit users to travel to the centre of the zone from either end (Zone 7A or 7C) with relative ease.

While Timberlea is well connected to some zones, it is poorly connected to TaigaNova, Beacon Hill & Gregoire, and Mackenzie, Saline Creek, Hwy 63 SE & Hwy 63 SW. Introducing direct service to provide greater coverage, particularly between Timberlea and the aforementioned zones, could benefit the transit system.

Finally, several zones have a high trip demand per bus and could benefit from increased service. In particular, there is a high demand for trips between Timberlea and Downtown – providing additional service could be of benefit.

The travel demands and priorities noted in this document, in conjunction with community and stakeholder feedback, and existing ridership data, will be used to inform the new network and services outlined in the TMP. By understanding overall travel demand across Fort McMurray, the Plan will be able to prioritize areas and connections with the greatest potential, noting that it is not feasible for RMWB Transit to provide direct connections for all journeys.



REGIONAL MUNICIPALITY OF WOOD BUFFALO

Transit Master Plan

Appendix C – Engagement Summary

Internal Regional Municipality of Wood Buffalo use only

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1.0 Engagement Summary

1.1 Project Background

The Regional Municipality of Wood Buffalo (RMWB) Transit Master Plan (TMP) is being prepared to address important issues with the form and function of transit in the region. The TMP will establish a vision for RMWB Transit, and steps will be identified that achieve this vision with a methodology built upon existing strengths and best practices.

To develop the TMP, input from the public and stakeholders was needed. The Communications and Engagement Plan (Plan) was submitted to the RMWB at the onset of the project and written to outline the project engagement objectives, principles, style, and tactics and techniques used through the course of this project. This Summary of Engagement speaks to the initiatives and outcomes from each round of engagement undertaken by the project team including:

- Round 1
- Interim Communications Round
- Round 2
- Round 2 Enhanced

Stakeholder discussions from all engagements are summarized in this document and will help inform the recommendations of the RMWB TMP. This summary will be utilized by the technical team to directly inform the service review.

1.2 Overview of Project Engagement

Public engagement for the project was designed in two rounds. Round 1 was held in June/July 2021. Round 2 was held in February/March 2022. An internal round – Round 2 Enhanced – was added as the project progressed, and was held during April 2022. Rounds 1 & 2 were supported by an interim communications round launched in October/November 2021, which ran between Round 1 and Round 2 to maintain project momentum with the decision to delay Round 2 into early 2022.

1.2.1 Engagement Outcomes

The Communications and Engagement Plan identified engagement outcomes. It was through this lens that all engagement activities were designed. Outcomes include short and long-term actions and recommendations to create and improve the transit system. The engagement outcomes for all rounds were to:

1. Identify the varied needs of the public and stakeholders for the transit system;
2. Capture rider experiences;
3. Identify gaps in service;

4. Understand the expectations of residents in the RMWB when it comes to transit;
5. Inform the development and finalization of the RMWB Transit Master Plan; and
6. Identify a clear vision of the future of RMWB Transit.

To achieve these outcomes the Project Team undertook a multi-faceted approach to engaging with the public, RMWB staff, and stakeholders in order to understand how RMWB Transit can better serve the community. The findings from all rounds of engagement were used to develop and refine the TMP – the outcomes of the engagement process are reflected in the recommendations in the main Plan document.

1.2.2 Communications Principles

The Plan outlined a set of Communications Principles to guide key messaging and communications throughout Rounds 1 and Round 2. They are as follows:

- Coordinated Communications and Engagement
- Multiple Communications Methods
- Consistent Visuals
- Accessible Language
- Uniform Tone
- Working with Local Champions

1.3 Stakeholder Identification

To capture feedback from a wide spectrum of individuals and organizations, the Project Team worked closely with the RMWB early on in the project to identify a list of stakeholders and organizations. Stakeholders were categorized and the list was assessed for completeness and the ability to equitably engage a population sample that would accurately reflect ridership on RMWB Transit, and include non-riders to understand their perception of transit. Categories include:

- Municipal Stakeholders
- Transit (general)
- Other Wood Buffalo Departments
- Wood Buffalo Committees
- Industry
- Employers
- Healthcare Facilities
- Group Homes/Affordable Housing Agencies/Housing Support Agencies
- Employment Agencies
- Entrepreneurship
- Event Facilities
- Persons with Disabilities
- Seniors
- Students/Youth

- Indigenous
- Neighbourhood Associations/Community Centres
- New Canadians/English as an Additional Language (EAL)
- Other
- Rural - Contacted through Indigenous and Rural Relations Department (IRR)

The stakeholder list is included in Sub-Appendix A. The list includes groups, organizations, and individuals, and their corresponding high-level issues or interest areas. The stakeholder list was circulated to the Municipality for review and finalization.

In addition to the targeted stakeholders above, the general public was invited to attend all public workshops, engage through the Participate webpage, and fill out the two project surveys.

2.0 Round 1 Engagement Summary

2.1.1 Engagement Goal

Round 1 was conducted with the following goal in mind:

To understand what elements of transit people want to see improved, what is working, and what they want to see in the future. Through Round 1 we will identify opportunities to share with stakeholders what goes into transit planning so they can more effectively participate in creating a vision for the future.

2.1.2 How We Engaged in Round 1

Due to the ongoing COVID-19 pandemic, Round 1 engagement activities were held virtually to minimize risks associated with in-person engagement. Through the public survey, transit employee survey, three stakeholder workshops, and two rural community workshops, the public shared information about issues, transportation needs, and what people expect from RMWB Transit. Using EngagementHQ, Participate Wood Buffalo also featured a page for this project. A high level breakdown of the results is below.

2.1.3 Survey

1. An online public survey was available to the public from June 14 to July 9, 2021, through the City's engagement platform Participate Wood Buffalo. The survey was promoted through social media outlets including Facebook and Twitter. The survey was advertised at bus stops, and on and in City buses.
2. The public survey was distributed in hard copy in the rural communities of Anzac, Fort McKay and Conklin through coordination with the IRR.
3. There were 190 survey responses from 189 contributors, with over 300 comments regarding service provision and rider experience for consideration by the project team.
4. A Transit Operator Survey was available on a public page on Participate Wood Buffalo from June 14 to July 9, 2021, with one response. The RMWB conducted an additional 15 interviews with transit staff to identify issues, concerns, and areas for improvement regarding transit operations.

2.1.4 Workshops

1. Three stakeholder workshops were held between June 15 and 16, 2021, with 30 attendees.
2. Two rural community workshops were held. One for Anzac on June 22, 2021, and one for Fort McKay on July 14, 2021. The rural workshops were attended by a total of 4 participants.

2.1.5

Participate Wood Buffalo

1. At the closure of Round 1, the Participate Wood Buffalo Ideas Tab generated 13 ideas for how to improve transit. One question was received on the Q&A tab from the public, with a personalized response from City staff.

3.0 Round 1 Engagement Techniques & Results

3.1 Methods of Information Sharing

The Project Team utilized a multi-pronged approach to information sharing engagement. The Project Team used the following methods to share information in Round 1.

3.1.1 Participate Wood Buffalo

- The project team leveraged the City's engagement website, Participate Wood Buffalo, to convey information through a dedicated project webpage. The page included the Municipality's standardized branding for project recognition. The Participate webpage for the TMP was launched in Round 1 and included information about the project and opportunities to engage with the project team. Information included:
 - A link to the project survey
 - Additional opportunities to engage such as a Q&A tab, Locations tab, and Ideas tab
 - Quick polls
 - Project Frequently Asked Questions (FAQ)
 - Project timeline
 - Registration for project updates
 - Contact to the project team

3.1.2 Branding & Project Advertising

- The RMWB Communications Department developed colourful and eye-catching graphics to generate excitement for the project. The graphics were incorporated in all project communications, including:
 - Social media posts and information releases.
 - Email correspondence from the Dillon team including workshop invitations and the Feedback Form.
 - The project survey
 - Signage posted at bus stops, in, and on buses.
- The RMWB posted advertisements for the project through Spotify with a pre-recorded advertisement based on a script created by the team.

3.1.3 Social Media & Media Promotion

- The RMWB project team posted a media release in Round 1, which was distributed to the RMWB media contact list.
- The RMWB leveraged a number of social media and media tools to release information on the project and project updates. The project updates included links to the survey and directed

individual feedback to the Participate Wood Buffalo project page. The City monitored the likes and comments on the posts.

- Social Media:
 - Twitter & Instagram – Shared to the City’s corporate account (@RMWoodBuffalo) with the hashtags #RMWBTransitPlan and #RMWB.
 - Facebook – Shared to the RMWB Government page.
- Traditional Media - Radio:
 - The RMWB project team held a 20-minute interview with Mix 103.7, the project was given light coverage on Rogers and Harvard radio and BINGO spots on CFWE.

3.2 Engagement Activities

3.2.1 Public Workshops

The Dillon team sent 33 public workshop invitations to individuals and organizations identified on the stakeholder list where contact information was available. Where direct contact information was not available some stakeholder organizations were contacted directly through contact website portals. The RMWB was responsible for sending invitations to community associations and City staff. Dillon developed text for the email invite, including links to register for the virtual Zoom workshop.

Three stakeholder workshops were held between June 15th and 16th, 2021, with 30 attendees. The project team developed two templates for each break-out room team - a facilitator copy and a note-taker copy.

Subject matter experts gave a presentation at the start of each workshop. The presentation included a piece on “Transit 101” that outlined, at a high level, the methodology of transit planning to allow stakeholders to understand how the use of transit data influences decision making.

3.2.2 Workshop Feedback

All stakeholder workshops had a dedicated note-taker assigned by Dillon to catalogue all comments and information provided by the stakeholders. Based on these, preliminary themes were developed and later revised based on additional feedback received through the public survey. What we heard is categorized with survey comments by preliminary themes and compiled in detailed summaries in **Section 4.0**.

3.2.3 Workshop Evaluation

An evaluation form was developed in GoogleForms and circulated to all workshop attendees to gather input on the Workshops and any recommendations for the project team to improve upon. The GoogleForm also provided stakeholders with additional opportunities to submit any feedback they did not share during the workshop. The Project Team received seven responses to the feedback survey. All

respondents agreed or strongly agreed that the presentation was informative, they understood the objectives of the meeting, felt the agenda was appropriate and well facilitated, and that they had opportunities to share their opinion. All seven evaluation respondents identified that they were interested in participating in Round 2 engagement activities.

Key takeaways from the feedback form include:

- Concern that feedback gets lost for small segments of the population. The respondent gave senior-specific feedback - even if it can't be implemented it's important to know why so it can be explained to the seniors.
- The session was well facilitated.
- There should be a partner sharing pocket or box on board buses. This would allow community partner organization to share their resources with people travelling in the bus, and riders to learn of support services present within the community.
- One respondent wished to communicate that they recognize the transit team's willingness to remove barriers when partnering with agencies, as it is noticed and appreciated and has very positive impacts.

3.2.4 Public Survey

The project team received 190 surveys during 25 day survey period from June 14 to July 9, 2021. Over 300 comments regarding service provision and rider experience were submitted for consideration by the project team. Specific public survey responses are detailed in **Section 3.2.4.1** below, while overall themes and findings from an analysis of the public survey comments are incorporated in **Section 4.1**.

3.2.4.1 Specific Survey Findings

The public survey asked questions that targeted specific elements of transit within the region of Wood Buffalo. The responses to these questions are detailed below, in order to illustrate public sentiment regarding these specific factors.

1. Transit Routes and Services

The survey asked participants specific questions related to what kind of routes and services they would like to see implemented in their community, as well as their priorities when balancing frequency and coverage. Note that both riders and non-riders may experience challenges that limit their ability to use transit. **Figure 1** illustrates that poor transfers presented the most significant barrier to current transit riders. In contrast, the most common factors that prevent non-riders from using transit are the need for a car for work/school and the fact that transit service doesn't meet their needs.

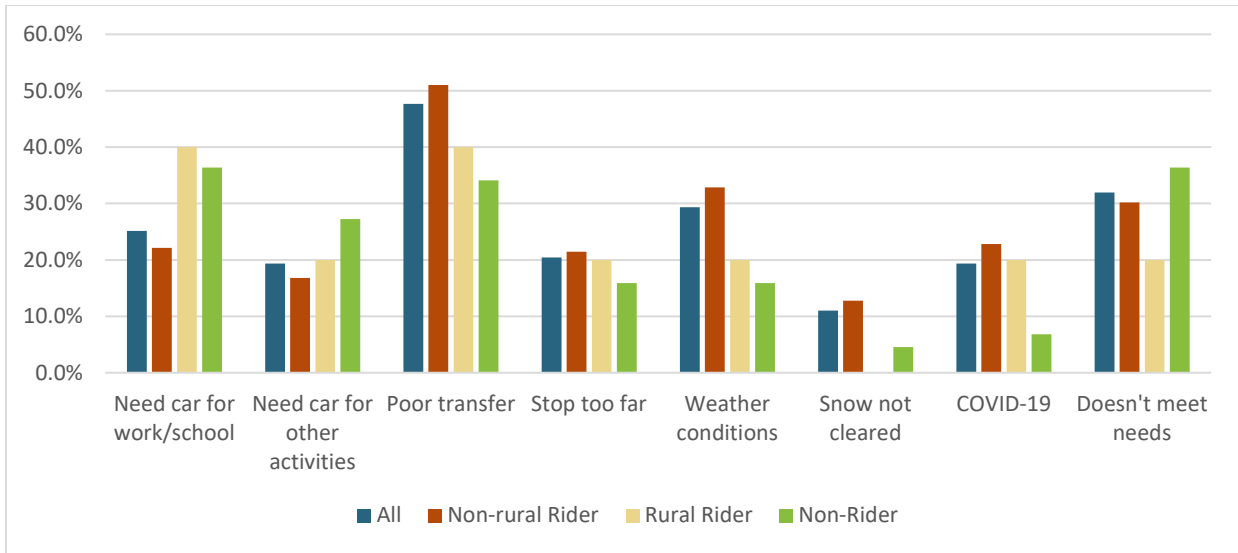


Figure 1: Barriers to Riding Transit

Regarding what days of the week and times more service should be added, there was moderate support for additional trips across the week. The highest level of support was for additional service during “weekday mornings”, “weekday peaks”, and evenings (weekday and weekend). Demand for weekday mornings was particularly high among rural passengers. The full results are presented in **Figure 2**.

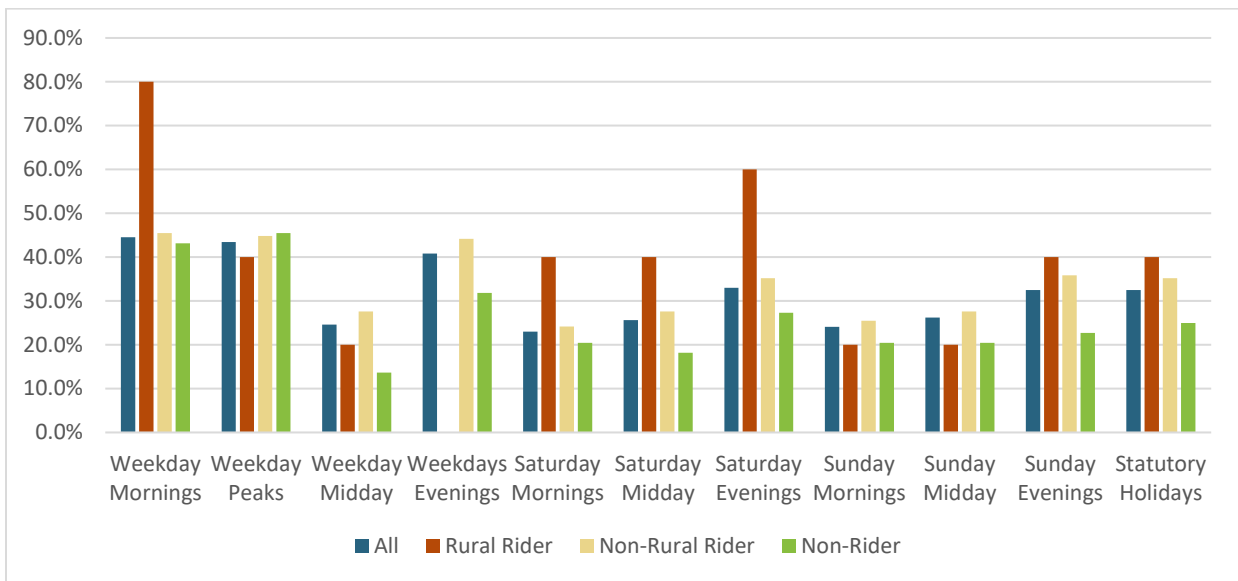


Figure 2: When More Trips Should Be Added

Recognizing limited resources require a trade-off between frequency and coverage, participants were asked to select their priority between these two principles (illustrated in **Figure 3**). The majority of respondents (74.6%), regardless of passenger type, preferred higher frequency of transit service over wider coverage of service. While non-riders also responded in favour of frequency, they presented the

highest level of interest in increased coverage, suggesting that lack of available transit service nearby may be related to their non-use of transit.

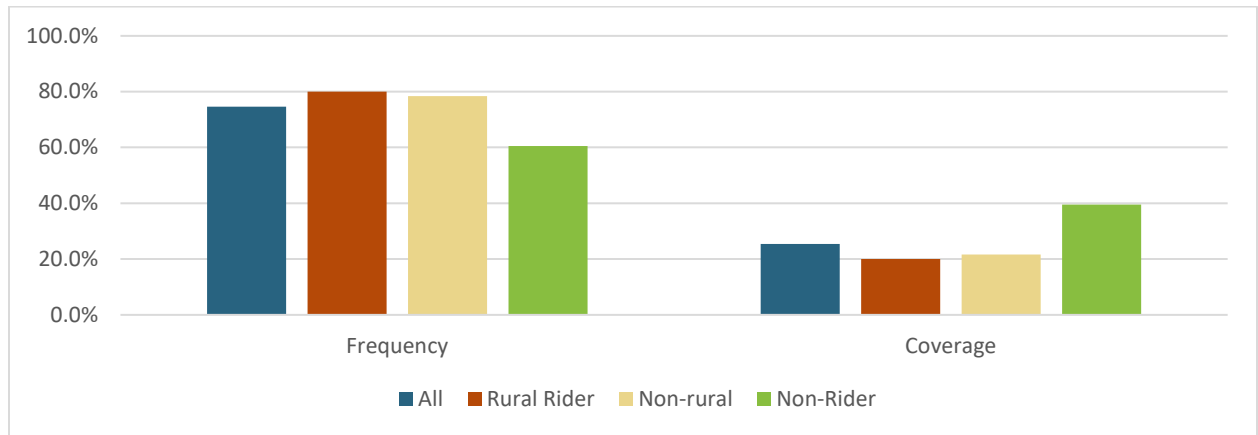


Figure 3: Preference for Frequency of Coverage

When asked what aspects of transit service are important to them, participants noted frequency, coverage, and reliability as very important. Over 90% of respondents identified these three factors as somewhat or very important. Customer service and environmental impacts were the lowest priority, with these issues being somewhat or very important for less than 50% of respondents. Other factors such as bus stop infrastructure, fares, and trip planning were rated as moderately important. The full results are presented in **Figure 4**.

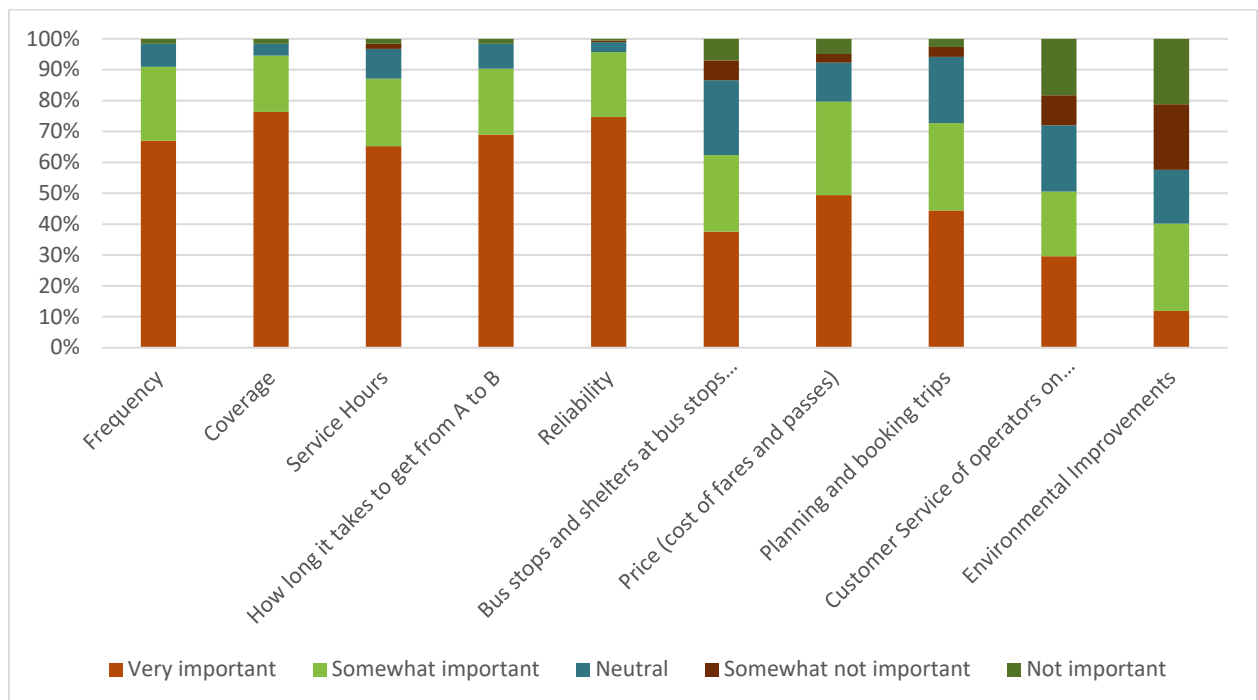


Figure 4: Which Aspects of Transit Service are Important

2. Transit Accessibility and Comfort

The accessibility and comfort of transit vehicles can impact the attractiveness of the service. To understand participants' perceptions of transit facilities, they were asked their level of agreement with a variety of statements related to the quality of buses and stops as well as safety while on transit vehicles or waiting at stops. These findings are presented in **Figure 5**. The highest level of agreement was related to the comfort level of riding the bus as well as space on the vehicle. In contrast, concerns were raised about the condition and cleanliness of bus stops. In regard to safety, 52% to 63% of respondents agreed that they felt safe while riding or waiting for the bus.

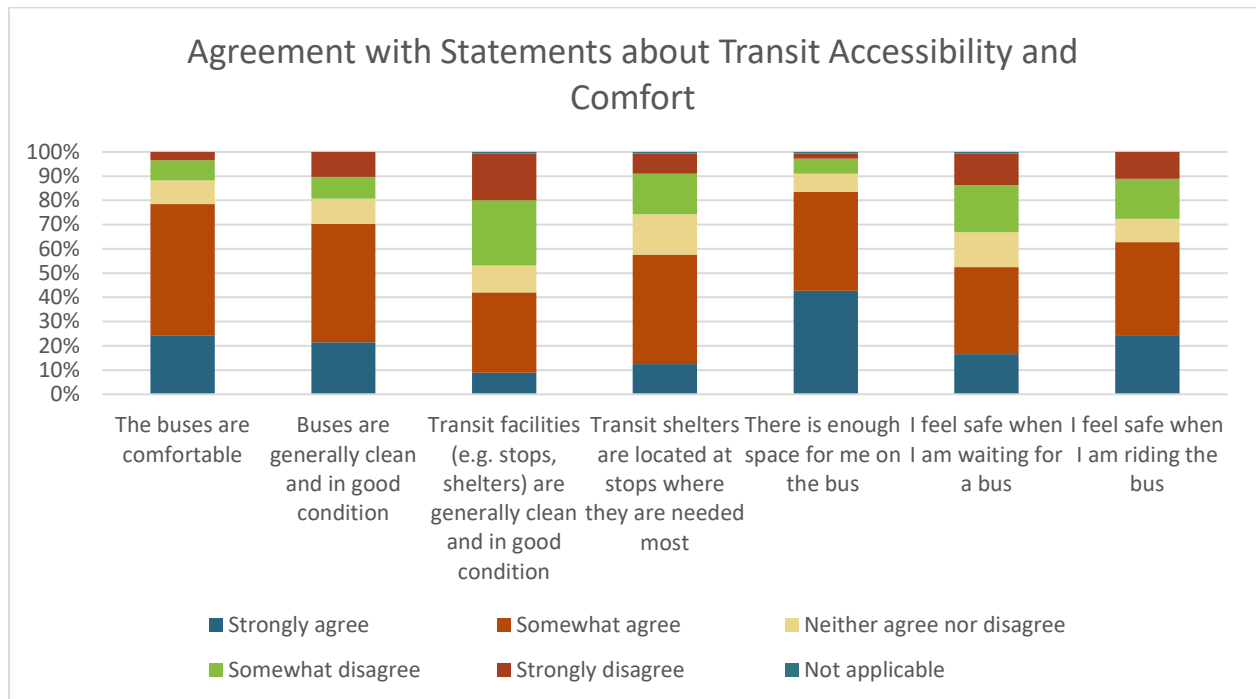


Figure 5: Agreement with Statements about Transit Accessibility and Comfort

3. Fares

Participants were asked their perception of the existing fare structure for transit service in Wood Buffalo. These questions were divided based on urban and rural service as the fare structure differs between them. Fares for service within Fort McMurray was considered inexpensive or reasonable by most respondents, with almost 90% identifying them as such. Perception of Fort McMurray transit fares are illustrated in **Figure 6**.



Figure 6: Fare Price Perception of Fort McMurray Service

In contrast, rural service was considered expensive by a higher number of respondents compared to urban service, illustrated in **Figure 7**. This was particularly the case for rural passengers, of which 50% agreed that rural fares are “expensive”. While fewer passengers considered the fare “Inexpensive”, approximately half of respondents considered rural fares to be reasonable.

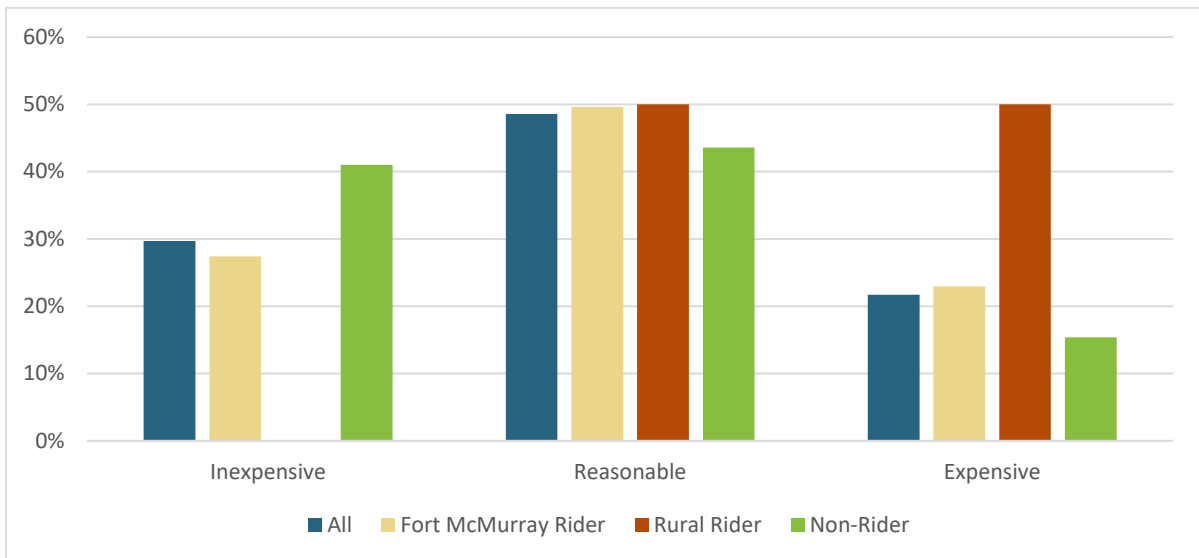


Figure 7: Fare Price Perception of Rural Service

3.2.5 Participate Wood Buffalo

The project was assigned a dedicated project page on Participate Wood Buffalo, designed to include branded graphics, opportunities to receive information and a link to the public survey. The project page on Participate Wood Buffalo also included three additional tabs to prompt the submission of public feedback. To post ideas and Q&As, residents were required to register with Participate Wood Buffalo. A direct link to sign up was posted on the project website. The following features of the webpage that were used in Round 1 Engagement include:

- Locations Tab - Participants were able to pinpoint areas on a map to identify where RMWB Transit is doing well and areas that could be improved.
- The Ideas Tab - Generated 13 ideas in response to the prompt “Share your ideas or vision for Transit in Wood Buffalo”. Written responses could be submitted with supporting image uploads. The tab allowed multiple contributors from one individual and also featured a “like” and “comment” feature for people to display support for the ideas of others.
- The Questions Tab - Generated one question from the public, and each question received a personalized response from RMWB staff.

All comments received through Participate Wood Buffalo were included in the comment summaries and data analysis with the pre-engagement interviews, workshops, and general survey data. This allowed the project team to review all information received through a holistic, standardized approach.

3.2.6 Transit Operator Survey

The Transit Operator Survey was available on a public page on Participate Wood Buffalo from June 14 to July 9, 2021, with one response. The RMWB conducted an additional 15 interviews with transit staff to identify issues, concerns, and areas for improvement regarding transit operations.

Overall themes and findings regarding the staff survey are incorporated in **Section 4.2** below.

3.2.7 Rural Engagement

Rural communities that currently receive rural transit service were targeted for participation in Round 1 engagement. The engagement tools and activities used were the same as for those in Fort McMurray – rural participants completed the same survey and were invited to participate in virtual workshops with the project team. In collaboration with IRR, the following efforts were made to engage the RMWB rural communities:

Fort McKay

- The engagement poster was posted in community spaces in both Fort McKay Metis Nation and Fort McKay First Nation.
- Social media posts for both Fort McKay Metis Nation and Fort McKay First Nation.
- Invitations sent to key members of the Fort McKay Metis Nation.

- Invitations sent to Fort McKay Recreation and Cultural Society.
- Three attendees participated in the Fort McKay workshop held on July 14, 2021.

Anzac

- The engagement poster was shared on Anzac community pages; the RMWB requested to be posted locally and shared with other contacts.
- The engagement poster was posted at the Anzac Grocery, Esso, Recreation Centre, Willow Lake Community Association (WLCA) Office, Anzac Petro Canada and GLE's bulletin board.
- A phone call was placed to WLCA, and the Anzac Family Community Support Society (AFCSS) to invite members to the workshop.
- Email correspondence was sent to the Community Group contacts:
 - WLCA
 - Recreation Centre
 - Anzac Recreation Board
 - Metis Nation
 - AFCSS
 - Willow Lake Tiny Tots
- Invitations to the rural community workshops were sent to the following businesses and organizations:
 - Bill Woodward School
 - Anzac Gas Station
 - Northlands School
- One attendee participated in the Anzac TMP Workshop that was held on June 22, 2021.

Janvier

- The engagement poster was posted at the health centre, Band Office, the 218 Trading Post and Gregg's store.

468 First Nation:

- Invitations were sent to key members of the Fort McMurray 468 First Nation.

Willow Lake Metis

- Invitations sent to key members of the Willow Lake Metis.

Conklin

- 13 copies of the engagement poster and survey were printed for the Conklin Community School, and 12 copies were printed and left at the Petro Canada Store for customers to take. The engagement poster was also posted at the Petro Canada.

4.0

Round 1 Public and Stakeholder Feedback

4.1

Key Themes - Stakeholder Workshops and Survey

Based on a qualitative review of comments received in the three stakeholder workshops, submissions to Participate Wood Buffalo, and the survey comments received, recurring Key Themes were identified, which are outlined in **Table 1**. The Key Findings that support each Key Theme are found in **Section 4.1.1** for urban transit and **Section 4.1.2** for rural transit.

Table 1: Round 1 Public Engagement Key Themes

Theme	Description
Routing/Frequency (includes On-Demand Service)	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, route efficiencies/inefficiencies.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), reference to the built environment including sidewalks, signage, and lighting.
Affordability	Comments related to the affordability of the transit system and fares.
Equity Equity Sub-theme: Accessibility	Comments regarding the importance and ability of RMWB Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, and language barriers.
SMART Bus	All comments related to SMART Bus Service
Assistance Improvements/ Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, transit navigation and wayfinding, information available related to transit.
Safety	Comments regarding riders' perceptions of safety and comfort riding RMWB Transit and safety improvements.
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, bettering communities through transit - reducing traffic, reducing emissions, growing future ridership (youth).
Staff Training/Transit Training	Comments regarding the need for staff training, and transit education training for transit riders (particularly newcomers, seniors, students).

4.1.1

Key Findings

In support of each identified theme, the Project Team highlighted some Key Findings:

4.1.1.1

Affordability

- The cost of transit is generally seen as affordable.
- Passes and single-trip tickets sent to clients at Keyano College for newcomers by the Municipality are appreciated.
- Some suggest that buses should stay free after the pandemic, both as a public service and a means of expanding ridership.

- Others suggest fares be increased, for a few common reasons:
 - To make transit more profitable and less reliant on tax dollars.
 - To fund expansion and streamlining of services.
 - To fund expansion particularly to rural areas.
 - To deter usage of buses as hang-out spots for the population experiencing homelessness.
- Others suggest fares are reduced to make bus service more accessible, especially in rural areas.
- Fare exceptions or reductions for certain individuals, such as students, those travelling from rural areas for health care, and families.
- Bus passes could be delivered as smartphone applications or as reloadable, or more durable cards. Cards should be reloadable online and at high-usage areas like schools.

4.1.1.2

Transit Infrastructure

- Specific areas with transit infrastructure issues were identified:
 - Carteret Drive. Riders report having to wait on a grassy hill, which is slippery when wet and unsafe in winter.
 - At Thickwood terminal. Would benefit from having buses park closer to the entrance.
 - Request for better amenities at Franklin/Main station.
 - In Gregoire and Beacon Hill the bus stops with no sidewalks leading to them, making the stops inaccessible.
 - Snow clearing of sidewalks around stops is a big issue across the system. Particularly noted was the stop by Service Canada/Fatburger/Save-On Foods.
 - More benches and better lighting at Thickwood Plaza stop.
- Requests for new infrastructure:
 - Shelter at Brett Drive in front of Telus building.
 - Transit hub at Jubilee with indoor waiting area.
 - Hubs in new areas of Fort McMurray.
 - Hubs at older locations “south of the bridge” such as Beacon Hill, Prairie Creek.
 - A sidewalk is needed at Rodeo Drive bus stop.
 - There should be a crosswalk at the Eagle Ridge stop.
- Riders enjoy that most shelters are enclosed and heated, though have noticed that the doors of some shelters have been removed.
- Many riders report that broken heaters can take a long time to get fixed and that this is a common and recurring problem.
- Requests that each bus stop has heated shelters and benches.
- Better ventilation requested in bus stop shelters.
- Air conditioning on buses during the summer.
- Shelters and stops should be better maintained. Sometimes hazardous debris such as syringes can be found at sites.
- There should be separated/devoted bus lanes for Bus Rapid Transit.

- Realistic budgets should be allocated to transit to ensure the maintenance and good operation of transit operations and infrastructure.
- The stop location at Keyano could be in a better location to be safer and to encourage more ridership.
- There should be a place to lock bikes at all stops and at the transit hub.
- There should be places to park personal vehicles at bus stops, or at least at the hubs, for riders to be able to “park and ride.”
- Buses should not impact on-street parking spaces downtown.
- Remove signs for bus stops that are no longer in use.
- Reserve front seats for those with disabilities, the elderly, and those with children.
- Aesthetics and branding deserve more consideration, with degraded and inconsistent posters on buses. As well, one rider described bus stops marked by signs on tire rims as “sad.”

4.1.1.3

Routing/Frequency

- Participants identified several areas where transit services could be improved/expanded, including:
 - Vista Ridge is highly utilized by foreign workers but there is no weekend and very limited weekday transportation which is challenging for shift workers.
 - There should be direct service between Thickwood and Timberlea that bypasses the downtown altogether.
 - More service to Gregoire Park.
 - Higher frequency on Route 91 (Longboat Landing).
 - Higher frequency of Route 10 (Gregoire and Prairie Creek) on weekends.
 - MacDonald Island Park (Mac Island), which has had transit service reduced since 2016 the fire, from 15 mins to 30.
- Many cited a need for both earlier and later service, later service to extend past 10:30pm. This would support:
 - Workers
 - Students at Keyano
 - Those attending Oil Baron hockey games
 - Those out on Friday and Saturday nights
 - And on important routes, including Airport, Thickwood and Timberlea
- Participants identified that the RMWB previously provided a special bus service for seniors on weekends to go to key spots and should consider reinstating this service.
- There is a perception that newer areas in Fort McMurray are better serviced than older ones.
- Hour-long waits for buses are unacceptable, particularly downtown. 15-30 minutes would be a reasonable wait time.
- Rather than adding new services, transit should schedule buses strategically - existing buses can run more during peak times and less during others.

- More people would use the service if travel times were quicker and more straightforward, such as express routes. Many complaints about commutes taking 1-1.5 hours, including transfers, compared to 10-20 minutes by personal vehicle.
- The schedule in which buses make stops at the top of the hour is not functional for those who start work at the top of the hour and also conflicts with programs at Mac Island that start at the top of the hour. There is a request to stagger scheduled times just before or after the top of the hour.
- Transit should consider implementing on-demand service, particularly for people who do shift work outside of conventional transit hours and for students.
- There is a request for more bus service to areas hosting local businesses, shopping areas and medical facilities.
- More routes, more frequently, using smaller buses for efficiency. Save larger buses for high-traffic areas/times such as the start and end of school days.
- Summer buses to provincial parks and recreation areas in the summer.
- There should be more service between the airport and areas of the municipality.
- Sunday bus service was requested.
- Riders reported trips that felt serpentine, in which their bus seemed to backtrack before reaching its destination, or in which they had to transfer to a bus that would then go back and cover ground their previous bus already serviced before reaching their destination.
- A few suggested scrapping transit buses entirely and switching to on-demand or dial-a-ride services.

Route Suggestions

- Direct downtown route to Timberlea.
- King Street to Airport.
- Express, cross-town, local/community routes.
- Hourly routes from each uptown street to downtown.
- Express to MacDonald Island and other high-commercial areas, especially from areas like Timberlea and Thickwood.
- Direct from Timberlea and Thickwood to Abasand, Gregoire and other parts of the city.
- Express during rush times.
- Regular runs to Vista Ridge.
- More buses travelling along Franklin Avenue.
- More stops in Gregoire trailer park.
- Thickwood to Eagle Ridge.
- Return to the pre-pandemic frequency of Route 11 Airport (every 30 minutes starting at 5:15 a.m. at the main terminal).
- Pre-2016 bus routes.
- Routes 15 (Timberlea), 25 (removed), and 16 (Thickwood) “the way they used to be”.

- Fewer transfers, especially on routes like Timberlea to downtown. The amount of time it takes to travel makes the service impractical.

4.1.1.4

Ease of Use/Assistance Improvements

- Bus stop locations should be numbered or labelled so people can orient themselves better while using the system.
- Wayfinding should use colours and symbols for accessibility, particularly helpful for those with ESL.
- Transit should integrate transit stops and routes in real-time on Google Maps.
- Multiple riders expressed dissatisfaction with currently available online trip planning tools, with some adding that prior knowledge of the routes is necessary for the tools to make sense.
- If a transit app is developed, it should come with a tutorial and be available in many languages. It should provide real-time tracking of buses and notifications of delays and cancellations. It should show routes.
- Buses should identify the final destination of the route.
- There should be clear and available information available about where each bus stops
- Physical maps/routes should be available or posted at all stops. Digital literacy is not standard across all populations.
- Service should be clearly advertised, especially in rural areas, so that potential riders know it's an option. Not everyone is online, so it is recommended to look into local communication options in rural areas.
- Multiple riders suggested a system, as is in place in municipalities such as Edmonton and Toronto, in which bus stop numbers can be texted to a system that will respond with estimated times of arrival of the next buses.
- Transit should consider adding screens at stops that are updated regularly showing this information.
- Clear notice should be given when buses go out of service.

4.1.1.5

Equity

- Transit service is critical for the independence of seniors, youth, and newcomers.
- Transit stops should not be altered to deter homeless people from seeking shelter in the winter.
- A dispute process should be developed that is inclusive to those who cannot read or write.
- Some expressed a desire to be accompanied on the bus by pets.
- Available services to assist in trip planning may be unusable to those whose first language is not English.
- While many expressed safety concerns about the usage of the bus by people experiencing homelessness, it was also suggested that bus service is vital to vulnerable populations with low incomes.

- Shift mandate from primarily providing a service to those with no options, to being a better way to travel for as many people as possible.
- Others said the primary concern should be for those with no other means of travel.

A sub-theme identified beneath Equity is **Accessibility**:

- There is a need to reach out to disabled individuals and seniors to determine their needs and barriers.
- Poor maintenance of sidewalks and travel routes to bus stops can be a barrier to those with mobility aids, especially in the winter.
- Buses should wait and look carefully at the stops, as some with limited mobility take longer to exit shelters.

4.1.1.6

Safety

- Many riders cited safety concerns around the common presence of intoxicated persons on buses and at shelters. This was often linked by riders to the population experiencing homelessness.
 - Concerns included aggressive behaviour, urination/defecation/vomiting, use of alcohol and/or drugs on the buses and at shelters.
- There are safety concerns about bus stop infrastructure that influences perceptions of safety, including:
 - Lighting
 - Broken heating in the wintertime as well as long timeframes to get heating fixed
 - Lack of security
- Security presence, trained in cultural sensitivity, should be available to buses and at stops.
- Bus drivers should be allowed and directed to pick up/drop off riders anywhere along their routes during extreme cold snaps, as is reportedly the case elsewhere in Alberta.
- Lengths of waits were cited as a safety concern, especially at night.
- An emergency button should be available at bus stops to call the police or other emergency services.

4.1.1.7

SMART Bus

- The Paratransit application form is repetitive, and people sometimes require assistance to fill them out.
- There is confusion around the need for a physician to sign the form/purchase a doctor's note. The form also cannot be submitted by anyone except the person applying, which can be challenging for certain disabilities.
- Client service experiences are positive among riders.
- More storage space is needed on the bus for riders' personal items.
- A lot of pre-planning is required. It's not feasible to make last-minute plans using this service. As well, the cost of cancellation is high, making it a risk to plan too far ahead.

- Multiple riders cited issues with children not being allowed on SMART Buses, which is a problem for many disabled persons with families.
- Criteria for SMART Bus should be expanded. There are many invisible disabilities.

4.1.1.8 Staff Training/Transit Education Training

- Public transit travel training for newcomers and students is important as the bus can be intimidating and confusing.
- Staff and driver sensitivity training should be mandatory.
- Cultural sensitivity training for public-facing staff such as drivers.
- Transit rider education should be provided to reduce anxieties. Training should include bus etiquette.
- Driver training should include how to assist people with mobility issues and devices.

4.1.1.9 Transit for the Common Good

- Encouraging ridership to decrease reliance on vehicles, especially single-occupant vehicles, both for emissions reduction and traffic reduction.
- The long-term vision for electric buses but desire to keep diesel buses in the short term.
- Consider partnerships with Indigenous communities and artists for art on livery, passes and other campaigns.

4.1.2 Key Findings - Rural Transit

The following key themes were identified for rural transit:

Routing/Frequency: Comments directly related to routes, the number and placement of stops, the need for extended or additional service, and route efficiencies/inefficiencies.

- Transit service hours leaving and returning to Anzac + Fort McKay only allows around three hours in the city which prevents people from using the service for day-to-day uses and prevents people from being able to use transit for work.
- Service hours in Anzac should be expanded particularly in the evenings.
- Allow for an on-demand service to rural areas, similar to SMART Bus. Particularly for travelling to events.
- Transit services in Fort McKay are in the evening (3 pm to 9 pm), which does not serve a great number of people. These hours should be revised based on the needs of the community with service departing in the morning.
- Transit should coordinate with rural health centres and the hospital to identify when typical discharge times are, so people can use transit to get home from procedures.

4.1.2.1

Transit Infrastructure

- There should be a designated transit stop (currently no signage, no bench, no place to wait protected from the elements).
- Bus shelters that do exist in rural communities are not heated.
- A stop at Anzac day-use area for residents to use.

4.1.2.2

Affordability

- Rural transit fares are high particularly for low-income individuals.
- RMWB should consider providing rural bus passes rather than the standard fee.

4.1.2.3

Equity

- There are some transit rules that make it difficult to use for rural riders. For example, eating and drinking on the bus are often not allowed. Riders are not allowed to bring their pets on board.
- Parents assume children will one day be able to drive but if they are disabled or unable to drive, they will have a hard time achieving independence and would likely need to move out of rural areas.
- Funding for additional services to events and activities should be provided to rural communities so rural residents can also partake.
- Regarding rural areas, communication of what services are available is important. There are concerns that rural citizens feel like a second priority to urban areas.

4.1.2.4

Transit Education Training

- Education and travel training for youth in rural communities should be included as part of the CALM curriculum.

4.2 Internal Stakeholder Feedback

4.2.1 Key Themes - Stakeholder Workshops and Survey

RMWB staff met with transit staff to discuss the RMWB Transit Master Plan. Based on a qualitative review of the feedback heard, recurring Key Themes were identified, which are outlined in **Table 2**. The Key Findings that support each Key Theme are found in **Section 4.2.2**.

Table 2: Round 1 Internal Engagement Key Themes

Theme	Description
Transit Operations	General comments regarding the form and function of RMWB Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, and day to day concerns.
Routing/Frequency	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, and route efficiencies/inefficiencies.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), reference to the built environment including sidewalks, signage, and lighting.
Employee Morale	Comments regarding the working environment and workplace morale among transit workers.
Assistance Improvements/ Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, transit navigation and wayfinding, and information available related to transit.
Safety	Comments regarding riders' perceptions of safety and comfort riding RMWB Transit and safety improvements.
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, and bettering communities through transit - reducing traffic, reducing emissions, growing future ridership (youth).

4.2.2 Key Findings

In support of each identified theme, the Project Team highlighted some Key Findings:

4.2.2.1 Assistance Improvements/Ease of Use

- An app is needed that can track buses in real-time and report delays to riders. This becomes more necessary in winter when temperatures can reach -40 C.
- When routes change, these changes must be communicated to both riders and drivers clearly and well ahead of time, and changes should be posted at stops.
- Printed copies of routes must be posted at stops as not everyone uses a smartphone.

4.2.2.2 Employee Morale

- Low employee morale was repeatedly brought up as a major issue.

- The perception among many is that management will not listen to feedback and that those who bring suggestions or complaints to management might then face repercussions.
- The perception that all points brought up in these interviews have already been brought up to and ignored by management. This was countered a few times by employees who stated they believed management is working on solutions to these issues.
- Perceptions that favouritism and nepotism guide decisions such as which employees get overtime or promotions.
- Worries that lessening ridership and empty buses may mean bus service is destined to be contracted out again.
- The perception is that confidentiality is an issue and that managers talk openly about employees in the presence of other employees.
- Employees want more transparency from management. Some feel their questions go unanswered.
- There is good morale and community within the hostlers, which should be encouraged.
- Multiple suggestions that a group bonding activity, such as a barbeque, should be held. This should include all transit staff and might also include a meeting where staff can talk openly about their concerns.
- Comments from the public on platforms such as Facebook, complaining about the service, are being seen by the staff and affecting morale.
- One person said things are not as bad as people are making them out to be.

4.2.2.3

Frequency/Routing

- Some routes, such as in Timberlea, are “driving in circles.”
- Current routes are bad for both riders and drivers.
- Trips take too long with too many transfers. Trips that should take less than 20 minutes can take up to an hour. Transit staff find routes and schedules prohibitive for their own personal use.
- Routes are not timed to connect well with other routes, leading to long waits for connections. Buses should arrive on some routes every 15 minutes.
- Frequent empty buses are proof that routes are not working.
- The airport bus does not correspond to flight schedules or staff schedules, and because of this, it is unusable to much of what should be its target demographic.
- Routes that service schools work well for students but are seen to be successful at the expense of routes for the rest of the public.
- Routes change too often. Riders and drivers would be better served by consistent routes.

Specific Route Suggestions

- The route that services Your Independent Grocer in Timberlea needs to be redirected to the stop near the grocery store rather than its current stop, which is 200 metres away from the grocery store.
- Franklin Avenue should have a dedicated bus route running consistently in each direction.

- Multiple suggestions that former Route 15 (Timberlea) and Route 16 (Thickwood) need to come back. Route 10 (Gregoire and Prairie Creek) and Route 11 (Fort McMurray Airport) were also mentioned. One person said to return entirely to old routes.
- Streamlined route from Wood Buffalo to Gregoire.
- Route 17 (Parsons Creek) is too long.
- Secondary routes (Route 41 (Brett Drive), Route 51 (Wood Buffalo Estates), Route 61 (Thickwood Terminal), Route 17 (Parsons Creek), Route 9 (Morgan and Harpe Heights), Route 7 (Abasand Heights), and Route 8 (Beacon Hill Drive)) need to be extended as people currently cannot match connections.
- Referencing current Route 15 (Timberlea) and Route 16 (Thickwood), it should meet with all routes on the hour and on the half-hour.
- On route 92 (Syncrude Sport and Wellness), at Alberta and Franklin, a stop should be added by the church.

4.2.2.4

Safety

- When homeless passengers linger on buses, drivers generally take the approach, “If I don’t bother them, they don’t bother me.” Asking unruly passengers to leave, however, usually results in more conflict, and considerable discomfort for riders, and drivers don’t have an easy route to resolution.
- There needs to be processes and procedures, coming from the top, for when there are problems with the homeless population.
- RMWB should develop day programs for the homeless, with safe places for them to go.
- The suggestion is that there need to be transit police available for when passengers become unruly.
- Buses should have the right of way and bear yield signs, as is the case in many other municipalities.
- Drivers do not feel safe at the main terminal. Cameras should be installed and a full-time inspector and police should be present.
- Inspectors should be more visible (wearing safety vests at all times).
- Trees and fences obstruct views of intersections in residential routes.
- Timing points are set up in dangerous places. No accidents yet but no one counts near misses.
- Management must take safety complaints seriously. The perception that they are ignored.

4.2.2.5

Transit for the Public Good

- An employee said they were approached in public, while they were wearing their uniform, by a resident who told them transit helped them survive when they had no money and no car.
- Enthusiasm for electric buses that would be able to run air conditioning or heating without interruption.
- The RMWB could hold more transit-related events.

4.2.2.6

Transit Infrastructure

- More bathrooms are needed for drivers at terminals.
- Some buses do not have air conditioning and need this during the summer.
- Buses are generally clean.
- Buses need detailing/livery to be maintained.
- Many shelters exist but do not have bus services.
- Bus stop numbers should be posted on all signs.

4.2.2.7

Transit Operations

- Bus-flagging should be allowed when it is safe to do so.
- Ridership must be improved, mainly through routes and schedule but there was also a suggestion of a contest for riders, with a prize given.
- Have some drivers or buses on standby, with other tasks, for when there are breakdowns or other issues.
- Some drivers do not like being forced to do split shifts.
- Drivers have to switch and memorize too many routes each day.
- Suggestion for on-demand service.
- The perception is that there is enough money, staff, and buses to run an efficient, well-routed service, but that resources are being used inefficiently and without proper planning.
- The pass system should change as it is currently too easy to cheat.
- Staff need 60-minute lunch breaks so they can run errands that must be done within business hours.
- Buses should be tracked, and drivers better trained on routes, as some drivers are skipping runs or stopping short.
- Communications procedures between management and staff need an overhaul.
- Drivers could use a refresher course in customer service.
- When issues arise, they need well thought out and permanent solutions, not band-aid solutions.
- Wheelchairs should be allowed on the bus again or SMART Bus should function better as an on-demand service.
- Company vehicles should only be parked in RMWB's parking structure and shouldn't take up public spaces.

4.3

Observations for Round 1

The Project Team benefited from the engagement and participation of RMWB residents through the public survey, transit operator interviews, and workshop attendance. Throughout the process, the Project Team identified both things that worked, and areas for improvement, and internalized all feedback received from survey participants and attendees to consider in Round 2.

4.3.1 Stakeholder Identification

The following observations were made by the Project Team regarding Round 1 stakeholder participants:

- The participation rate of employers was low.

4.3.2 Stakeholder Workshops

The following observations were made by the Project Team after the Round 1 Engagement debrief:

- The Project Team identified the need to work with IRR earlier in the process to enable invitations to be sent out to rural communities with more advanced notice.
- Include a request in the invitation emails to pass along invitations to someone in the organization who rides the bus or has an alternate attend who does ride the bus.
- There was a higher response rate for workshops held during business hours.

4.3.3 Survey

The following observations were made by the Project Team regarding the public survey after reviewing the comments:

- Participants identified the hope that the feedback and concerns communicated through the survey would lead to positive change.

5.0

Interim-Communications Round Summary

Due to timing of municipal election and the 2021 December holiday season falling shortly after, the project team delayed Round 2 engagement to February 2022. This decision acknowledged that engagement participation had the potential to be reduced due to these factors. To maintain ongoing communication with the public regarding project progress, the project team undertook an interim communications round between Round 1 and Round 2. The intent of the interim communications round was to maintain momentum and communicate project progress in advance of Round 2 activities.

5.1

Methods of Information Sharing

Project updates with predetermined key messages were shared with the public through:

- Participate Wood Buffalo
- Email list
- Rural Newsletters

The project webpage Participate Wood Buffalo was active during the Interim Communications round and updated with a summary of what we heard in Round 1. The public could also access the Locations, Ideas, and Questions tabs to leave their feedback.

A tailored email was sent by the Project Team to stakeholders and Participate registrants, to notify them of the delayed Round 2 engagement and opportunities to engage during the Interim Communications round.

6.0

Round 2 Engagement Summary

Stakeholder discussions from Round 2 summarized in this document will help inform the final Transit Master Plan. Round 2 Engagement began on February 16, 2022, with a planned closing date of February 28, 2022. Upon reaching the closing date, engagement response was low and the RMWB extended the engagement timelines to generate additional opportunities and time for feedback to be received on the draft TMP. Round 2 ended on March 16, 2022.

6.1

Overview of Project Engagement

Round 2 was conducted with the following goal in mind:

To confirm the vision, mission, and goals developed in Round 1 with the public and stakeholders, and present the draft plan recommendations. The team will be transparent about how feedback from engagement in Round 1 has been incorporated into the final Transit Master Plan.

6.1.1

How We Engaged in Round 2

Due to the ongoing COVID-19 pandemic Round 2 engagement activities were held virtually to minimize risks associated with in-person engagement. Through the public survey and two public workshops, the public shared information about issues, transportation needs and what people expect from RMWB Transit. Using EngagementHQ, Participate Wood Buffalo also featured a page for this project. Here's a breakdown of the results:

1. An online public survey was available to the public for 28 days from February 16 to March 16, 2022, through the City's engagement platform Participate Wood Buffalo. The survey was promoted through social media outlets including Facebook and Twitter. The survey was advertised at bus stops, and on and in City buses. Radio ads and billboards were also used to promote the engagement opportunities for the draft TMP.
2. The public survey was also distributed in hard copy in the rural communities of Anzac, Fort McKay, and Conklin through coordination with the IRR.
3. There were 200 survey responses with over 260 comments regarding service provision and rider experience for consideration by the project team.
4. Two stakeholder workshops were held on February 23rd and 24th, 2022, with nine attendees to discuss urban and rural transit.
5. At the time this report was written the Participate Wood Buffalo page included:
 - a) Five new ideas on the Ideas Tab;
 - b) Two new questions received on the Q&A tab. For those who submitted a question a personalized response was sent by City staff;
 - c) Four new comments on the Places tab; and
 - d) 161 visitors participated in the Quick Polls.

All of the feedback received from the survey, workshops, and Participate Wood Buffalo helped inform the final Transit Master Plan, with the purpose of enabling RMWB Transit to better meet the opportunities and challenges it will face in the future.

7.0 Round 2 Engagement Techniques & Results

7.1 Methods of Information Sharing

Round 2 employed the same multi-pronged approach for information sharing and communication based on the Communications Principles outlined in the Regional Municipality of Wood Buffalo TMP Engagement and Communications Plan.

Round 1 graphics were updated for Round 2 to create a consistent communications approach that the public would relate to and recognize from Round 1. The Project Team used the following methods in Round 2 to communicate and engage with the public and stakeholders.

7.1.1 Participate Wood Buffalo

- The project team leveraged the City's online community page Participate Wood Buffalo to convey information regarding the project. The page maintained the standardized branding for project recognition. The dedicated webpage was updated regularly during key points of project progress. The features of the webpage that were used in Round 2 Engagement included:
 - Information and registration options for upcoming public engagement sessions;
 - A link to view the Transit Master Plan recommendations and transit maps;
 - A link to the second project survey;
 - Additional opportunities to engage such as a Q&A tab, Locations tab and Ideas tab;
 - Quick polls;
 - Project Frequently Asked Questions (FAQ);
 - Project timeline;
 - Public engagement session presentation slides;
 - Registration for project updates; and
 - Contact details to reach out to the project team.

7.1.2 Branding & Project Advertising

- Round 2 continued the use of eye-catching graphics from Round 1.
- Graphics were incorporated in social media posts, information releases, and the survey.
- Graphics were circulated with all email correspondence from the Dillon team including workshop invitations.
- Signage with project graphics were posted at bus stops, and in and on buses.
- LED outdoor advertising was utilized at Northstar Ford, Earls Restaurant, and Centerfire Place.
- IRR advertised the project to their community contacts and a project poster was put in the rural newsletters prior to the survey launch date.

7.1.3 Social Media & Media Promotion

- The RMWB released a series of project updates on the following social media platforms:
 - Twitter & Instagram – Shared to the City’s corporate account (@RMWoodBuffalo) with the hashtags #RMWBTransitPlan and #RMWB.
 - Facebook – Shared to the RMWB Government page.
- Project updates through social media and media channels including links to the survey and directed individual feedback to the Participate Wood Buffalo project page. The City monitored the likes and comments on the posts.
- The RMWB project team posted a media release in Round 2 which was distributed to the RMWB media contact list.
- The RMWB posted advertisements for the project through Spotify with a pre-recorded advertisement based on a script created by the team.
- The RMWB conducted an interview with McMurray Matters.

7.2 Methods of Information Sharing Engagement - Additional Promotion

To further promote the Round 2 engagement, additional communication efforts were conducted to inform the public about the TMP engagement extension to March 16, 2022.

7.2.1 Branding & Project Advertising

- LED outdoor advertising at Northstar Ford, Earls Restaurant, and Centerfire Place. Advertisements were updated to add “fill out the survey” and “extended” to support extended engagement timelines.
- The RMWB placed an ad in Centerfire Place for Oil Barons Playoff Games – a 1920x1080 jpg with 15 sec script to be read live by the Oil Barons announcer encouraging residents to take the survey and visit the RMWB Participate Page.

7.2.2 Social Media & Media Promotion

- Messaging was updated to include messaging about engagement timelines being “extended”.
- Facebook & Instagram - Released five “stories” that last 24 hours with project graphics and messaging that identified the extended engagement timeline.
- The RMWB placed YouTube ads with a voiceover advertising the survey and Participate page to include updated engagement timelines.
- The RMWB updated Spotify ads with messaging on timeline extension.
- Instagram - 2 additional Instagram posts/pictures for transit.
- The RMWB placed one additional paid Facebook Ad.
- The RMWB advertised the TMP on the Buffalo Bulletin Board radio ad on Harvard radio stations Mix 103.7 and Cruz 100.5 fm.

7.3 Engagement Activities

7.3.1 Workshops

Dillon sent 48 public workshop invitations to individuals and organizations identified on the stakeholder list. Where direct contact information was not available, some stakeholder organizations were contacted directly through contact website portals. The RMWB was responsible for sending invitations to council appointed committees, council, mayor and the residents registered for updates. Dillon developed text for the email invite, including links to register for the virtual Zoom workshop.

Two workshops were held on February 23rd from 2:00-4:00 pm and February 24th from 4:00-6:00 pm to share the draft TMP urban and rural recommendations and to request feedback from the public and stakeholders. The two workshops had a total number of nine (9) attendees. The number of participants did not necessitate breakout rooms during workshop sessions. Facilitator notes and questions were developed, one copy for the facilitator and a second document for note taking. Subject matter experts gave a presentation at the start of each workshop. The presentation included a review of proposed recommendations and key policy considerations from the draft RMWB Transit Master Plan.

7.3.2 Workshop Feedback

All workshops had a dedicated note-taker assigned by Dillon to catalog all comments and information provided by the stakeholders. The topics aligned with the preliminary themes identified in Round 1 and were revised where required. The feedback heard confirmed and supplemented what we heard in previous engagements. What we heard is categorized thematically through summaries of Key Themes in **Section 8.0**.

7.3.3 Public Survey

The project team received 200 surveys prior to the closing on March 16, 2022, and over 265 comments regarding specific feedback on the draft routes and TMP. Specific public survey responses are detailed in **Section 7.3.3.1** below, while overall themes and findings from an analysis of the public survey comments are incorporated in **Section 8.0**.

7.3.3.1 Specific Survey Findings

1. Transit Routes and Services

Overall, the survey showed broad support for the new conventional route network, with over half of respondents (56%) indicating that the suggested Core routes would meet their needs, as shown in **Figure 8**. In regard to frequency, the 81% of respondents agreed that the suggested frequency during peak hours is "Frequent Enough". Agreement that frequency was sufficient slightly was lower for off-peak and weekends/holiday Core Route service at 56% and 61% respectively.

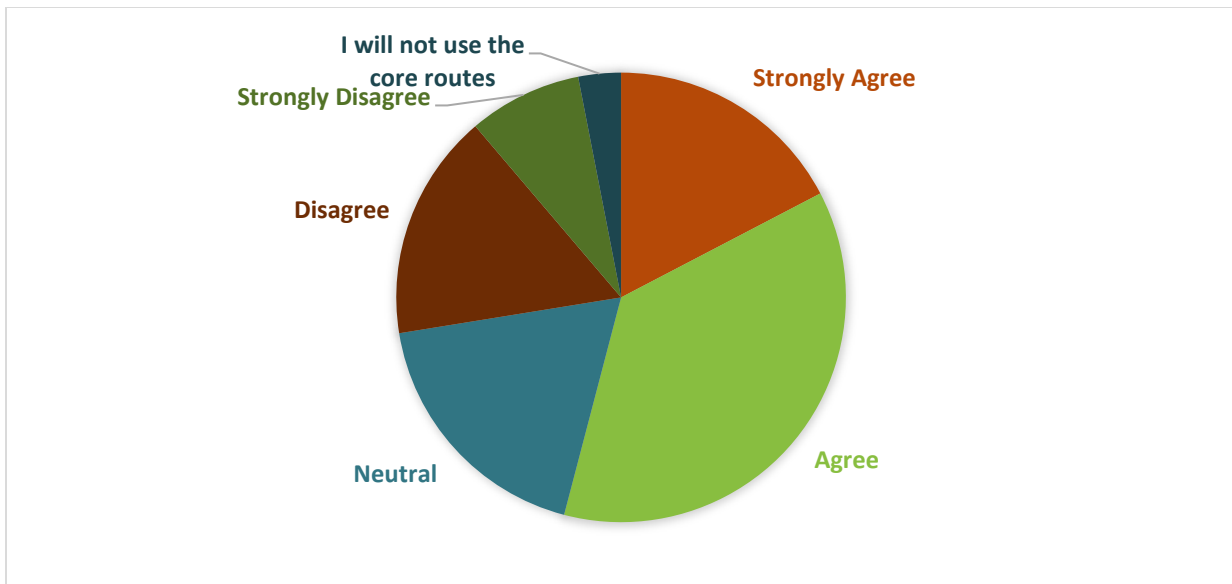


Figure 8: The suggested core routes will meet my needs

The survey indicated moderate support for Neighbourhood Route frequency during peak hours, with 55% agreeing that the proposed 30-minute frequencies are “Frequent Enough”. However, only 40% of respondents agreed that off-peak Neighbourhood frequency was sufficient. Similarly, the proposal to replace some Neighbourhood service with On Demand during off-peak was met with uncertainty. When asked whether this proposal would meet their needs, the most common response was “Unsure”, which 44% of participants selected. This indicates a need for public education regarding how On Demand service works far in advance of any implementation of this service.

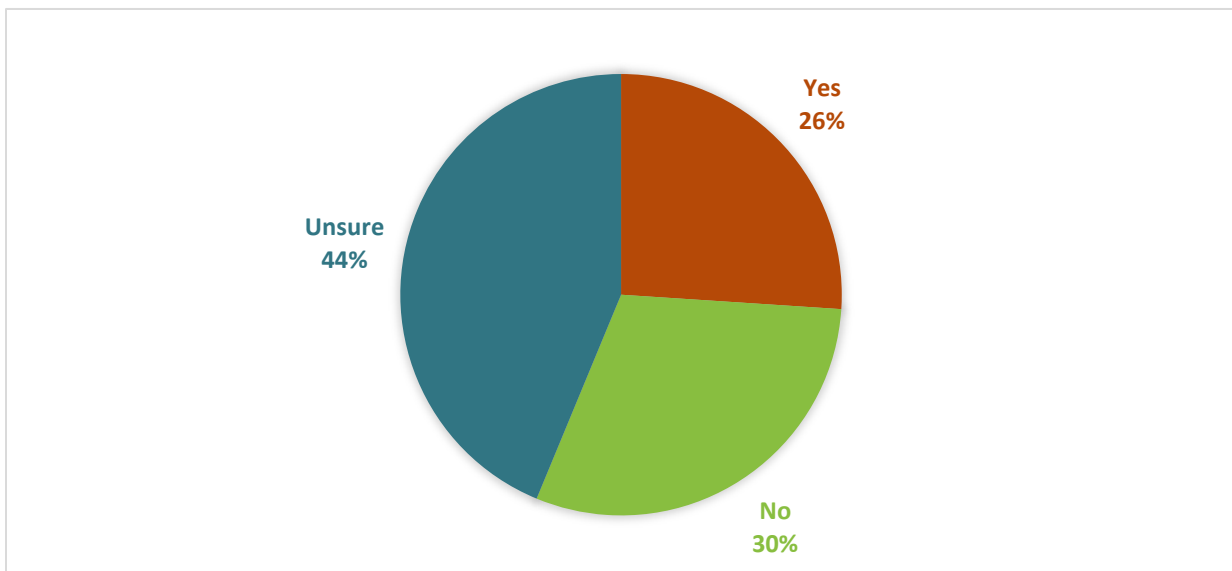


Figure 9: Would the on-demand service (instead of neighbourhood routes) at select times serve your transit needs?

2. SMART Bus

The survey asked specific questions about the impact of changing the eligibility process for specialized transit and other recommendations related to changing the companion policy and introducing a new, more flexible booking process. Just over half of respondents (53%) agreed that the updated eligibility process would improve the experience for SMART Bus riders, while 21% were unsure and 26% disagreed. Similarly, the majority of respondents supported the SMART Bus recommendations (58%) while 21% were unsure and 21% were not in support, as shown in **Figure 10**.

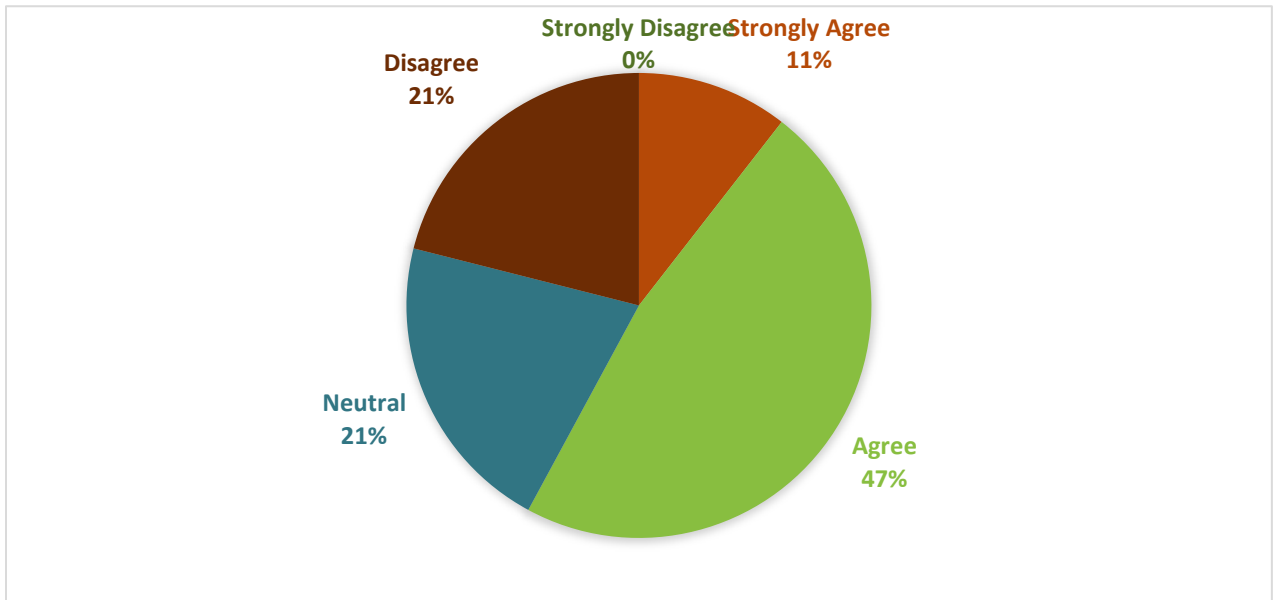


Figure 10: The changes proposed for riding SMART Bus will make the service easier to use

3. Transit Accessibility and Comfort

This section specifically asked whether recommended changes to transit infrastructure (shelters, terminals, and pedestrian connectivity) would improve their experience using transit. Overall, there were high levels of support for the proposed infrastructure improvements. The vast majority of participants (90%) agreed that the proposed recommendations to improve transit priority near terminals would lead to a higher quality transit experience. Similarly, support for general infrastructure improvements such as improve sidewalk connectivity to bus stop and enhancing accessibility of bus stops was very high at 85%, with 13% responding neutrally and 2% opposed.

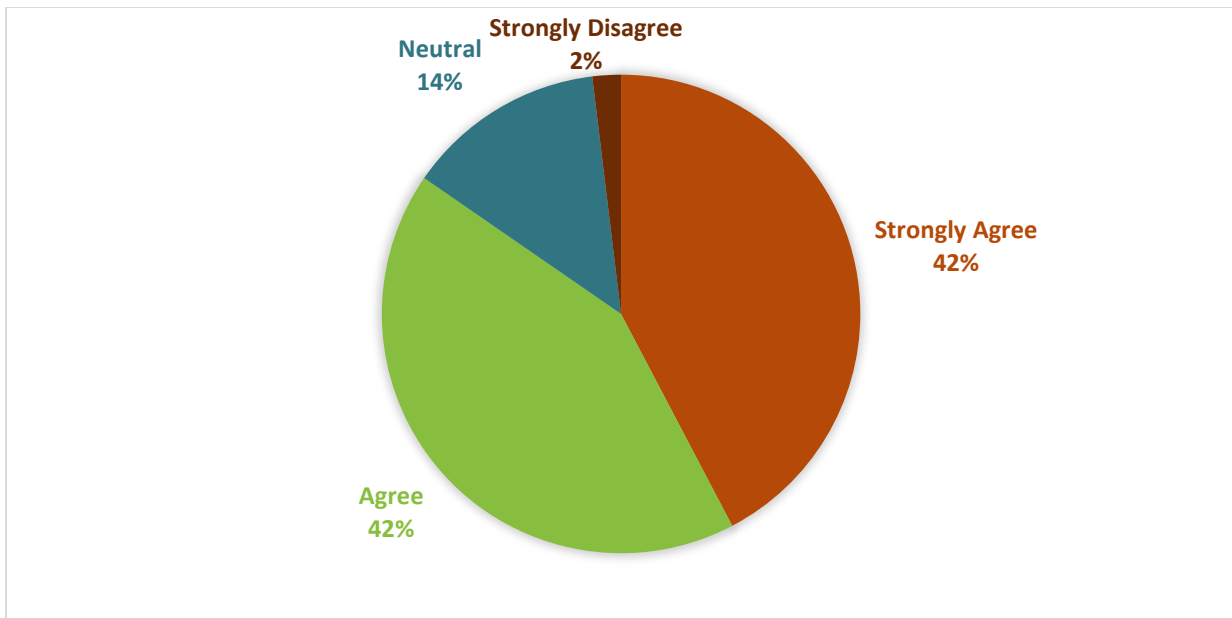


Figure 11: The proposed recommendations related to transit infrastructure improvements will improve access to transit in the RMWB

Recommendations related to improving maintenance of bus shelters in winter received high levels of support, 80% of respondents agreeing that the proposed changes would improve their experience using transit in the winter. Of the remaining respondents, 16% were neutral and 4% disagreed.

4. Fares and Trip Planning

The Transit Master Plan recommends updating the agency's fare structure to align more closely with other transit systems in Canada. The survey asked participants specific questions related to increasing fares. As well, participants were asked about whether the Plan's recommendations related to trip planning would improve their experience using transit.

The majority of respondents (54%) supported a proposed fare increase to support higher levels of service in more areas. In contrast, 32% disagreed and 15% indicated that they preferred not to answer.

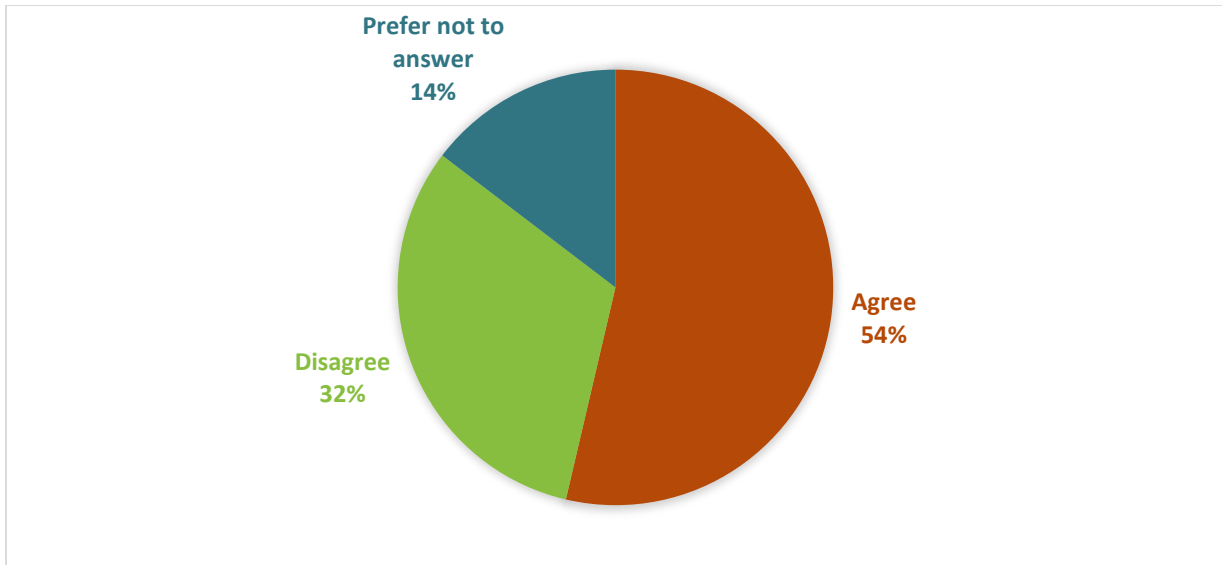


Figure 12: I support increasing adult transit fares over time to support more frequent transit service areas in more areas

The Plan also recommends that the Municipality maintain reduced fares for low-income individuals, which was met with broad support: 81% were in favour of this recommendation, while 17% were not and 2% preferred not to answer.

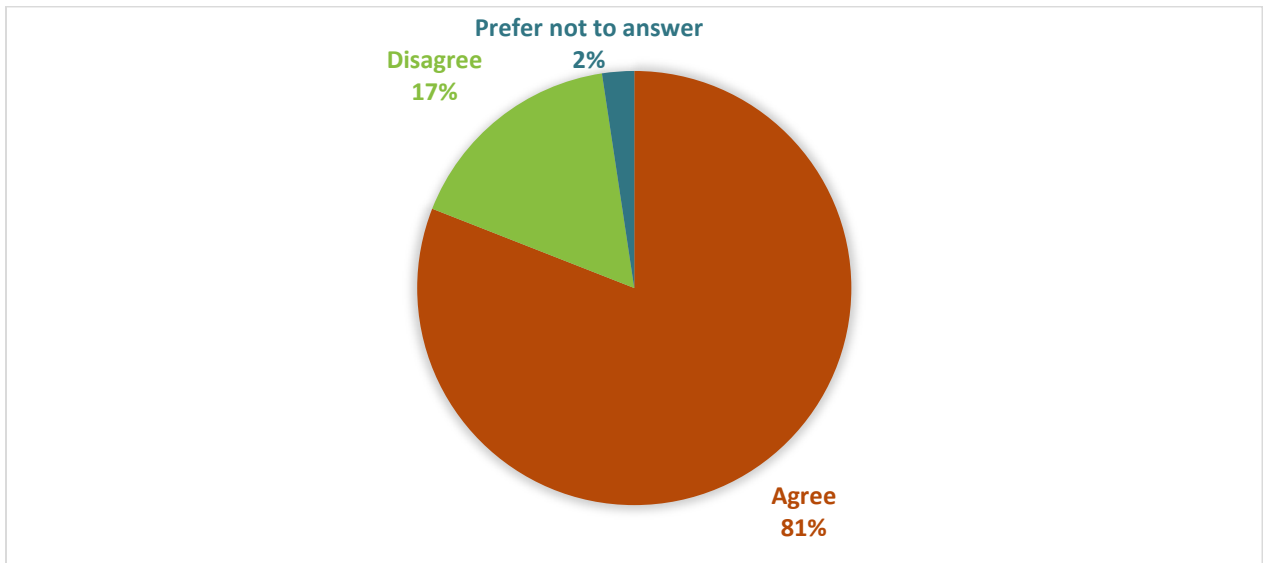


Figure 13: I support keeping fares lower for low-income individuals

Recommendations related to trip planning include developing informational materials in other languages, investigating a trip planning app, and introducing a Travel Training program. 75% of respondents agreed that these recommendations would improve their transit experience, while 14% were neutral and 12% disagreed.

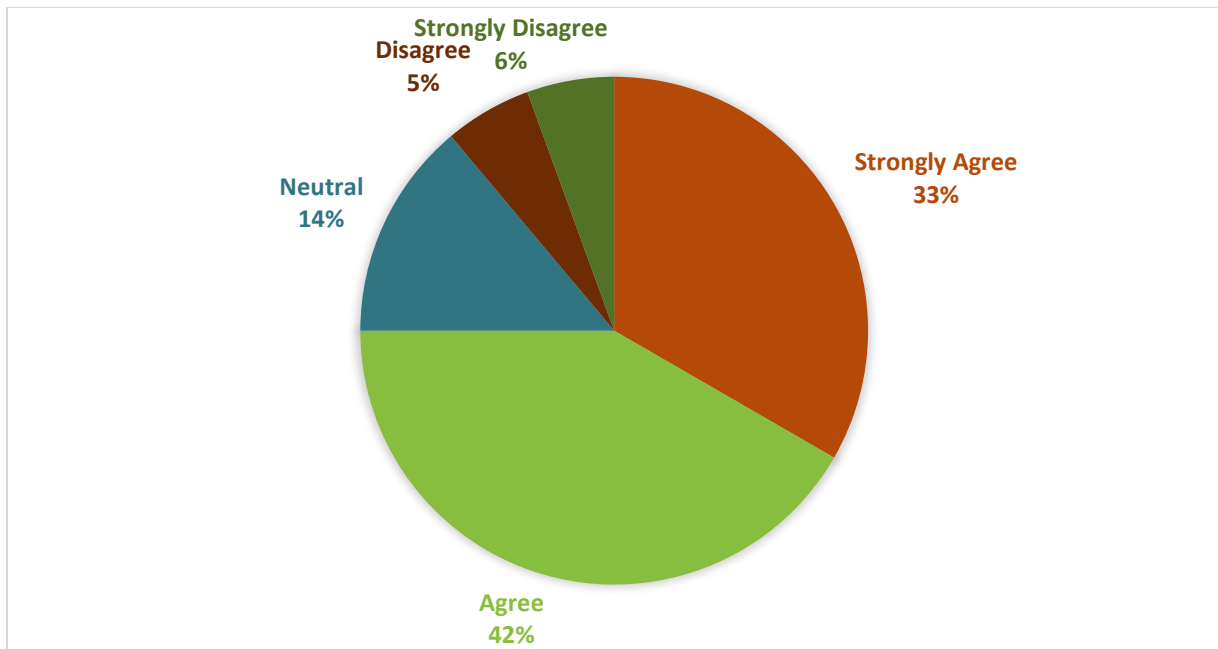


Figure 14: The recommendations related to trip planning and travel training will improve my transit experience

7.3.4

Participate Wood Buffalo

The project page on Participate Wood Buffalo encouraged the public to post Ideas and Questions using the webpage tabs. The public was required to register with Participate Wood Buffalo in order to post on the page. Results include:

- Five new ideas on the Ideas Tab in Round 2, with a cumulative total of 18 Ideas for Round 1 and 2 combined.
- Two new questions were received on the Q&A tab from the public for a cumulative total of three questions from Round 1 and Round 2. Each question received a personalized response from City staff.
- Four comments on the Places tab.
- 161 visitors participated in the Quick Polls.

7.3.5

Group Staff Interviews

Group Staff Interviews were coordinated by the RMWB to share proposed network changes with staff and listen to feedback. A summary of the feedback received is provided below.

Route A - Abasand Heights

Comment: Route no longer travels to Grayling Terrace.

Action: Route has been updated to operate to Grayling Terrace, service has been removed to Keyano College to conserve on service hours.

Route B - Beacon Hill

Comment: Route no longer serves extended care homes on Fraser Avenue.

Action: Route network has been updated with the route now updated to operate along Fraser Avenue.

Route C - Parsons Creek - Cartier - Thickwood

Comment: Route is too long and doesn't serve Holy Trinity and McTavish High Schools.

Action: Route was deleted and merged into a revised Route F (Parsons Creek-Stone Creek-Eagle Creek) to better serve local high schools.

Routes G/H

Comment: Quite like the high frequency routes, the route alignments serve high ridership areas.

7.3.6 Rural Engagement

Rural community members were asked to complete the survey or attend the public workshop. Specific rural survey questions were developed to allow for specific responses regarding rural transit services. When registering for the public workshop, participants were asked to let the team know what topics they would like to discuss, with a plan to create a rural breakout room if there was enough interest. Rural transit participants ended up joining the main room, with rural specific questions asked by the facilitator to solicit feedback.

7.4 Workshop Evaluation**7.4.1 Stakeholder Identification**

Stakeholders in the February 24, 2022, workshop noted that more effort should have been directed to talking directly with clients of newcomer organizations rather than the representatives, in order to have more lived experience reflected in the feedback. The Islamist School was specifically noted in the session.

7.4.2 Stakeholder Workshops

Session participants shared that as sessions and project materials were only advertised in English, in the future the RWMB should consider adding resources to share information in additional languages.

8.0

Round 2 Public and Stakeholder Feedback

8.1

Key Themes - Stakeholder Workshops and Survey

Based on a qualitative review of comments received in two stakeholder workshops, submissions to Participate Wood Buffalo, and the survey comments received, recurring Key Themes were identified, which are outlined in **Table 3**. The Key Findings that support each Key Theme are found in **Section 8.1.1** for urban transit and **Section 8.1.2** for rural transit.

Table 3: Round 2 Engagement Key Themes

Theme	Description
Transit Operations	General comments regarding the form and function of RMWB Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, and day to day concerns
School Service	Comments related to school services provision.
Routing/Frequency, includes Core Route, Neighbourhood and On-Demand Service	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, and route efficiencies/inefficiencies.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), and reference to the built environment including sidewalks, signage, and lighting.
Affordability/Fare	Comments related to the affordability of the transit system and fares.
Equity Equity Sub-theme: Accessibility	Comments regarding the importance and ability of RMWB Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, and language barriers.
SMART Bus	All comments related to SMART Bus Service
Assistance Improvements/ Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, transit navigation and wayfinding, and information available related to transit.
Safety	Comments regarding riders' perceptions of safety and comfort riding RMWB Transit and safety improvements.
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, and bettering communities through transit - reducing traffic, reducing emissions, growing future ridership (youth).
Staff Training/Transit Training	Comments regarding the need for staff training and transit education training for transit riders (particularly newcomers, seniors, and students).

8.1.1

Key Findings - Urban Transit

In support of each identified theme, the Project Team highlighted some of the Key Findings and responses:

8.1.1.1

Transit Operations (General Comments)

- Under the proposed transit network there are several large areas of town and neighbourhoods left out of the TMP. Residents will be required to walk further and wait longer.
- Focus of the TMP should be on how to encourage residents to use the service rather than service expansion.
- RMWB should have buses on standby to support other buses when they run into issues.
- Ridership numbers are low because the previous neighbourhood routes were reduced drastically.
- Bus drivers do not always stop at bus stops and leave riders behind.
- Ridership will increase if transit runs on time and stops are within 1-2 blocks.
- Transit should provide access to parks. This is a gap in the proposed plan.
- Fear that proposed changes are based on upgrading service from reduced amounts during the pandemic, not based on routes running during normal times prior to. As a result, the plan as proposed cuts services that were present before.
- Buses often stop directly on crosswalks which is dangerous for pedestrians.

8.1.1.2

School Service

- Significant concern that buses are severely overcrowded, an issue being ignored by the RMWB. Children do not feel safe riding the bus.
- Routes should equally serve low and high density areas.
- Bus fares are too expensive, lower income students should have an affordable pass option.
- Concern that taxpayers are paying for school services where parents and school boards should be responsible for funding.
- School buses should be provided instead of requiring the youth to ride conventional transit.
- School buses should be cleaned more often.
- Routes should be numbered for the schools they are going to (reference to two Number 51s).

Route Specific School Service Comments:

- The bus leaves McTavish 2 minutes after school ends so children often miss the bus.
- Several requests for an additional bus to support Bus 41 (Brett Drive and Eagle Ridge) and Route 17 (Parsons Creek) due to overcrowding.
- The bus leaves Father Merc 15 minutes after the hour. As after school activities run until 5pm and students cannot catch transit home unless they leave 20-25 minutes early or stay much later after the activity has ended.
- Request for an express bus from McTavish and Holy Trinity to/from downtown
- Bus 51 (Wood Buffalo Estates) to McTavish at stop 5020 is consistently late.
- Routes linking Downtown to Timberlea schools are needed.
- A route from Westwood School to Thickwood and Walter G School to Landmark Mall is needed.

8.1.1.3

Routing/Frequency, including On-Demand Service

- Service should be extended on either end of the working day.
- Request an express route from MacIsland to the Airport.
- Transit should run 24 hours a day.
- The Airport bus to the main terminal arrives 5 minutes after all connecting buses have left, and riders must wait for the next bus.
- Transit service to Gregoire and Abrams Landing is lacking, with 20 minute walks between stops.
- Transfer from downtown bus at Casman Terminal in Thickwood only allows for 3 minutes to transfer buses. Request a direct bus from Dickinsfield to downtown.
- Route 16 (Thickwood) does not stop at any other terminal on the way downtown.
- Route 12 (Thickwood to Timberlea) should serve other areas of Thickwood on the way down Thickwood Drive.
- There are no stops along Confederation and Thickwood despite the number of businesses.

On-Demand Route Specific Comments:

- Appreciate that the RMWB is using On-demand to grow service rather than replace existing service.
- Concern that On-demand riders may require multiple transfers.
- Concern about On-demand service as a new service, residents will require more education and information before deciding to use it.
- On-demand might be the solution to reduced neighbourhood routes if it is easy to use and does not require days of planning.
- On-demand seems to be complicating a process that should be easy. Fear that it will not be reliable and available when needed. The more complicated the transit system, the less ridership will be.
- Should not have to choose between neighbourhood service and On-demand.
- Request that proposed fares for On-demand be released.
- Concern that On-demand is too similar to taxi service, and people will opt for taxis instead. Particularly if the fare is similar.
- On-demand should provide 24 hours service.
- On-demand service will need to be heavily advertised with plenty of information on how to use it.
- Request that the reservation system occur through Google Maps.
- On-demand buses should come within 15 minutes.
- Concentrate on-demand in low ridership areas and maintain neighbourhood routes everywhere else.
- Only serves those with phones to call or go online to book.
- Support that on-demand may be a “greener” option with less large empty buses running.
- Concern there will not be enough on-demand buses available during peak times.

- On-demand service gaps include Gregoire Trailer park, Dickisnfield, Abram's Landing, Innisfil, Eglert Drive and Morgan/Harpe Heights.
- Removal of fixed-route airport service is a poor decision.

8.1.1.4

Core Routes

- Several comments identified that the routes proposed are very good
- Frequency should be 10 minutes. Buses must run consistently for the 15 minute frequency to be effective. If the bus is off, the frequency grows to 20 minutes.
- Concern that increased service will increase cost of service but will still have empty buses (mentioned Route 8 (Beacon Hill Drive), Route 10 (Gregoire and Prairie Creek), Route 11 (Fort McMurray Airport), and Route 92 (Syncrude Sport and Wellness)).
- Route G core routes should include Syncrude Athletic Park and Howard Pew Park (waterways). Return via Clearwater Drive or Snye Park.
- Route G should serve Stone Creek Shopping Area.
- Core routes lead to too many transfers from north side of the bridge to downtown.
- Consider using express buses between high traffic areas
- A core route that runs every 15 minutes, rather than 3-5 simultaneous routes running every 30 mins with a common "core path" (i.e. Franklin Ave) is reasonable.
- The focus on business hours, school hours and other peak times is where the RMWB's plan succeeds.
- Off-peak times should be 20 minutes off peak time in place of 25, with 25 minutes on weekends.
- Some proposed routes have no service in the evenings and between 11am and 2pm.
- The core bus routes do not adequately serve employees with weekend shifts.
- Extend peak times in the afternoon - from 5:45 am in the morning (to 9:15 am), from 3:00 pm to 6:30 pm (or 7:00 pm) in the evening.

Core Route Specific Comments:

- Additional service requested for service of Route 8 (Beacon Hill Drive), Route 10 (Gregoire and Prairie Creek), and Route 11 (Fort McMurray Airport).
- Support that Route 15 (Timberlea) travel to Stone Creek on its way to downtown. The revised route will require residents to take the bus from Loutit. This does not serve the high density and affordable housing/apartments in Stone Creek.
- Support the direct route from Timberlea to Keyano.
- MacIsland should be on a core route.
- MacIsland should be served with a direct route from uptown.
- Routes do not effectively connect with other buses - Now the 15 and 16 come into the main terminal for 10:30 pm and the 11 leaves at 10:15 pm.
- The Timberlea bus should serve Gregoire.
- A core route is required from Parsons Creek to Downtown and Keyano.

- Route 42 (Stone Creek Village) leaves Timberlea Terminal at 7:30 pm. This is not late enough for commuters and service workers with Route F circling schools and through Heritage prior to Stone Creek stops.
- Route 15 (Timberlea) should stop at City Hall.
- There is no direct bus route into the Eagle Ridge Commercial District, MacIsland, Walmart and commercial districts along Manning Avenue.
- The Airport Route should be served from Thickwood or Eagle Ridge
- The Airport Route should be advertised.
- The core route from Timberlea stopped at the local shopping plaza.
- Route 12 (Thickwood to Timberlea) should be maintained on weekend evenings
- Abasand does not have adequate service. Shift workers require service past 7pm.
- There is no service to Waterways.
- There is a loss of a dedicated route to TaigaNova Industrial Park.

8.1.1.5

Neighbourhood Routes

- Neighbourhood Routes and Core Route timings should be switched, with less wait time for Neighbourhood Routes.
- Neighbourhood Routes as proposed will be good, as long as on-demand service is easily accessible.
- Core route frequencies should be 25 minutes with off-peak time at 30-40 minutes.
- On-demand routes should not replace weekend frequencies. Weekend frequencies should be 30-40 minutes.
- Support that Route F links Stone Creek and Eagle Ridge to facilitate downtown access.
- Frequencies should be shortened during cold winter months.
- The intent of neighbourhood routes should be to serve major community facilities such as recreation centres and churches.

Neighbourhood Route Project Specific Comments:

- The Beacon Hill bus should service the Syne, downtown and east, with the Abasand bus serving downtown and west.
- Route F should serve high density housing in Parsons Creek Drive in Timberlea.
- Concern there are no improvements made for Timberlea/Thickwood/Eagle Ridge areas.
- Route 8 (Beacon Hill Drive) does not run frequently enough.
- Concern that Gregoire Industrial is not served past Northstar.

8.1.1.6

Transit Infrastructure

- Physical access to stops is very important. Poorly maintained stops and pathways increase travel time and inconvenience for transit riders.
- The lack of consistently heated bus shelters is an ongoing issue and should be reviewed.

- The RMWB should identify and legitimize pedestrian shortcuts for snow removal and pathway improvements.
- Not all bus stops are visible or have adequate signage.
- Several requests that buses be cleaned more often.
- Ramps on buses are sometimes not functional.
- All stops should have shelters.
- Buses should be accessible from both the front and back doors.
- Clear transit stops and sidewalks should be a priority.

8.1.1.7

Affordability/Fares

- Feedback identified the need to gather baseline data for ridership to identify who is actually riding transit. This data should be used to contemplate changes to fares. A cost saving matrix could be developed for rider categories - youth, seniors, disabled, low income etc.
- Additional fare flexibility should be considered such as prorating monthly passes bought mid-month.
- Local organizations should have the ability to buy bulk passes at a reduced rate for distribution to clients to increase access to passes for vulnerable groups.
- The RMWB should identify sponsors to subsidize transit fares for employees (large corporations and employers).
- The RMWB should be sensitive to low income residents purchasing a reduced fare, for example after showing eligibility for a lower fare when the fare is purchased they should not be required to show this again (for example a different bus pass that is shown to drivers).
- Several suggestions that fares should be increased to support the provision of additional services.
- Current fare seems obsolete with the number of riders who do not pay.
- Discounted fares should be available for low-income residents and seniors.
- Updated fare payment options using smart technology, such as rechargeable card/chip/fob/QR code with tap payment options.
- Fares should reflect income levels.
- Seniors over 65 should have a free fare.

8.1.1.8

Equity

- The RMWB should consider simple and easily applied modifications to improving transit infrastructure (e.g., lowering handles on buses).
- Continued engagement should be undertaken with specific newcomer groups. There is a large Hindu and Filipino community that fill key roles in the hospitality and small business sector that may not have been heard through this process and would be greatly impacted by transit. Recommend working with the Foreign Worker group in Fort MacMurray to make this connection.

- The RMWB should consider the location of affordable and subsidized housing. Neighbourhoods that lack transit are automatically removed from the list of appropriate locations to house people, as they would have no way to move around.
- The RMWB should consider servicing large worship centers that cater to high numbers of residents.
- Many ethnic groups experience discrimination while taking transit. If this is experienced by youth, they will not ride transit in the future.

8.1.1.9

SMART Bus

- The service is valuable to the community.
- Support that the application form is being simplified (language) and reduced (length). The current form is too invasive.
- Concern that SMART Bus riders may have more than one child or a child under the age of 5 that the companion voucher would not support. Consider adding permanent car seats to SMART Buses to support companions less than 5 years old.
- Booking features for SMART Bus should have option to book recurring trips more than two weeks in a row (eg. every Sunday at 9am for Church).
- SMART Bus booking requires 15 days in advance and still does not provide adequate time options for riders, should be available 24 hours.
- SMART Bus service is not available after 7:00 pm Monday to Friday and after 5:00 pm on weekdays. These services should be expanded so riders can enjoy a nightlife.
- Seniors with drivers licenses are automatically disqualified from using SMART Bus.
- Call-in option for SMART Bus bookings should remain for seniors to use the service.

8.1.1.10

Assistance Improvements/Ease of Use

- Transit information for riders and residents about transit operations, frequencies or changes to transit service should be shared using multiple approaches:
 - Apps and technology are useful for the youth, including newcomer youth.
 - Hard copy and traditional information sharing methods should be maintained for seniors and organizations for low income or vulnerable populations who may not have access to technology.
 - Information should be translated into multiple languages.
 - The RMWB can leverage youth to translate and communicate information to ESL parents and grandparents.
- Colour coding and use of symbolism should be considered for transit materials including identification of stops and bus routes. Consider adding Brail to stop design.
- Integrate trip planning with Google Maps.
- Ensure all stops have schedules posted at the terminal.

- Add frequent destinations to transit info - “This bus services Service Canada, Keyano, Churches etc”.

8.1.1.11

Safety

- The Main transit terminal downtown is not safe. Riders have experienced verbal abuse from intoxicated people.
- Downtown transit requires additional policing or security.
- During the winter transit riders are fearful of using the downtown transfer station due to prevalence of homelessness.

8.1.1.12

Transit for the Common Good

- Participants noted that those who use the bus are those that need its services the most. The goal should not be to remove people from their personal vehicles but to make the service the best it can be for riders who rely on it completely.
- Participants noted that partnerships with industry leaders should be explored. Industry can support the RMWB with possible subsidies for transit to support transit services for the RMWB and employees.
- Employers have difficulty finding hospitality and retail workers during weekend and evening shifts due to limited access to transit.

8.1.1.13

Staff Training/Transit Education Training

- Driver training was identified for RMWB drivers, as ethnic groups have experienced discrimination riding RMWB transit.

8.1.2

Key Findings - Rural Transit

The following key themes were identified for rural transit:

8.1.2.1

Routing/Frequency

- Additional and more frequent service is required to/from rural communities - should have service twice a day, including a morning and afternoon route.
- Additional services provided to rural communities take time to gain traction with residents. It takes several months to grow comfortable and familiar with new services, and often by the time this happens they have been taken away due to low use.
- Bus shelters are few and far between in rural areas and they should be heated. Shelters also appear outdated with no updated information in several years.
- Buses that connect surrounding Hamlets and First Nations should be able to have transit access to Fort McMurray on weekends.
- Request for service to Fitzgerald.

8.1.2.2

Equity

- Wait and commute times are long, which is very difficult in the winter.

8.1.2.3

Transit for the Common Good

- Participants requested additional funding for the use of fleets and bus drivers for service to and from rural communities for special events (RRC, winter events, concerts, etc.).
- Participants noted that the RMWB should reach out to Chiefs of First Nations and rural boards for future engagement (e.g., attend seniors bingo), and be creative to circumvent the relationship between the RMWB and rural communities.
- Participants recommended that the RMWB should identify disabled riders in rural communities to understand what is needed to provide adequate service.
- Participants feel that current stops for transit in rural communities do not reflect their residents, as the spaces should feel relevant and more connected.

8.1.2.4

Affordability/Fares

- Services required by residents are not available to many rural communities, RMWB should be helping rural residents get to the services they need.
- Community programs should be developed to increase access to rural transit, with low fee costs.
- Residents in rural communities that are low income or have other social barriers do not have adequate access to Fort McMurray. Discounted bus passes should be available.

8.1.3

Round 2 Survey Comment Quotes**Core Routes**

- *"These routes are great! However I would like to see them being 20 minutes off peak instead of 25. And have them be every 25 minutes on weekends".*
- *"Need a proper transit terminal downtown with transit police to secure and make transit safe and cleaned up".*
- *"I like that Timberlea will be connected to the entire downtown without having to make transfers".*

Neighbourhood Routes

- *"The routes are good! However I would prefer if we did have regular weekend service".*

- *"Neighbourhood routes are very important to people who cannot drive and do not have the money to take taxi services, and many may not have the money to call for On Demand services".*
- *"These routes are also great! I would like to see them being every 25 minutes during peak. And off peak 30-40 minutes".*
- *"Like the idea of Route F linking Stone Creek/Eagle Ridge. Makes for easier connection to downtown route from Stone Creek area".*

On-Demand

- *"I think on demand should be for the neighborhoods that need it the most. And the neighborhood routes should be running on weekends".*
- *"I think it's worth trying. It's been popular in Innisville, Ontario. Also, for persons unable to walk to the bus stop, it could be more convenient and maybe safer to wait at a more populated area".*
- *"As I see so many empty buses driving by my house, I think that on demand would better serve my neighborhood".*

Trip Accommodation

- *"All of this is great! Looking forward to seeing how transit here will evolve. And I hope to see more ridership and I believe more ridership will happen! Fort McMurray is expanding and developing as well as population increasing".*
- *"Add frequent destinations to the transit info— ie what bus to get to service Canada, or dr offices or Keyano or each mall, or restaurants or where to buy tickets or churches".*
- *"I think the google map project the RMWB appears to be piloting may be successful when the kinks get worked out".*

Rural Service

- *"Just make it more common. If vital services won't become more common in rural areas (food, health care, retail, pharmaceutical needs, dental care, better schools, certain programs at Keyano, even certain jobs) then help rural residents get to where those things are".*
- *"I would like to see rural bus service which is more accessible. I would like to see more community programs that help and support people needing to travel into Fort McMurray by rural bus, at a low to free cost for people".*

9.0

Round 2 Enhanced Engagement Summary

While The Engagement Plan originally included two rounds of Engagement, an additional Round of internal stakeholder workshops with RMWB Transit staff and RMWB Council were held to provide additional opportunities for key stakeholder to provide feedback on the draft TMP, including updates based on prior rounds of Engagement.

Stakeholder discussions from Round 2 Enhanced helped to inform the final Transit Master Plan. Round 2 Enhanced engagement took place April 25-26, 2022.

9.1

Round 2 Enhanced Engagement Overview

Round 2 Enhanced was conducted with the goal of ensuring that RMWB staff and Councillors were active participants in the development of the plan's recommendations. Additionally, further engagement with these internal stakeholders allowed the plan to address their concerns and goals for the future.

9.1.1

How We Engaged in Round 2 Enhanced

Due to the ongoing COVID-19 pandemic Round 2 engagement activities were held virtually to minimize risks associated with in-person engagement. However, due to the improving situation related to the COVID-19 pandemic, Round 2 Enhanced activities took place in-person in Wood Buffalo.

Three workshops were offered to RMWB Transit staff (operators, supervisors, and other staff members) to provide additional feedback on the updated draft TMP. A dedicated Council workshop was also held, introducing Council members to the draft TMP and the findings from the previous two rounds of engagement.

Through this phase, the following groups were engaged:

- 27 RMWB Transit staff members including operators, dispatchers, inspectors, supervisors
 - Staff for these sessions were selected and invited by the RMWB.
- 5 RMWB Council members
 - All councillors were invited to attend this session.

9.2 Engagement Findings

9.2.1 Staff Workshops

9.2.1.1 Overall Feedback

Across the three sessions, staff provided positive feedback about the general intention and direction of the draft TMP.

9.2.1.2 Fixed Route Network

Staff raised the issue of requests for stops that are not required based on the stated service standards. It was noted that these requests can be communicated to Transit management and evaluated. Operators raised concerns about sufficient washroom facilities on longer routes.

9.2.1.3 On Demand

Staff raised questions related to the operation of On Demand service which were clarified by TMP Project staff. There was general interest and positive feedback towards piloting On Demand services as a solution for providing service to low-demand areas. Staff noted that any integration of On Demand and SMART Bus service should not take away from SMART Bus service availability for registered passengers. It was also noted that informational materials should be made available to passengers, particularly at the airport, to explain how the On Demand service works.

9.2.1.4 School Service

Staff were supportive of the TMP's proposed shift away from RMWB Transit providing specific school routes and transitioning these services to regular fixed routes where possible. Additional policies related to school service were requested to be included in the proposed Service Standards.

9.2.1.5 Transit Accessibility and Comfort

Staff indicated interest in exploring transit signal priority to improve reliability of services. Concerns were raised regarding security issues and feelings of safety for passengers on transit. Additional details were provided by RMWB Transit leadership regarding specific safety upgrades that are currently being introduced on the system.

9.2.1.6 Fares

There was interest from staff in introducing a smart card fare system. Concerns were raised related to fare evasion. Removing fares was proposed as a potential strategy.

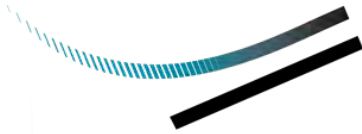
9.2.1.7 Trip Planning

There was support for improving access to real-time bus location information. It was noted that passengers who do not have access to phones/data should be considered to ensure they are able to access information as well.

9.2.2 Council Workshop

The RMWB Mayor and Councillors who attended the Council Workshop provided feedback on the draft TMP, summarized below:

- General support for the direction of the TMP including the route structure and introduction of On Demand services.
- Concern about costs
 - Project staff indicated that cost estimates will be provided in the final draft.
 - It was noted that staffing metrics such as number of operators per revenue service hour and operators per bus will remain similar
- Concern about fare evasion
- The concept of removing fares was raised
- Ensuring sufficient SMART Bus service is provided is a high priority
- Rural Services discussion on the following:
 - Current Daily Services and Routes
 - After school transit and potential for enhanced services into the Urban area
 - Potential for special event transit to bring residents to the Urban area for these events.



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Transit Master Plan

Appendix D – Policy Framework

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1.0

Introduction

1.1

Purpose

The purpose of this document is to assess the challenges and opportunities facing public transportation in Wood Buffalo, review the existing transit policy framework pertaining to Wood Buffalo, determine the role of the transit system, and recommend a policy framework for the Transit Master Plan.

1.2

Document Organization

To ensure the success of a transit master plan, it must be built on a sound policy framework that outlines the purpose of the transit system and provides guidance on how to plan, design, operate and maintain all of the components of the system. This document seeks to accomplish this.

The document is organized into the following sections, each representing a key component of the policy framework:

- **Needs Assessment** – This section will summarize information collected about the current and future ridership, understanding of the planning context, performance analysis of the transit system, analysis of the Wood Buffalo transit market, and the outcomes of stakeholder and community engagement. The information will be brought together to identify the overall needs that the new Transit Master Plan should address. This needs statement will summarize the transit challenges and opportunities facing the community and identify the strengths and weaknesses of the public transit system in Wood Buffalo.
- **Role of Transit in Wood Buffalo** – This section will take the expectations that the community wishes the transit system to fulfill (as identified in the needs statement), bring in the requirements outlined in other RMWB planning documents, and distil everything into a set of distinct roles that are appropriate for Wood Buffalo's transit and paratransit services currently as well as in the future.
- **Vision, Mission, and Goals** – This section will review the vision statement, mission statement and set of goals as outlined in previous transit plans, and the recent Transportation Master Plan. This will help to establish a strategic foundation for the vision, mission, and goals of the new Transit Master Plan.
- **Service Standards** – This section will review the set of service standards and guidelines established in previous transit plans, and identify any elements that are no longer relevant along with areas where revisions to current guidelines may be necessary. These recommended changes will form a fully integrated set of service guidelines for both conventional and paratransit services.

2.0

Needs Assessment

Since the RMWB last developed a robust Transit Master Plan in 2007, the region has changed, and the transit operational model has evolved several times. Despite this, other RMWB plans and policies do provide context for the new Transit Master Plan, including:

- Municipal Development Plan (2011);
- Transportation Master Plan (2018);
- Commercial and Industrial Land Use Study (2018);
- Strategic Plan 2018-2021;
- Winter Maintenance Program – Urban Snow and Ice Control Policy; and
- City Centre Area Redevelopment Plan (2012)

To address the changed context of the region, align with other municipal plans, and meet the area's unique and evolving needs, RMWB Transit needs a Transit Master Plan that will guide its development into the future.

This chapter of the document establishes the context for the Needs Assessment for RMWB Transit. First, any existing policies related to transit in Wood Buffalo are discussed. Next, the findings of the service review are summarized. This document concludes with a summary of the main themes from the existing policy review and service review as well as a list of recommended goals for RMWB Transit.

2.1

Existing Policy Context

This section speaks to the policies in several overarching planning documents that are related to transit in Wood Buffalo.

2.1.1

Municipal Development Plan

The Municipal Development Plan (MDP) is a long-term strategic plan for managing growth through 2030. It was approved and adopted by Council in October 2011. The MDP will be used to guide both short- and long-term decision making in the Regional Municipality of Wood Buffalo. A new MDP is currently being developed, and it is expected that this plan will further support mobility and transit improvements within Fort McMurray and the broader region.

The plan gives direction to regional, urban, and rural growth, with several directions relating to transit and mobility:

Direction R.2: Integrated Multi-modal Mobility Systems

- **R.2.1 Develop Rapid Transit** – Rapid transit is an integral part of the solution to encourage permanent residency in the region by reducing commuting time from communities to oil sand operations through the region. The Municipality will commit to the pursuit of rapid transit solutions focusing, as a first priority, on connection between Fort McMurray's City Centre and places of employment and the consolidated work camp area to the north. This commitment may be approached incrementally, transitioning over time from dedicated bus lanes to Bud Rapid Transit (BRT), and potentially to the Light Rail Transit (LRT). New transportation corridors will be designed and developed with consideration for rapid transit.

Direction U.1: Strategic Urban Development

- **U.1.2 Protect and enhance Established Neighbourhoods** – In established neighbourhoods, the existing neighbourhood structure will largely remain unchanged, with targeted increases in density taking place in selective areas. Intensification will be directed primarily along transit corridors, at transit nodes, and on vacant or underutilized land.

Direction U.2: Supportive Urban Mobility Systems

- **U.2.1 Focus on Transit** – Within the urban area, the Municipality will emphasize the provision of regular transit to connect Emerging and New Neighbourhoods to the City Centre as a destination, and as a connector, through rapid transit to employment in the north. In addition, the Municipality will investigate rapid transit connections between the airport and the City Centre. The Municipality will develop transit systems that are reliable, safe, and convenient, as well as accessible throughout the year.
- **U.2.2 Promote integration of urban transportation systems** – As the population grows, it is desirable to have more and more people select alternative modes of transportation. The Municipality will promote alternative modes of transportation by emphasizing convenience, comfort, and efficiency. An integrated approach to transportation planning will ensure smooth interchanges between systems. Bicycle stands and lock-ups, bicycle accommodation on transit, sheltered transit nodes, and park-and-rides, among many other possibilities, will be considered. The Municipality will promote complete streets that provide equal opportunity for all modes of mobility.

Direction 4.1: Complete Livable Communities

- **4.1.3 Plan for a variety of mobility choices** – An integrated and well-connected street, sidewalk, and trail network can help promote walking and cycling as well as enhance the viability of transit. This, in turn, can serve to reduce congestion and greenhouse gas emissions while providing residents with options for how they move. The

Municipality will prioritize pedestrian movement and transit to reduce dependence on single occupant vehicles. Streets will be designed as complete streets with considerations for the comfort, safety, convenience and visual interest of all users, including cyclists, transit riders, and pedestrians of all ages and abilities. Subdivisions and communities will be planned in a manner that places emphasis on active transportation and walkability.

2.1.2 Commercial and Industrial Land Use Study

The Commercial and Industrial Land Use Study (CILUS) examines commercial and industrial land requirements in the region until 2030. It was approved and adopted by Council in June 2018.

A series of recommendations were made to support a strategic and efficient approach to commercial and industrial development. Development trends, implications for planners, and recommended actions were identified for retail, industrial, and office space development. Recommended actions that implicate transit development include the following:

Trend – Power Centres and Large Format Retailers

- **Implication:** Need to balance urban form, walkability, and community integration with consumer desires and large format benefits.
- **Recommended Action:** Because power centres fail in many ways to achieve the goals of sustainable development, where power centres are necessary, planners should attempt to encourage greater transit use, walkability, and integration with the adjacent communities.

Trend – Transit Oriented Development (TOD)

- **Implication:** Recognize there is a finite demand for high density development. Transit itself does not create demand for retail but retail can be focused around stops.
- **Recommended Action:** Plan for an appropriate amount and mix of retail, office, and residential to meet demand and site context. Do not expect transit to increase retail demand.

2.1.3 Strategic Plan 2018-2021

The RMWB Strategic Plan is a map to the future of the region. It provides focus and clarity on the direction that will be followed to achieve the vision of Wood Buffalo's future. The Plan aims to help citizens understand strategic priorities and track progress over the four years of the plan. It was approved and adopted by Council in January 2018.

The Plan sets out a number of strategies that align with the strategic priorities, contributing to a robust plan created to foster the continued development of the region. One such strategy is the Transportation Strategy, which identifies the construction of a downtown transit terminal hub.

2.1.4

Winter Maintenance Program – Urban Snow and Ice Control Policy

The Urban Snow and Ice Policy for Wood Buffalo was developed to establish priorities and standards of the Snow and Ice Control Program based on winter conditions and available resources. Council adopted the policy in January 2016. As snow and ice can significantly impact access to transit stops and facilities, it is an important consideration for transit planning and operations for systems in winter climates. Because the majority of snow and ice control is undertaken by the Municipality, rather than RMWB Transit, the Transit Master Plan needs to consider the impact of this policy and proposed changes to the transit system may in turn promote future changes to this policy.

The purpose of the Policy is to:

1. *Set winter and ice control standards for urban area roads and sidewalks.*
2. *Ensure municipal roads and sidewalks are maintained in order to reduce hazards and economic loss.*
3. *Prioritize safe access to emergency vehicles and transit.*
4. *Provide guidelines for management and operating personnel in the handling of winter maintenance operations.*

The policy classifies primary, secondary and tertiary routes for snow clearing priority. Secondary routes include urban service area transit routes and are the second highest priority. The guidelines specify that snow in transit lane areas is to be hauled to allow safe access by buses and pedestrians. De-icing / sanding materials are to be applied on such areas as required.

2.1.5

City Centre Area Redevelopment Plan

It is the Municipality's objective to attract development, commerce and residents to Fort McMurray's City Centre in order to create a quality urban environment that is a vital and dynamic place to work, play and live. The City Centre Area Redevelopment Plan was developed to guide and facilitate the realization of that objective.

The Plan identifies eight objectives and associated strategies that form the basis of the action plans:

Objectives:

1. *A Sustainable City*
2. *A People City*
3. *A Beautiful City*
4. *An Accessible City*
5. *A Secure City*
6. *An Inspirational City*
7. *A Competitive City*
8. *A Connected City*

Strategies:

- *Focus new job opportunities within a compact concentration of high density office buildings, with excellent access to public transit.*
- *Neighbourhoods will be walkable with convenient and universal access to transit and with improved access and comfort during all seasons.*
- *Improve public transit to and within the City Centre*
- *Ensure that plans for expansion of housing and employment are accompanied with correspond expansion of the health education and social services systems in locations that are accessible by a variety of transportation modes including public transit, biking, and walking.*

The Plan outlines a number of transportation policies and actions. One such action is to substantially improve public transit service through the following:

- *Connect various transit routes through the City Centre so that passengers do not have to transfer, thus reducing the chance of missed connections.*
- *Create new transit routes to neighbourhoods with high-density development.*
- *Locate transit stops at activity nodes of retail, civic and employment centres.*
- *Introduce technology to provide real time information on the progress of buses.*
- *Encourage high frequency bus services along Franklin Avenue on reserved bus lanes.*
- *Work with the province to designate priority bus lanes on Highway 63 to connect transit from the City Centre and other Fort McMurray areas to the mine sites.*
- *Create main public transit routes on Franklin Avenue and other arterial roads, such as Saline Creek Parkway.*

2.2 Performance of Existing Transit System

A Peer Review was completed to compare RMWB Transit's current characteristics, service, and operations to similar transit systems across the country. The comparable system information provided input into RMWB Transit's roles, vision, mission and goals that follow in this document. This information will feed into the preparation of various elements of the Transit Master Plan in future work and be included in the final Transit Master Plan document. The Peer Review was completed with the transit systems in the following municipalities: Grande Prairie, Red Deer, Medicine Hat, Sault Ste. Marie, and Prince George.

Compared to its peers, Wood Buffalo's Conventional Transit Service has the following attributes:

- Operates a radial transit network similar to the other systems its size;
- Has a similar service utilization to its peers;
- Has higher operating expense per passenger and per vehicle hour;
- Has a higher number of service hours per operator;

- Has less expensive cash fares for all riders;
- Has less expensive Adult and Student monthly passes; and
- Offers free ridership for seniors, unlike the peer systems.

2.3 Stakeholder and Community Engagement

An initial round of public, stakeholder and staff engagement has been undertaken to guide the Transit Master Plan process. This round focused on understanding perceptions of the current system, and what was desired from RMWB Transit in the future.

Due to the ongoing COVID-19 pandemic, these engagement activities were held virtually to minimize risks associated with in-person engagement. Through the public survey, transit employee survey, three stakeholder workshops, and two rural community workshops, the public shared information about issues, transportation needs, and what people expect from RMWB Transit. Using Engagement HQ, Participate Wood Buffalo also featured a page for this project.

Subsequent to the initial round of engagement that informs this document, a further round of public engagement, and an additional round of internal engagement will occur. These rounds will seek feedback on the proposed Transit Master Plan, and be documented in Appendix C.

2.4 Summary of Findings and Needs Statement

The results of this first round of engagement have been divided into what we heard from the public and stakeholders, as well as what we heard from internal RMWB staff. The key themes are summarized below. For detailed engagement findings, refer to Appendix C.

2.4.1 Public and Stakeholders

The Public and Stakeholder feedback focused on the services currently provided by RMWB Transit, with a strong desire for improved services and better infrastructure for transit riders. The key themes are listed in **Table 1** below.

Table 1: Public and Stakeholder Engagement Key Themes

Theme	Description
Routing/Frequency (includes On-Demand Service)	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, route efficiencies/inefficiencies.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), reference to the built environment including sidewalks, signage, and lighting.
Affordability	Comments related to the affordability of the transit system and fares.
Equity Equity Sub-theme: Accessibility	Comments regarding the importance and ability of RMWB Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, and language barriers.

Theme	Description
SMART Bus	Comments specifically-related to SMART Bus services, beyond the other general themes.
Assistance Improvements/ Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, transit navigation and wayfinding, information available related to transit.
Safety	Comments regarding riders' perceptions of safety and comfort riding RMWB Transit and safety improvements.
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, bettering communities through transit - reducing traffic, reducing emissions, growing future ridership (youth).
Staff Training/Transit Training	Comments regarding the need for staff training and regarding transit education training for transit riders (particularly newcomers, seniors, students)

2.4.2 Internal

The Internal feedback focused on the way services are operated by RMWB Transit, with a strong desire for improved routings, and changes to safety, and operating policy to increase morale within the workforce. The key themes are listed in **Table 2** below.

Table 2: Internal Engagement Key Themes

Theme	Description
Transit Operations	General comments regarding the form and function of RMWB Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, and day to day concerns.
Routing/Frequency	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, and route efficiencies/inefficiencies.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), reference to the built environment including sidewalks, signage, and lighting.
Employee Morale	Comments regarding the working environment and workplace morale among transit workers.
Assistance Improvements/ Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, transit navigation and wayfinding, information available related to transit.
Safety	Comments regarding riders' perceptions of safety and comfort riding RMWB Transit and safety improvements.
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, bettering communities through transit - reducing traffic, reducing emissions, growing future ridership (youth).

2.4.3 Summary of Engagement Findings

Overall, the initial round of engagement showed that the community and staff desire an improved transit system that better serves the RMWB. Key themes for improvements include:

- Service frequency;

- Route alignments;
- Transit infrastructure; and
- Customer service.

These are all core elements of a successful transit system, indicating that RMWB Transit's focus should be on improving these base aspects of the system in the shorter term. Doing so would address the majority of perceived issues, while creating a solid foundation from which to grow and address the other key themes from engagement.

3.0

The Role of Transit in Wood Buffalo

The organization's role should look beyond the past planning framework and recognize that the roles of transit systems throughout the world are changing. Many transit systems today are becoming broad mobility coordinators for their community through leadership in building partnerships with new mobility providers and approaches.

Acknowledging all of this as well as the summary of needs and findings in the previous section, the following role and action statements are proposed for RMWB Transit:

The primary purpose of RMWB Transit is to provide mobility services to the community.

To achieve this role, residents need to be able to access the service regardless of their background, economic situation, or ability level. As such, RWMB transit will continue to upgrade the transit system to offer fully accessible transportation to passengers. This includes using low floor buses, providing schedule information in accessible formats, and upgrading on street infrastructure to allow for barrier free trips to be completed by transit.

RMWB Transit will design routes such that 90% of residents within the Fort McMurray Urban Service Area are within a 300 metre walking distance from a bus stop. For those unable to traverse the 300 metres and who are unable to use conventional transit service RMWB offers a paratransit service, SMART bus. The Municipality is committed to working in collaboration with other mobility providers to identify approaches and provide services that will continue to enhance mobility for all residents.

RWMB recognizes that transit is one component of a larger system of mobility and therefore will implement programs that not only encourage greater use of transit, but also active transportation options which can be combined with transit to develop integrated mobility patterns.

4.0

Vision, Mission, and Goals

4.1

Vision Statement

The vision statement for an organization should be a clear and concise statement describing *the desired future for the organization in serving its community*. The vision statement speaks about broad themes relevant to the organization. Every action taken by the organization should reflect the vision and the goals and objectives should be well aligned with the vision statement.

The existing vision statement from the 2007 Transit Master Plan is as follows:

RMWB Transit will increase transit ridership and provide a local public transportation system that is supported by residents, academic institutions and the business community.

This vision statement highlights important goals for transit in Wood Buffalo – increased ridership and a system that utilized by all. However, the statement focuses on the *local* transportation system and fails to mention that providing service to its rural communities is also a priority. The vision statement is also quite wordy, and has the potential to be something that is easy to forget.

There are two possible approaches for a vision statement for RMWB Transit: the aspirational and the specific. **Table 3** compares the two approaches.

Table 3: Comparison of Vision Statement Approaches

	ASPIRATIONAL	SPECIFIC
DEFINITION	An aspirational short slogan-like vision statement	A descriptive short and clear vision statement
PROS	<ul style="list-style-type: none"> Simple and catchy Concise Emotionally inspiring 	<ul style="list-style-type: none"> Detailed Precise Easy to understand
CONS	<ul style="list-style-type: none"> Length limits context Potential for misinterpretation Non-traditional, can come off as a marketing slogan 	<ul style="list-style-type: none"> Can be overly specific Not always emotionally inspiring
EXAMPLE	“Brampton Transit: Connecting you to everyday”	“Strathcona County Transit will provide opportunities for all residents and businesses in the community through the provision of sustainable mobility services.”

Three suggested vision statements for RMWB Transit are shown in **Table 4**. The rationale for each vision statement suggestion is also presented.

Table 4: Suggested Vision Statement Options for RMWB Transit

	ASPIRATIONAL		SPECIFIC
POSSIBLE VISION	RMWB Transit – For all life’s journeys	RMWB Transit – Convenient connectivity for all	RMWB Transit will be an attractive, integrated and sustainable mobility option for all residents of the Regional Municipality of Wood Buffalo.
RATIONALE	<p>This statement is simple, memorable, and focuses on RMWB Transit as a mobility option for all types of trips.</p> <p>The phrase “for all life’s journeys” suggest a mobility service that is readily available to all and connects you to your destination.</p>	<p>The statement is simple, memorable, and emphasizes that RMWB Transit is a mobility service that connects all of Wood Buffalo. The phrase “convenient connectivity for all” speaks to themes of connectedness and inclusiveness and points to the vision that RMWB Transit is a convenient travel option for everyone, including rural residents</p>	<p>This statement is more precise and focuses on RMWB Transit as being an inclusive and accessible mobility service option for everyone. The terms “attractive”, “integrated” and “sustainable” suggests that the future vision for RMWB Transit is to be a comparable travel option for all residents that is well integrated with other modes of travel and remains sustainable as it continues to grow and evolve.</p>

Starting with the suggested visions in Table 4, discussions with RMWB Transit staff throughout the development of the plan have evolved the vision to the recommendation below. This recommended vision statement focuses on the system’s desire for improvement and ridership growth, while being short and aspirational, and reflecting the desires of the community articulated during engagement:

RMWB Transit – making better connections

4.2

Mission Statement

The mission statement of an organization builds on the broad vision statement by succinctly describing how the organization achieves the vision.

The existing mission statement from the 2007 Transit Master Plan is as follows:

To provide safe, efficient and environmentally friendly public transportation services that support the economic vitality, growth, environmental sustainability, and health of the regional community.

This mission statement does a good job of highlighting how the organization aims to achieve the vision identified in the 2007 Transit Master Plan. However, an updated mission statement is necessary to connect with the new vision statement.

The following is the suggested mission statement for RMWB Transit, based on the existing policy context, feedback from community, and the updated vision statement.

To provide **accessible, attractive and efficient** mobility services that meet the **needs of the region now, and in the future.**

The bolded words in the suggested mission statement convey specific values of RMWB Transit, which are described in more detail below.

- **Accessible** – The service should be accessible to people of all ability levels, age, gender, sexual orientation, social, ethnic, cultural and economic backgrounds.
- **Attractive** – An attractive service is one which is competitive with other modes of transportation that are available to residents, requiring high levels of frequency, reliability, and coverage.
- **Efficient** – Transit should operate in a manner that is fiscally responsible, finding ways to improve efficiency by providing the highest quality service with the amount of resources available. Efficient transit systems also reduce their environmental impact, helping to improve the environment of Wood Buffalo.
- **Needs of the region** – The service addresses the specific needs of Wood Buffalo, with a network, infrastructure, and passenger amenities that fit its unique context.
- **Now** – This recognizes a need for change and action in the near term to provide service of the highest quality in the present moment.
- **Future** – Recognizing that change will inevitably occur in Wood Buffalo, transit service must be responsive to those changes/should work in collaboration with Council, residents, and stakeholders to guide and respond to that future.

4.3

Goals / Strategic Priorities

Having recommended the roles, vision, and mission for RMWB Transit, the next step is to establish a set of goals and corresponding objectives that will guide the individual activities of the organization. While the goals are specific paths taken to achieve the vision and mission, they are still relatively broad. On the other hand, objectives are more detailed measurable targets whose achievement will progress the goals.

Goals and objectives are more manageable and better aligned when they belong to a clearly defined set of strategic priorities – or themes – that the organization will focus on and prioritize.

Based on the existing policy framework, comments from community engagement, results of analysis, existing contexts, recommended roles, and the updated vision and mission statements, the following four strategic priorities are recommended for RMWB Transit:

Table 5: Strategic Priorities

Priority	Mission Values
1. Convenient Travel	Attractive, Efficient, Needs of the region, Now, Future
2. Customer Focus	Accessible, Attractive, Needs of the region, Now, Future
3. Equity	Accessible, Now, Future
4. Fiscal & Environmental Responsibility	Efficient, Needs of the region, Now, Future

Table 6 presents the suggested goals and objectives for these four priorities. Note that the suggested objectives must be measurable to ensure that progress can be adequately monitored. In the table below, the objectives will need to be refined as they are not yet appropriately detailed or measurable.

Table 6: Goals and Objectives

Strategic Priority	Goals	Objectives
Convenient Travel	Reduce the need for passengers to transfer between routes	Introduce a route network that spans multiple key destinations/areas of the city by reducing transfers
	Deliver transit service in innovative ways	Incorporate on-demand service or flex routing where feasible (eg. in areas of low ridership)
Customer Focus	Enhance rider amenities	Maintain existing and add new heated bus shelters, that can reasonably be maintained in a fiscally sustainable way
	Remove fare and pass purchasing barriers	Implement modern fare payment system in formats desired by customers
	Engage partners to support service growth	Work with developers that are supportive of transit service
	Define minimum access to transit service	Update minimum access standards to ensure 90% of the community is within walking distance of bus stops
	Operate a system built on connections across the City	Ensure bus stops are accessible (path access/curb cut) and connected to the sidewalk network
	Increase transit's focus on strategic planning and develop minimum design standards and new development phasing thresholds to provide integration and encourage use	Focus on implementing transit in new developments as early as possible Incorporate comments from transit in the development circulation process
	Strive to improve public perceptions of transit	Improve perception of transit by highlighting benefits (cost, convenience, decreased congestion, decreased GHG emissions)

Strategic Priority	Goals	Objectives
Equity	Encourage transit use by newcomers	Eliminate language barriers and implement Travel Training program
	Ensure all communication meets accessibility best practices	Eliminate communication barriers and ensure all communications and documents meet accessibility standards
	Integrate conventional and specialized transit services to provide fair and equitable access to public transportation	Strive for conventional and specialized services to be equitable by providing same hours of services, fares, wait times, flexibility of travel etc.
	Ensure a competitive, consistent and equitable fare structure	Develop fare structure that incentivizes public transit, is affordable and maintains low fares for those who need them
	Be accessible	Adopt design principles for vehicles, bus stops and other transit amenities that facilitate usage by the greatest number of people including persons with disabilities, older adults, newcomers, and parents with children. Implement Travel Training program
Fiscal & Environmental Responsibility	Provide a service that is environmentally aware, and uses financial resources efficiently	Reduce the environmental impacts, and improve Revenue/Cost ratio closer to Canadian average, or at least 20%

5.0

Service Standards

The primary service planning policy for a transit system is its service standards. This policy document is typically owned and administered directly by the transit system, and compliments broader municipal policies and goals. These help to ensure alignment and progress in the right direction, by providing a robust set of planning, design, and operations service guidelines that link to their goals and objectives. The 2007 Transit Master Plan identified a set of service standards that assist in determining levels of bus service on a route and when to introduce bus service to new neighbourhoods. **Table 7** summarizes the existing RMWB Transit service standards for conventional transit and paratransit and contains some proposed changes and recommendations to the guidelines.

Table 7: Existing Service Standards and Recommended Changes

Theme	Indicator	Existing Conventional Service Guideline	Existing Paratransit Service Guideline	Comments & Recommendations
Planning	Service Coverage	<ul style="list-style-type: none"> 90% of low-density housing units within the urbanized area of Wood Buffalo shall be within a 450 metre walk (less than 5 minutes) of a bus route. In new developments, 70% of units should be within a 300m walk of a bus stop. 100% of medium to high density residential units within the urbanized area of Wood Buffalo shall be within a 300 metre walk (less than 3 minutes) of a bus route. 	<ul style="list-style-type: none"> SMART Bus is available within the urban area of Fort McMurray. Limited service is also provided to the rural communities of Anzac and Janvier on Wednesday and Thursday respectively with flexible scheduling depending on the needs of passengers. Service to Conklin and Fort McKay is available on request. 	<ul style="list-style-type: none"> Formally define the “urbanized area” of Fort McMurray. Formally define the boundaries of the service area outside of Fort McMurray for the Paratransit service.
	Service Warrants	Conventional bus service shall be provided to new subdivisions with 400 households or 1000 residents; alternative forms of service delivery shall be considered for new subdivisions that do not meet the criteria.	N/A	<ul style="list-style-type: none"> The new service area should be greater than 400m from existing routes and must be adjacent to areas served by transit. <i>Passenger Revenues and Costs</i> – when forecasting passenger ridership, revenues and operating costs, the demand and location of the development, socio-economic characteristics of the population, physical (geographic and road) constraints, accessibility, the pace and timing of the development and transit dependency shall be taken in to account. Forecast ridership and revenues must be sufficient such that the service will achieve a cost revenue of 5% within 12 months and 10% within 18 months. Define the parameters under which On Demand services and conventional services would be introduced.
Operation	Eligibility	N/A	<ul style="list-style-type: none"> The following persons are eligible for specialized transit services: <ul style="list-style-type: none"> Seniors (65 years or older), if required and recommended by a medical practitioner. Those with mobility issues that prevent or severely restrict their use of conventional bus service as confirmed by a licensed health care professionals. There are six types of registrations: <ul style="list-style-type: none"> Non-ambulatory passengers - A registered passenger with a temporary or permanent disability who regularly requires the use of a wheel chair or scooter, but who may on occasions use only a walker, cane, crutches, etc. Ambulatory Passengers - An ambulatory passenger is a registered passenger with a temporary or permanent disability who is able to walk but cannot use public transit. An ambulatory passenger may use a walker, cane, crutches, etc., but does not require the use of a wheel chair or scooter. Temporary Passengers - A temporary passenger is a registered passenger with a disability who requires the use of specialized transit for at least six (6) weeks. All temporary passenger files are reviewed after 3 months. 	See SMART Bus recommendations in Appendix E.

Theme	Indicator	Existing Conventional Service Guideline		Existing Paratransit Service Guideline	Comments & Recommendations
				<ul style="list-style-type: none">○ Visitors - A registered passenger, who does not live permanently in Fort McMurray and fits within the mandate.○ Personal Care Attendants - A personal care attendant is an individual, who travels with a passenger because they require assistance. This attendant is required to travel with the passenger on every trip and must have an approved personal care attendant identification card available from the Specialized Transit Office.○ Paying Attendant - A paying attendant is an individual who travels with a passenger only for some trips because the passenger can’t travel without assistance.	
	Service Hours	Weekdays	6:00 am – 12:00 am	7:30am – 7:30pm Monday, Tuesday, Wednesday, Friday 7:30am – 10:00pm Thursdays	<ul style="list-style-type: none">● Extend specialized transit service to be available during the same hours as conventional service, including customer service call centre hours.● Review service annually to adjust based on City and ridership growth.● All transit services, including Paratransit, should have the following minimum hours of service: <p>Monday – Friday 6:00 a.m. – 10:00 p.m.</p> <p>Saturdays/Sundays/Holidays 8:00 a.m. – 10:00 p.m.</p>
		Saturday	7:00 am – 12:00 am	8:30am – 5:30pm	
		Sunday	8:00 am – 10:00 pm	8:30am – 5:30pm	
	Headway (Frequency of Service)	Weekday Peak Periods	30 minutes	N/A	Transit services should have the following minimum service frequencies: <p>Peak Period Weekdays Core – 15 minutes Neighbourhood – 30 minutes School – as required</p> <p>Off-Peak Period Weekdays Core – 25 minutes Neighbourhood – 30 minutes</p> <p>Early Mornings/Late Evenings Core – 25 minutes Neighbourhood – 60 minutes</p> <p>Weekends and Holidays Core – 25 minutes Neighbourhood – 60 minutes</p> <p>The service plan should be reviewed annually to adjust based on City and ridership growth.</p>
		Weekday Off-Peak and Evening Periods	60 minutes	N/A	
		Saturdays and Sundays	60 minutes	N/A	
	Trip Booking Window	N/A		<ul style="list-style-type: none">● 24 hours’ notice is required for all bookings.● Advance bookings can be booked up to 2 weeks in advance.● Same day bookings are accommodated on availability only.	See SMART Bus recommendations in Appendix E.

Theme	Indicator	Existing Conventional Service Guideline	Existing Paratransit Service Guideline	Comments & Recommendations
Design	Accessibility	<ul style="list-style-type: none">All conventional vehicles shall be low floor wheelchair accessible, with rails and hand holds, keeping universal accessibility in mind.Land use design guidelines shall be designed to maximize accessibility to bus stops.	<ul style="list-style-type: none">Paratransit clients shall be able to use conventional transit at no cost.Travel training should support and encourage the use of conventional transit wherever possible.	No comments or recommendations beyond the existing guidelines.
	Route Design	<ul style="list-style-type: none">All routes shall be provided in both directions to the extent possible. One-way service loops beyond two kilometres are considered unacceptable.Routes shall be located along major arterial and collector roads and only be provided along residential local roads in order to meet walk distance requirements.Routes shall be designed so that the need to travel to any destination within the urbanized area of Wood Buffalo does not require more than one transfer.	N/A	No comments or recommendations beyond the existing guidelines.
	Bus Stop Locations	<ul style="list-style-type: none">The location of bus stops must be co-coordinated with the design of walkways, intersections and development in order to minimize walk distances and provide for reasonable bus stop spacing.Stops should be spaced:<ul style="list-style-type: none">Every 200m in downtown areasEvery 250m in urban areasBack-lotted arterial roads may dictate the need for longer spacing between bus stops.Preference given to bus stop locations which/where:<ul style="list-style-type: none">Are adjacent to major trip generatorsSidewalks existAre near walkways which improve service coverageDo not block drivewaysAre adequately illuminatedRoad crossings are minimized for transferring customersConsider bus turning movements.There is space available for a shelter and where the addition of a shelter has minimum sightline impacts.Traffic signals, utility poles, planters and street trees, do not block bus doors or visibility.Are near signalized intersections or stop signs.Sightlines are maximized for operators, motorists and pedestrians, and which minimize the impact on sightlines and slip off lanes at intersections.Are not on upgrades or downgrades when possible.Traffic volumes are such that the addition of a bus stop has minimal impact from or on motorists.	N/A (door to door service)	<ul style="list-style-type: none">Minimum bus stop spacing along any route should be 150m.
	Walkway Locations	Walkways should be provided such that walking distances from the residences of a subdivision to existing or future transit routes are minimized.		No comments or recommendations beyond the existing guidelines.
	Transit Priority	Transit signal priority and bus by-pass/queue-jumping lanes should be implemented, where feasible.		No comments or recommendations beyond the existing guidelines.

Theme	Indicator	Existing Conventional Service Guideline	Existing Paratransit Service Guideline	Comments & Recommendations
	Rural Transit Service	<ul style="list-style-type: none">Transit service from the more rural communities should, at a minimum, provide service to Fort McMurray on Fridays, Saturdays and Sundays to enable rural residents to return on the same day.The level of service in the rural areas should reflect a comparable investment in transit service that all Wood Buffalo residents contribute on a per capita basis.Schedules should be developed in consultation with rural communities.Transit service shall be provided to nearby rural communities to reduce the demand for on-street residential parking during the peak periods.		No comments or recommendations beyond the existing guidelines.
	New Development	<ul style="list-style-type: none">Transit routes can be provided on arterial roads and major collectors which have reasonable through access; not on crescents or cul-de-sacs. Streets on transit routes must have a minimum of 9m wide pavement.Arterial and major collector ‘through’ roads should be spaced no more than 900m apart to allow adequate transit route coverage of future residential developments.Provision should be made to minimize one-way transit loops. One directional loops longer than 2km are unacceptable.Provision for temporary transit vehicle turning circles must be provided, where necessary, to allow transit route phasing to coincide with development phasing. A minimum of 15.2m radius is required for the turning circle.Road layouts in residential developments should be designed such that transit routes require a maximum of 1km of transit route per 1,000 residents served.		<ul style="list-style-type: none">New developments should consider providing pedestrian infrastructure throughout the development that reduces the walking distance to existing and/or future transit routes.
	Bus Stop Design	<ul style="list-style-type: none">Every bus stop requires:<ul style="list-style-type: none">An entry ramp (min. 7.8 for farside stops, 17.8m for midblock and nearside stops)A parking space (min. 12.2m)An exit ramp (min. 5m)A bus stop landing padA bus stop marker which should be mounted so the bottom is 2-3m from the ground. When mounted on a wide pole such a hydro pole is should be mounted on the side of the pole (away from the street) with a bracket so it is visible from both directions long the street.Space requirements for different bus stops:<ul style="list-style-type: none">Nearside or midblock stops (min. 36m)Farside zones (min. 26m)All bus stops are No Parking zones (30 m)		<ul style="list-style-type: none">The use of bus bays should be discouraged except in certain circumstances where lengthy bus dwell times would significantly interfere with overall traffic movement or on high speed (>60 km/hr) roads. The engineering service standard should be reviewed and potentially to reflect this change.Include bus bay dimensions in a standard detail and reference.Define the characteristics of premium stops including transit terminals. Outline the infrastructure expectations at these locations.Identify the characteristics of stops which would qualify for shelter installation.

In addition to the recommendations outlined in **Table 7**, in order to provide a comprehensive guide for RMWB Transit that assists in delivery high quality services in line with industry best practice, the service standards should also consider the following:

1. Minimum and target ridership levels for each route type, as well as the actions that can be expected when a route falls below the minimum ridership levels;
2. Expected behaviour of buses at designated transfer points and timepoints; and,
3. Maximum vehicle occupancy and actions that should be taken if vehicles are regularly exceeding maximum occupancy levels.

Table 8 outlines recommended additions to the service standards to align with these three categories. Elements like these can be found in the service standards of other transit agencies across Canada, including those of a comparable size and geography to RMWB Transit.

Table 8: New Service Standard Recommendations

Indicator	Recommendations
Ridership Levels	<p>Core Routes:</p> <p>Minimum: 15 passenger boardings per revenue hour Target: 25 passenger boardings per revenue hour</p> <p>Neighbourhood Routes:</p> <p>Minimum: 8 passenger boardings per revenue hour Target: 15 passenger boardings per revenue hour</p> <p>Paratransit:</p> <p>Minimum: 2 passenger boardings per revenue hour Target: 3 passenger boardings per revenue hour</p> <p>On Demand:</p> <p>Minimum: 5 passenger boardings per revenue hour Target: 10 passenger boardings per revenue hour</p>
Service Level Changes	<p>Neighbourhood Routes, which fall below 8 passengers per hour should be discontinued or converted to On Demand services.</p> <p>Neighbourhood Routes between 8 and 10 passengers per hour should be modified or restructured.</p> <p>If Core Routes have fewer than 15 passengers per hour on weekdays, RMWB Transit should study ways to encourage more people to use the routes by providing better feeder services, marketing, etc.</p> <p>Core Routes should not be discontinued.</p> <p>On Demand service should be replaced with a fixed route service if it exceeds 12 passengers per hour.</p>

Indicator	Recommendations
Transfers	<p>Buses at designated transfer points should wait no longer than three minutes for arriving buses.</p> <p>The designation of timed transfers should be limited to non-standard operations, such as school services.</p>
Vehicle Occupancy	<p>The maximum number of passengers per bus should not exceed 150% of the seating capacity, based on the average occupancy over the course of a week.</p> <p>During off-peak and weekend periods, passenger occupancy per bus should not exceed 100% of the seating capacity, based on the average occupancy over the course of a month.</p>
Schedule Adherence	<p>No bus should leave early from any time point.</p> <p>Buses should not leave more than four minutes late from the time point, 95% of the time.</p>



REGIONAL MUNICIPALITY OF WOOD BUFFALO

Specialized Transit (SMART Bus)

Appendix E

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1.0

Introduction

1.1

Purpose

The purpose of this document is to outline the recommendations for the Regional Municipality of Wood Buffalo (RMWB) SMART Bus as part of the RMWB's Transit Master Plan.

1.2

Report Structure

This report is divided into the following sections:

1. **Introduction** – overview of report purpose and structure.
2. **Current Situation** – description of the existing state of specialized transit in Wood Buffalo including opportunities and challenges facing the service.
3. **Recommendations** – recommended improvements to specialized transit with associated rationale, grouped into key themes.
4. **Financial Plan** – description of the financial impact of implementing the proposed changes.
5. **Summary** – conclusion and summary of all recommendations.

2.0

Current Situation

The Special Mobility Assistance Required Transportation (SMART) Bus currently provides transportation services for:

- Individuals over the age of 65 that do not have a driver's license; or
- Individuals with mobility issues that prevent or severely restrict their use of conventional transit service.

Residents that fit the above criteria must apply for the service and be approved by the municipality.

Operations

Like conventional transit, SMART Bus is provided by the Regional Municipality of Wood Buffalo and is fully managed and operated by the municipality. The SMART Bus fleet is made up of 11 small lift-equipped buses. Of these, 9 were used in peak operations pre-COVID. All vehicles are owned by the RMWB. All trips are provided using this dedicated fleet and there is no non-dedicated service provided.

Service Area and Period

SMART Bus is provided on a pre-booked basis with trips available daily within the urban area of Fort McMurray. **Table 1** illustrates the hours of service that SMART Bus is available. This is compared to the service hours for conventional transit.

Table 1: SMART Bus Service Hours

Day	SMART Bus	Conventional Transit
Monday, Tuesday, Wednesday, Friday	7:30am – 7:30pm	5:30am – 11:23pm
Thursday	7:30am – 10:00pm	5:30am – 11:23pm
Saturday, Sunday, and Statutory Holidays	8:30am – 5:30pm	6:00am – 11:23pm

SMART Bus service hours of service in the urban area of Fort McMurray are shorter than conventional service. On weekdays, SMART Bus service starts 2 hours later and ends between 1.5 and 4 hours earlier than conventional transit, depending on the day of the week. On weekends and statutory holidays, SMART Bus starts 2.5 hours later and ends 6 hours earlier than conventional transit. It should also be noted that a summer pilot will occur between August 1st and August 31st, 2022, which will see SMART Bus hours extended until 10:30pm.

Limited SMART Bus service is also provided to the rural communities of Anzac, Janvier, Conklin, and McKay. When a person from one of these communities registers for SMART Bus service, staff from Transit will work out a dedicated day of the week for the service to operate to their community. Currently, SMART Bus service is offered to Anzac on Wednesdays and to Janvier on Thursdays at pre-

arranged times (when pre-booked). There is currently no service to Conklin and Fort McKay as there are no passengers registered for SMART Bus that live in these communities.

Conventional transit also operates scheduled, fixed-route, service to these rural communities with two trips per day of service. Service to Anzac and Janvier is scheduled on Tuesday and Thursday, Conklin and Anzac on Wednesday and Friday, and Fort McKay on Thursday.

Application Process

To access specialized transit services in Wood Buffalo, passengers are required to submit an application that describes their barriers to accessing conventional transit service. The form is filled in by the passenger as well as a health care practitioner and can be submitted by mail or by email to the Regional Municipality of Wood Buffalo. Applications are reviewed for completion and content, and a decision is made by RMWB transit staff (from the Public Works Department).

Eligibility Criteria

Eligibility for the service is based on having one or more of the following limitations to mobility (as identified by the SMART Bus Passenger Handbook):

- Physical;
- Cognitive;
- Sensory;
- Visual; and
- Age.

RMWB Transit also offers unconditional, conditional, and temporary registration. These passenger categories are defined as follows:

- **Unconditional** - A person with a disability that prevents them from using conventional transit all of the time.
- **Conditional** - A person with a disability where environmental or physical barriers limit their ability to consistently use conventional transit some of the time. Conditional registrants may be able to use conventional transit for all or part of their trip, but may also qualify for SMART Bus under specific circumstances for some or all of their trip.
- **Temporary** - A person with a disability who requires the use of the SMART Bus for at least six (6) weeks. All temporary passenger files are reviewed after 3 months.

The vast majority of registrants are unconditional (99%) while a small number are conditional (0.5%) and temporary (0.5%). It should be noted that only the definition of Temporary Registrant is included in the SMART Bus Passenger Handbook and there is no defined “conditional” category, which is why it is currently rarely used.

Trip Booking

Bookings are processed by phone or email between the hours of 8:00am and 4:00pm from Monday to Friday. Trips can be requested a maximum of 14 days in advance and up to 24 hours before the desired trip time, when dispatch staff available. Same-day trip requests are accommodated on weekdays where possible. Outside the call centre working hours (e.g. evenings and weekends), dispatch staff coordinate trip cancellations but do not accept new bookings.

Attendants

There are two types of attendants that can travel with a registered passenger.

1. Mandatory Attendants are attendants that are required to travel with the registrant and the registrant cannot travel without them. Mandatory Attendants are not required to pay a fare.
2. Non-Mandatory Attendants provide an additional level of support for the passenger, but are not required to travel with the registrant. Non-Mandatory Attendants are required to pay a passenger fare.

Both types of attendants are required to be over the age of 18 and not another SMART Bus registrant.

Fares

The fare for trips is equivalent to conventional transit service at \$1.50 per trip, which can be purchased as a single fare or in groups of 10 or 20. Rural SMART Bus tickets costs \$10, equivalent to conventional rural fare.

All seniors over the age of 65 ride conventional transit service for free. Seniors that are registered for SMART Bus pay the standard fare for a SMART Bus trip (e.g. \$1.50 per trip). The same fare policies for attendants noted for SMART Bus apply while on conventional transit.

Registrants and Ridership

In 2019, SMART Bus had 352 registrants and provided 19,549 trips, including passengers and attendants. Ridership remained fairly stable between 2018 and 2019, and reduced significantly in 2020 due to the COVID-19 pandemic. Registrant and ridership information between 2018 and 2020 is summarized in

Table 2. A further breakdown of registrants by type is available in **Table 3.**

Table 2: Annual Registrant and Trip Summary (2018-2020)

Category	2018	2019	2020 ¹	2021
Registrants	327	352	423	435
Passenger Trips	16,016	15,967	6,677	7,209

¹ Ridership and revenue vehicle hours were significantly reduced in 2020 due to the impacts of the COVID-19 pandemic.

Attendant Trips	3,666	3,582	764	444
Total Trips	19,682	19,549	7,441	7,653
Revenue Vehicle Hours	14,379	12,767	11,822	11,112
Total Trips per Revenue Vehicle Hour	1.36	1.53	0.63	.69
Total Trips per Registrant	44.0	55.5	17.6	17.6

Table 3: SMART Bus Registrants and Trips by Category

	Trips (2019)	% of Trips	Registrants (2021)	% of Registrants	Trips per Registrant
Senior	2,470	15.7%	98	22.5%	25.2
Wheelchair Senior	596	3.8%	75	17.2%	7.9
Disabled Senior	3,236	20.6%	81	18.6%	40.0
Wheelchair Adult	2,079	13.2%	42	9.7%	49.5
Disabled Adult	6,992	44.5%	98	22.5%	71.3
Wheelchair Child	47	0.3%	8	1.8%	5.9
Disabled Child	285	1.8%	33	7.6%	8.6
Total	15,705	100%	435	100%	36.1

As illustrated above, seniors without a disability and adults with a disability make up the highest composition of registrants (22.5% each), however, seniors without a disability make far fewer trips. The “Disabled” category noted above includes a person that has a physical, cognitive, visual or sensory disability that prevents them from using conventional transit, excluding a person that uses a wheelchair or scooter as a mobility aid.

The average number of trips made by registrant is 36.1. Children make up the fewest trips per registrant (8.1), followed by seniors without a driver’s license (25.2). Peer Review

A peer review of SMART Bus was conducted and is presented in **Appendix A** (Peer Review). The peer systems reviewed include:

- Grande Prairie, Alberta (pop. 69,008);
- Red Deer, Alberta (pop. 101,002);
- Medicine Hat, Alberta (pop. 63,260);
- Sault Ste. Marie, Ontario (pop. 69,900); and
- Prince George, British Columbia (pop. 69,084).

The performance of Wood Buffalo’s SMART Bus service compared to its peers can be found in **Table 4**. For more details, please refer to **Appendix A**

Table 4: Peer Comparison of SMART Bus Service

Performance	Aspects of Service
Above Peer Average	<ul style="list-style-type: none"> • Less expensive cash fares in all categories; • Registrants that are seniors can use conventional service at no charge; and • Low percentage of trips cancelled.
Consistent with Peer Average	<ul style="list-style-type: none"> • Start of service; • Advance booking notice; • Minimum booking notice; • Number and type of vehicles in service; and • Comprehensive eligibility criteria and nuanced registrant categories.
Below Peer Average	<ul style="list-style-type: none"> • Earlier end of service; • Daily service span; • Number of registrants per 100,000 people; • Rides per capita; and • Trips per registrant.

It should be noted that the lower level of registrants per 100,000 population and number of rides per capita is likely due to the demographics for the municipality, as Wood Buffalo has a much younger population than many of the peer comparators (the likelihood of developing a disability increases as we age).

3.0

Recommendations

The recommended improvements to SMART Bus service were organized into a number of key areas. The areas reflect various stages of a specialized transit service, from eligibility to operations. For each recommendation, the existing situation was reviewed and compared to industry best practices. The recommendations for SMART Bus noted below are organized by the following themes:

- Integration with On Demand Service;
- Service Hours;
- Eligibility;
- Evaluation of Applications;
- Attendant/Companion Policy;
- Appeals;
- No Shows and Late Cancellations;
- Travel Training;
- Technology
- Fares; and
- Rural Service.

3.1

Integration with On Demand Service

3.1.1

Discussion

Conventional On Demand systems can often closely resemble specialized transit service. Like specialized service, On Demand is on-request and does not operate fixed routes. Depending on the operating model selected, On Demand services can pick passengers up at their curb or at a designated bus stop. Provided the vehicles used are accessible and the scheduling software can accommodate curbside pick-up, there is an opportunity to integrate On Demand transit with specialized service where On Demand vehicles pick-up specialized transit passengers and take them to a fixed-route where they can complete a trip.

Existing Situation

There is currently no On Demand service in Wood Buffalo. However, the introduction of On Demand zones are a significant component of the Transit Master Plan recommended network.

A stop-to-stop model has been recommended, where passengers request a trip, which would pick them up and drop them off at the nearest bus stop within the On Demand zone.

Peer/Best Practice

For some passengers, a major barrier to conventional transit may be accessing the conventional bus stop itself, and leveraging On Demand services to pick-up and drop-off passengers at the door within the

On Demand zone way removes this barrier. By opening up the option to take conventional trips within their abilities, some passengers will have increased availability of trip options, while opening up additional dedicated specialized service for those passengers who require it.

Best practice also includes additional staff support for passengers taking integrated trips, such as Travel Training to ensure the passenger can safely complete the trip independently, and accessible on-street supervisor vehicles that are available to provide assistance in the case of pass-ups, inclement weather, or other disruptions.

Opportunities and Challenges

In Wood Buffalo, there may be an opportunity to utilize the On Demand service to provide integrated trips. Due to the manual nature of current scheduling for SMART Bus trips, planning trips with transfers to the conventional service may be logistically challenging. However, On Demand software is more dynamic in scheduling, allowing for spontaneous trip booking that may be better suited for connecting to fixed-route services. Depending on the type of vehicles utilized in an On Demand service, many registered SMART Bus passengers may be able to access the On Demand service as opposed to the SMART Bus.

However, there are opportunities for potential trip integration for registered SMART Bus users using future On Demand services. Registered SMART Bus passengers who live or travel within an On Demand zone could have the ability to provide verification within the On Demand app and access door-to-door service to the nearest fixed route. This would increase mobility options for some registered passengers, allowing for more spontaneous and flexible travel when pre-booking SMART Bus is not possible or convenient. Opening up the On Demand service in this way provides an extra level of service, while freeing up existing resources in SMART Bus for other passengers who require the service, offering greater trip availability.

3.1.2

Recommendation

It is recommended that the On Demand transit model include an option to allow door-to-door pick-up and drop-off in the On-Demand zone for registered SMART Bus registrants. The software would provide a space for a registered SMART Bus passenger to enter their registration number.

SMART Bus registrants would have the ability to book the ON Demand service to get a pick-up or drop-off at their door. Travel outside the On Demand zone would require the passenger to transfer on to a fixed-route service at the hub. This would not replace SMART Bus service within the On Demand zone but would provide an additional option for registered passengers who are able to use it.

This recommendation would require the Regional Municipality to add this functionality to the procurement of an On Demand software package.

It is also recommended that the RMWB gradually use accessible vehicles for the On Demand service to increase opportunities for co-mingling of passengers.

3.2 Service Hours

3.2.1 Discussion

Existing Conditions

The service hours for both SMART Bus and conventional service are displayed in **Table 5**.

Table 5: Existing Transit Service Hours

Day	SMART Bus Service Hours	Conventional Service Hours
Monday, Tuesday, Wednesday, Friday	7:30am – 7:30pm	5:30am – 11:23am
Thursday	7:30am – 10:00pm	5:30am – 11:23am
Saturday and Sunday	8:30am – 5:30pm	6:00am – 11:23pm
Statutory Holidays	8:30am – 5:30pm	6:00am – 11:23pm

This comparison highlights a disparity in service hours between specialized and conventional service. The high per-hour operation cost for specialized service makes the expansion of hours challenging to implement. In the past, an additional day of late evening service was introduced for SMART Bus passengers; however, that time period experienced low demand. The low levels of ridership did not justify the increase in operating costs and as such the service hours were removed.

Peer/Best Practice

The industry standard is to maintain parity in service hours between specialized and conventional transit. There are a number of reasons for this:

- From an equity and quality of life lens, service hour parity provides the opportunity to participate in the community to the same extent as individuals that are able to use conventional transit;
- From a human rights perspective, service hour parity is a proactive measure that may help to avoid future human rights complaints were certain segments of the population are not offered the same opportunities as others; and
- From a legislative perspective, while Alberta does not currently have provincial accessibility legislation, a number of provinces that do mandates parity in transportation services. Ontario, Manitoba and Nova Scotia currently have provincial accessibility legislation and British Columbia is currently writing the policy. Alberta is likely to follow suit.

Opportunities and Challenges

Increasing service hours to have parity with conventional would provide higher levels of mobility for SMART Bus passengers. However, the associated increase in service hours would result in higher operating expenses. Ridership for SMART Bus registrants during early morning and late evening periods

has traditionally been very low, resulting in a few trips per week when service was previously expanded to these periods.

Based on one (1) vehicle scheduled during all extended periods, this would result in an additional 2,700 revenue vehicle hours annually. The current collective bargaining agreement would require an increase this service hour requirement based on minimum daily and weekly shift times and need for spare operators. This could bring the service hour requirement up to between 3,300 and 4,200 annual hours; or a 26% to 33% increase from 2019 service hours. At an hourly rate of \$107.35, this would result in an approximately an additional \$355,000 to \$451,800 in annual operating expenses, plus any additional hours associated with a customer call centre or supervision.

Given the low ridership expected during these periods, two alternative solutions could be considered include:

1. **Contract the Service to a Third Party.** There are some third party operators or taxi companies with accessible vehicles in the market that could be available to provide the service based on a cost per trip. This would mean that the RMWB would only get charged if a trip was requested and confirmed. Typical costs could range between \$100 and \$300 per trip. Assuming a conservative estimate of 7 early morning or late evening SMART Bus trips delivered per week, the annual cost in this option would range between \$36,400 and \$109,200.
2. **Provide and Integrated On Demand Service.** Utilize the On Demand service to support expanding availability of specialized transit service. In the mornings and evenings when SMART Bus does not operate but conventional service does, the On Demand service could be expanded to pick up registered SMART Bus passengers and complete those trips. The software would be required to be able to recognize registered SMART Bus passengers and offer a different type of trip to those specific passengers. This would require RMWB staff to use the On Demand software to book SMART Bus trips that are requested during these late/early morning periods. This option would not see any significant increase in operating costs if ridership remains low.

3.2.2 Recommendation

RMWB should move towards expanding service hours to have parity with conventional service. In the short-term, RMWB staff should monitor ridership on the service hour extension pilot that is planned to occur for the month of August 2022. If ridership during the extended period is low (e.g. less than 10 boardings per week), then RMWB staff should look to enter into a contract with a third-party operator based on a 'cost per trip' type contract (only pay an operator when a trip is booked). This will provide significant cost savings over providing dedicated hourly service. If ridership increases to a point where dedicated service is viable (e.g. greater than 1.0 to 2.0 boardings per revenue vehicle hour), the service model should be switched to in-house operations.

In the medium-term, it is recommended that the extended service be integrated with the On Demand service (see **Section 3.1**). This should occur after the On Demand service is in place for at least a year to assess the ability of the On Demand service to provide door-to-door trips for SMART Bus passengers during these periods. This would also require the use of accessible vehicles, which may not be in place initially during the On Demand pilot. This model would reduce operating costs if demand for extended hour SMART Bus service is low, as the vehicles would already be on the road.

Should the On Demand vehicles not be able to provide the evening and early morning service for SMART Bus registrants, then non-dedicated contract or dedicated SMART Bus vehicles should be considered.

3.3 Eligibility

3.3.1 Discussion

Existing Conditions

In order to access specialized transit services in Wood Buffalo, passengers are required to submit an application that describes their barriers to accessing conventional transit service. The form is filled in by the passenger as well as a health practitioner and can be submitted by mail or by email to the Regional Municipality of Wood Buffalo. Applications are reviewed for completion and content, and a decision is made by RMWB staff. Eligibility is determined by specific mobility barriers that prevent the applicant from using conventional transit. As well, adults who are over the age of 65 and do not have access to a private vehicle are automatically eligible for the service.

The SMART Bus Passenger Handbook lists a broad range of limitations that it considers when assessing eligibility for SMART Bus. This includes physical, cognitive, sensory, visual, and age. The consideration of these limitations are fairly common among other specialized transit services, with the exception of age, as many residents over the age of 65 would continue to have the ability to use conventional transit.

The vast majority of applicants who apply for SMART Bus service are approved. Denials typically only occur when the application is completed incorrectly or is incomplete. These applications are typically approved once the applicant resubmits with the issues addressed.

Upon approval, registrants are placed into one of the following passenger categories:

- Non-Ambulatory Passengers;
- Ambulatory Passengers; or
- Temporary Passengers.

There are no conditions applied to eligibility based on a passengers ability to use conventional transit some of the time. For example, many specialized transit agencies also have a 'conditional passenger'

category, where passengers are eligible to use specialized transit only when their condition prevents them from using conventional transit.

Peer Practice/Best Practice

Industry best practices highlight the importance of matching the correct type of service to each passenger. Most transit agencies are investing in the accessibility of their conventional transit service (e.g. low-floor vehicles, accessible stops). This opens up this service for certain persons with disability, for some, all or part of their trip. Matching the correct type of service to each passenger maximized the use of this investment in accessible conventional transit, which increasing the availability of specialized transit services to those individuals that truly require it.

Many application forms focus on functional ability to use conventional transit, including the situations where a person is not able to use the service based on their ability. For example, a registrants ability to access conventional transit at night versus the day, or during summer versus winter weather conditions. This helps identify whether an applicant requires the use of specialized transit some or all of the time. This would create a new passenger category of “Conditional Eligibility”, with the condition identified that would allow the registrant to use specialized transit.

Having a ‘conditional eligibility’ category can reduce the number of trips taken. By encouraging registered passengers to take conventional transit within their abilities, additional specialized transit service hours would be available for other registrants who require the service and are not able to use conventional transit. This creates a more equitable service for all residents. Typical conditions of eligibility include:

- Winter;
- Darkness;
- Rush Hour AM/PM;
- Non-accessible Route;
- Unfamiliar Destination;
- Medical Condition; and
- Alone.

The SMART Bus eligibility category of individuals over the age of 65 without access to a private vehicle is also not commonly found within the industry. This is because many seniors over 65 are active and still capable of using conventional transit for some or all of their trips. This also goes against the principle of providing specialized transit to individuals based on their abilities, rather than a generic category such as age and access to a driver’s licence.

Opportunities and Challenges

The current application form captures some information about the applicant's ability to use conventional transit; however, the framing of certain questions does not clearly require applicant's to describe their barriers to conventional transit.

To illustrate, a comparison between certain questions in the SMART Bus Application Form and the York Region Transit (YRT) Mobility On-Request Paratransit application form is provided below:

RMWB SMART Bus	YRT Mobility On-Request Paratransit
<p>Have you ever traveled independently on Fort McMurray Transit?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Explain:</p> <p>Are there any specific destinations that you are able to travel independently on a regular transit bus? Please list the address(es) below</p>	<p>Use of conventional buses:</p> <p>1. Which of the following best describes your ability to get to or from a conventional public transit bus stop?</p> <p>(Check only one)</p> <ul style="list-style-type: none"> I am able to walk or roll a city block (175 metres) to a bus stop. I am only able to walk or roll a city block (175 metres) to a bus stop with a mandatory support person. I can never get to or from a conventional transit bus stop because: (written explanation) <p>2. Which of the following best describes your ability to get on and off a conventional transit bus?</p> <p><i>(Answers: Yes, No (if no, explain why))</i></p> <ul style="list-style-type: none"> I can safely wait for a conventional low-floor bus if there is seating. I can safely get on and off a conventional low-floor bus with no steps. I can handle a fare, take a transfer or show a pass.

The SMART Bus application form places more responsibility on the applicant to explain how they *can* utilize conventional transit rather than how they *cannot*. In contrast, the YRT Mobility On-Request Paratransit application form requests higher level of detail that specifically evaluates a potential registrant's ability to access both stop and conventional transit vehicles and pay for their fare. If the applicant indicates an inability to access a stop or vehicle, they are required to provide further detail as to how and why. This can result in a higher level of detail in the applicant's responses that can indicate their level of need for specialized transit service more accurately.

Moving to an application form which identified more conditions of eligibility can better align passenger ability with the need for the service. However, the benefits of moving to conditional eligibility rely on staffing availability to conduct in-depth evaluations and expertise to accurately evaluate what type of

eligibility an applicant should be assigned. As such, there may be additional costs associated with having conditional eligibility, due to the additional time required per application.

The existing “65+ without a driver’s license or private vehicle” eligibility category provides access to specialized transit service to a larger group of residents than other transit agencies typically offer. While improving access to the service can have benefits, it also limits the use of conventional transit, allowing registered passengers who do not truly have barriers to conventional transit, to use the SMART Bus service. This can increase the number of potential trip denials for persons with disability if the service is also being used by seniors that do not have a disability. Furthermore, an inflated number of registrants can result in higher costs for the service over all, as each registrant and their associated trips incurs additional costs to the agency.

Despite the challenges noted above, the first round of Transit Master Plan engagement had a number of SMART Bus riders identify that the existing application form is too long and complex, and is not seen as customer-oriented. Adding additional questions to the form to determine conditional eligibility may increase the length of the form.

3.3.2

Recommendation

Eligibility should be identified based on the conditions under which passengers require the service, rather than providing unconditional eligibility to use specialized transit for any trips. To achieve this principle, the following changes to eligibility are recommended.

1. **Remove the Eligibility Category of “Age”.** The SMART Bus Hand Book states that senior citizen’s over the age of 65 automatically qualify of the service if required and recommended by a medical practitioner. A person’s age should not be seen as a limitation to use conventional transit, even if the person does not have access to a private automobile or a licence to drive. Instead, the approval for the service should be based on functional limitations to use transit, including physical, cognitive, sensory and visual. All of these are covered in the existing eligibility criteria and should be the focus of the assessment.
2. It is not anticipated that this will significantly change the number of applications approved for seniors that lose their licence, but it may change the condition of eligibility.
3. **Strengthen the Use and Evaluation of Conditions of Eligibility.** The application form should be updated with questions framed to specifically ask applicants to explain the ways (or conditions) that prevent them from using conventional transit. (e.g. if the route or physical environment is not acceptable, darkness and winter conditions). This should include the following:
 - Winter;
 - Darkness;
 - Non-accessible route;
 - Unfamiliar Destination;
 - Medical Treatment; and
 - Travel Alone.

In order to do this, the scheduling software will need to create conditions of eligibility which note when a passenger can ride.

4. **Increase Ease of Filling out the Application.** Questions that are repetitive or that request information that is not directly used in the evaluation or registration process should be removed to reduce the level of effort required to submit the application. The application should be available online as a fillable PDF that applicants can print or email.

3.4 Evaluation of Applications

3.4.1 Discussion

Existing Conditions

Completed applications are submitted directly to RMWB Transit by mail or email and evaluated by the Supervisor, Transit Planning. The application requires a health care practitioner to complete a section of the form regarding the applicant's functional abilities and their ability to access conventional transit. There are no follow-up evaluations before a decision is made, unless there appears to be an error or missing information in the application.

Peer Practice/Best Practice

According to the Canadian Urban Transit Association (CUTA) Canadian Code of Practice for Determining Eligibility for Specialized Transit ("Code of Practice"), the industry standard for applications is a comprehensive review of each applicant and their specific barriers to accessing conventional transit. This can best be accomplished by modifying the medical form to be framed in a manner that asks questions around a person's functional ability. While framing these questions in this manner will help identify conditions upon which a registrant can use specialized transit, it is partially dependent on the medical practitioner's knowledge of the client and their ability to perform certain functions without witnessing them first hand. In certain circumstances, clients applying for specialized transit may believe they are unable to use the service based on a lack of understanding of the service.

To address this, many specialized transit agencies have started to conduct in-person evaluations of applicants. This would require applicants to attend a 1 hour in-person assessment with an independent medical practitioner funding by the municipality to assess their ability to use conventional transit under different circumstances. In this instance, the decision made by the in-person evaluation would rule on the eligibility of the applicant.

For the purpose of treating all applicants equitably, CUTA notes that requiring in-person assessments for all applicants is common. However, this can result in significant additional costs for the transit agency. If in-person evaluations are selectively required, there must be clear policy indicating under what circumstances they will be requested to provide transparency for the community.

In-person evaluations can be completed by externally contracted health care practitioners or by internal staff in the employment of the transit agency. A dedicated in-house staff member can be valuable in this role; however, the size of the transit agency must be large enough to justify a full-time employee. Many smaller agencies utilize contracted services for this purpose through an organization or by identifying a qualified individual to conduct assessments on an as-needed basis. Regardless of the organizational structure, individuals responsible for assessments should have experience in the rehabilitation field (such as physical, occupational or recreational therapists), or have a background as a nurse, social worker, and emergency medical technician.

Where barriers to use conventional transit are tied to specific factors that are not always present, the best practice is to provide conditional eligibility, which allows passengers to use the service under the specific conditions that apply to them. These can include winter only or darkness only. A thorough, personalized assessment is required to make decisions on conditional eligibility.

Opportunities and Challenges

The current application form has a Part B form called Professional Verification to be completed and signed by an applicant's doctor, nurse or other health care worker that is familiar with the applicant.

There are some challenges with the current application form that do not allow the medical practitioner to adequately identify the functional ability of the applicant to use conventional transit. A high level assessment of the form follows below:

1. Question 3 asks the medical practitioner to check a list of conditions that may affect the applicant's ability permanently, temporarily, during the winter or summer and during the day or night. The question is general and provides no background on how the person's condition will impact the use of conventional transit. This question should be revised or removed and replaced with more detailed questions that allow comments regarding each category. Details regarding time duration and conditions of the applicant's barriers to mobility should be collected in their own specific questions.
2. Question 4 also asks whether the applicant's disability or health condition prevents them from using conventional transit. Similar to the applicant section, this question does not get into the barrier to using conventional transit. For example, is the barrier getting to the bus stop, and does that change during summer and winter conditions. Is the barrier learning a new bus route, and could that change with an effective travel training program that would increase the independence of a passenger to make trips to frequent destinations? Adding more specificity to this question would be beneficial.
3. Question 9 provides the right level of specificity when assessing the applicant's ability to travel. It asks specific questions about the service and does not require the medical practitioner to make a determination on whether they are able to use conventional transit some or all of the time. Two

questions that are missing from this section involve a passenger's ability to pay a fare and their ability to be on a bus that is crowded.

4. Question 11 asks the medical practitioner whether the applicant requires a Mandatory Attendant when they are in the SMART Bus. This question should be more general and focus the trip (e.g. help boarding a vehicle, care while riding in a vehicle, assistance to take the passenger to and from their destination). Based on the answers to these questions, the need for a Mandatory Attendant should be determined by the RMWB staff member assessing the application. Question 12 is a good example of this type of question, where it asks whether the applicant can be left alone at their destination.

Reframing the Professional Verification section will help bring more clarity to the evaluation. It is important that it is clear that the medical practitioner is not the person making a determination of the applicant's eligibility on SMART Bus, but rather providing information on the applicant's functional ability to use conventional transit. It is the responsibility of the assessor to determine eligibility, which may include follow-up questions to the medical practitioner.

Implementing in-person assessment can improve the accuracy of the eligibility decision made by the assessor. When using a third-party contracted service, there is an increased impartiality of the assessment from both the medical practitioner who filled out the Professional Verification form and the assessor working for the RMWB. Instead, the third-party assessor is one-step removed from both the RMWB and the applicant and bases their review on an in-person assessment that is directly tied to mobility barriers that prevent the use of conventional transit, and not on the general medical condition.

This may increase the number of denials and cases of conditional eligibility due to more individualized assessments. Reducing the number of registrants and trips taken can in turn lead to lower operating costs, or a reduction in cost increases with a growing and/or aging population. By reducing the number of conditionally eligible registrants, there may also be higher levels of trip availability for those who require it.

It should be noted that increasing the number of applicants that are not approved for the service may lead to a greater demand for appeals (described further in **Section 3.5**), which have historically been minimal at RMWB Transit.

Introducing in-person assessments is associated with a higher cost per application, due to the higher level of staffing required. These staffing costs may vary based on whether dedicated internal resources are required or if a third-party health care service provider is contracted to conduct evaluations on a case-by-case basis. The additional costs associated with a third-party assessor may be mitigated by clearly identifying which types of applications can be approved with full eligibility by internal staff members and only sending a subset of applications for further assessment.

In-person assessments may present a challenge for customers as they require an additional level of time and effort to get to the location where the assessment is being conducted. This may be seen as

increasing barriers to the application. As such, a universal requirement that all applicants undergo in-person assessment may not be appropriate.

Typically, in-person assessments cost can cost a municipality between \$200 and \$250 to engage a health-care provider to conduct each in-person assessment². SMART Bus receives approximately 85 new applications per year. Assuming about 50% of these new applications would have the potential to be conditionally eligible, the annual cost of in-person assessments would be between \$8,600 and \$10,750.

The cost per trip on SMART Bus (based on 2019 data) is approximately \$87.00. Assuming that:

- the new eligibility process results in 35% of new applicants being approved for conditional eligibility (or 30 new conditional passengers per year based on 85 applications); and
- conditional registrants make 30% fewer trips than unconditional registrants (33 annual trips versus 44 annual trips respectively).

This would result in 335 trips being made on conventional transit instead of SMART Bus in the first year for individuals that have the ability to use the conventional transit service. Assuming that the reduction in SMART Bus trips would result in fewer service hours, the cost savings in year one could exceed the cost to conduct the in-person assessment.

3.4.2

Recommendation

It is recommended that RMWB revise the Professional Verification form to increase the clarity of the questions to be more in line with the applicant's functional ability to use conventional transit as noted above. The assessor would have the ability to ask clarifying questions to the medical practitioner upon reviewing the application to confirm their understanding of transit and how the person's disability may be a barrier to using conventional transit.

This process, along with the change to eligibility noted in **Section 3.3** and new travel training program noted in **Section 3.8**, should see an increase in conditional registrants. This will help to provide more travel choices for a number of registered SMART Bus customers and increase the availability of trips for customers that are only able to use SMART Bus. Based on other specialized transit agencies in Canada, it can be expected that 25 to 35% of new applications would be approved as conditional or temporary registrants.

There may still be challenges with this process as the assessment of eligible passenger is done over paper and may result in eligibility determination of some residents that is not based on their functional ability. If this continues to be the case and the new process results in little change in the eligibility outcomes of new registrants or a high rate of appeals, it is recommended that the RMWB adopt a third-party in-person assessment process. RMWB staff would continue to receive applications and assess for completeness and apply a screening criteria for applications require to move forward with an in-person

² Note: Based on research from other municipalities and not specific to rate in Wood Buffalo.

assessment. The in-person assessment would assess the applicant's functional ability to use conventional transit under various conditions and make a final determination. This process would provide more impartiality to the determination of eligibility.

3.5 Attendant/Companion Policy

3.5.1 Discussion

Specialized transit service is intended to serve individuals who are not able to utilize conventional transit service. In some cases, passengers may require a mandatory personal care attendant to assist them in successfully completing trips on the specialized service and cannot travel alone. Some registrants require this for all of their trips, while others require assistance only for certain trips (e.g. when carrying large parcels or when their medical condition requires assistance some of the time).

Many specialized transit services also allow registered passengers to travel with one or more companions who do not provide a support service but wish to travel together.

Existing Conditions

SMART Bus allows for two types of attendants:

- **Mandatory Personal Care Attendants:** An individual who travels with a registered passenger because they require assistance on all trips. Personal Care Attendants do not pay a fare.
- **Paying Attendant:** An individual who travels with a registered passenger who does not require full-time assistance. Paying Attendants are required to pay a fare.

The role of the Paying Attendant is not clear and should be clarified. The SMART Bus Passenger Handbook does not provide any restrictions on the role of the Paying Attendant, which suggest they can travel with a passenger that does not require assistance. In reality, the role of attendants are to support registered passengers when they require assistance with their trip. The requirement for any attendant is also that they are over the age of 18 and are not registered SMART Bus passengers. This suggests that companions are not permitted on SMART Bus.

There is no policy in place which allows for companions, or additional passengers that wish to accompany registered passengers on a discretionary basis. There are inconsistent understandings in Wood Buffalo of the service's purpose among some passengers: for registrants only, or for registrant's family members.

Peer/Best Practice

A review of existing policies related to companions on specialized transit is provided in **Table 6**.

Table 6: Peer System Companion Policies

Transit System	Max # of Companions	When Companion Trips are Confirmed	Age Requirements
TTC	1 ³	At time of booking	None specified
York Region Transit	2	At time of booking	None specified
Regina Paratransit	As many as space permits	At time of booking	None specified
Winnipeg Transit	1	After schedule confirmed	None specified
Halifax Transit	1	At time of booking	Must be over age 5
Strathcona County Transit	1	At time of booking	Must be over age 6 and ambulatory
Airdrie Transit	As many as space permits	At time of booking	None specified
Sault Ste. Marie	As many as space permits	At the time of booking	None specified
TransLink	1	At the time of booking if space is available	Children under 9 are permitted, but registered client must provide appropriate CSA approved child securement (car seat or booster seat).
Peel TransHelp	2	At the time of booking	None specified

The majority of specialized transit systems allow for a maximum of one companion and confirm the availability of space for the companion on the vehicle at the time of booking. YRT Mobility On-Request Paratransit allows for two companions per registered passenger. Regina, Sault Ste Marie and Airdrie allow for as many companions as can be accommodated in the vehicle. Handi-Trans (Toronto Transit Commission) allows passengers to request additional companions on the day of the trip, subject to space availability.

Allowing for a minimum of one companion is standard practice within the industry, as it allows family members and friends to travel together. This improves the experience for specialized transit passengers, providing opportunities for them to complete everyday trips with other people as non-specialized transit passengers have the ability to. Most systems require that the registered passenger and their attendant/companion be picked up and dropped off at the same location.

The majority of systems allow travel by children should an appropriate vehicle be in place to have the child travel safely. Strathcona County and Halifax have a minimum age in place, which mandates that companions must be over the age of 6 and 5 respectively. The other systems do not specify a minimum age requirement to travel as a companion, and the TTC's policy provides an example of a companion as a dependent child of the registered passenger. Peel TransHelp does not require and does not provide

³ Additional companions can be requested on the day of the trip

car seats or booster seats in vehicles, however, children who weigh less than 9 kg (20 lbs) or cannot hold themselves upright must be securely held on a parent, guardian or companion's lap. Parents, guardians or companions who cannot hold the child on their lap or care for the child while travelling must bring a support person to hold and care for the child.

In all systems, companions are required to pay a regular fare and travel with a registered passenger to access the service.

Opportunities and Challenges

The existing policy creates confusion regarding the ability for non-attendants to travel with passengers. The Passenger Handbook defines a "Paying Attendant" as "an individual who travels with you only for some trips because you can travel without assistance". However, the usage of the term "attendant" implies the role of providing assistance or supervision. Furthermore, the minimum age requirement of 18 prevents SMART Bus registrants from travelling with family members under this age, limiting the ability for SMART Bus registrants to travel freely with companions as would be possible on conventional transit. As such, there is an opportunity to allow for non-attendant passengers (i.e. "companions") to travel with registered SMART Bus passengers.

SMART Buses use cutaway vehicles that require passengers to wear seatbelts while in use. By law in Alberta, children under the age of 6 who weigh 18 kg or less must be in a child seat. Since the cutaway vehicles are not equipped with child seats and are not equipped to secure them, transporting children that meet this requirement would be unsafe.

3.5.2

Recommendation

Based on a review of industry practices, it is recommended that RMWB Transit modify and clarify their Companion policy. The policy should be as follows:

- One companion allowed per trip, to be confirmed at time of booking;
- An additional companion can be requested on the day of the trip subject to vehicle space availability;
- Registered customers must have the ability to have care and control over anything they bring on a SMART Bus vehicle without assistance from the driver. This includes ability to care for a companion, if required, while boarding or riding the vehicle.
- All companions pay the appropriate SMART Bus fare; and
- Companions must not require the use of a child seat as stated in provincial legislation (under the age of 6 who weigh 18 kg or less), future changes maybe considered as internal policy, equipment or provincial legislation is changed.

To reflect the above, the Mandatory and Paying Attendant categories should be refined in the SMART Bus Passenger Handbook to the following:

- **Attendants:** Passengers who are required to accompany a registered SMART Bus rider at all times or at pre-defined times determined in the SMART Bus application because the registered passenger is unable to travel without support. There would continue to be no fare charged for this category. Mandatory Attendants are required to be over the age of 18 and are not registered SMART Bus passengers.
- **Companion:** All other non-registrants who travel with a registered SMART Bus passenger. While they may provide low levels of support for a passenger, they are not required to accompany the passenger at all times. Companions would be charged a regular fare for using the service. Companions are required to be able to travel in a SMART Bus vehicle without the need for a child seat (as determined by provincial legislation).

For both Attendants and Companions, the registered passenger and their attendant/companion must be picked-up and dropped-off at the same location. This would prohibit registered passengers from using the service to drop off or pick-up Companions or Attendants, unless they are getting on/off at the same origin or destination.

Regarding the transportation of children, it is not recommended that the Regional Municipality of Wood Buffalo extend their companion policy to allow children to travel that require a use of a child seat (based on provincial legislation) at this time. However, as a next step, the Regional Municipality should explore the potential to replace or retrofit where feasible existing cutaway vehicles with either purpose-built transit vehicles or cutaway vehicles that have built-in child seats or have the appropriate securements to include a client-provided child seat.

If these vehicles are purchased or modified, consideration should be made to change the Companion policy to allow children under 6 who weigh 18 kg or less to travel with a registered customer as a companion. The registered customer must have the ability to care for the companion while boarding/alighting the vehicle and while the vehicle is in motion. This is to ensure the driver has the ability to operate the vehicle without distraction. This should be determined during the application process (**Section 3.2**), with input from a medical practitioner.

Where a child-seat is required, the registered customer would be responsible for securing the child seat to the vehicle (if applicable) and securing the child onto the seat. The driver would be responsible for determining that the securement system is safe before starting the trip.

3.6 Appeals

3.6.1 Discussion

Existing Conditions

An Appeals process is typically in place in the case that an applicant wishes to appeal the eligibility decision made. There have historically been minimal appeals related to SMART Bus application decisions

and as such there is no formal process documented by RMWB Transit. However, should an appeal be received, the current process at RMWB Transit is that appeals would be sent to the Manager, Transit and Senior Manager, Transportation and Facilities. The application is then reviewed and a decision made by these individuals.

Since the majority of applications are approved under an 'unconditional' category, the number of appeals is minimal. In 2021, four new applications were denied, but none were appealed.

One of the challenges with the existing appeals process is that the final judgement is made by municipal staff, including the Manager, Transit (who is responsible for reviewing applications). This creates a potential conflict of interest should an appeal ever be denied by the RMWB.

Peer/Best Practice

Appeals are typically heard and adjudicated by a panel made up of health care practitioners and specialized transit users, or by a roster of professionals specializing in different disabilities that are called upon on a case-by-case basis. The latter structure is recommended in CUTA's Code of Practice based on its ability to utilize expertise related to each individual case. However, it is acknowledged that in smaller municipalities, the availability of a wide range of medical professionals may be limited and as such a traditional panel may be more appropriate.

As per the Code of Practice, "whichever model is adopted, it is important that the individual(s) conducting the appeal be well versed in the:

- skills required to ride transit;
- level of accessibility and scope of services of the conventional transit system;
- ability of people with different disabilities to perform different tasks; and
- service policies of the specialized transit system."

Another best practice identified by CUTA is that the individual who conducts the appeal had no role in the original determination. Developing a third-party appeals process provides stronger objectivity and removes the adjudication of the appeal from the original eligibility assessment process.

Opportunities and Challenges

If the application process is changed to include Conditional registrants, there will be a stronger need for a more formal appeals process that removes any potential real or perceived bias from the RMWB staff member reviewing applications. Creating a formal appeals process will add cost and time to the appeals process.

The challenge in Wood Buffalo is the availability of potential medical practitioners to conduct a third-party appeals process. This may make implementing this best practice a challenge.

3.6.2 Recommendation

It is recommended that RMWB Transit consider the development of an updated appeals process that involves a third-party panel not associated with RMWB Transit. This could include individuals from a local Accessibility committee, social services agency, SMART Bus registrants, or health care providers, who would be remunerated for each appeal that they review. Given the low number of appeals that currently take place, the use of this process is anticipated to be minimal.

Individuals on the panel should have a strong understanding of the SMART Bus and conventional transit service and its purpose, and have the expertise to evaluate applications accurately based on their functional ability. The process should allow the panel to request additional information from the applicant that would help make the determination. Ideally, three individuals should be available to conduct a review of each appeal. The role of the RMWB Transit would be to administer the process and to present any supporting rationale for the initial application denial or approved condition of eligibility.

Once confirmed, the appeals process should be documented and made publicly available to provide transparency to the community.

3.7 No Shows and Late Cancellations

3.7.1 Discussion

No Shows refer to trips wherein the passenger is not at the pick-up location at their scheduled pick-up time and the trip is unable to be completed. Late Cancellations refer to trips wherein a passenger contacts the transit agency to cancel their scheduled trip after the deadline to cancel.

Both of these situations reduce the efficiency of the service by causing a vehicle to travel unnecessarily in the case of No Shows and Cancelled at Doors, or by removing a trip after the schedule has already been made in the case of Late Cancellations. High rates of these occurrences can negatively impact the effectiveness of the service and result in a limit on the number of available trips for registered passengers. As such, minimizing Late Cancellations and No Shows is a priority for specialized transit agencies.

Existing Conditions

The table below provides information about trip cancellation rates in Wood Buffalo as well as a number of peer systems.

Table 7: Trips Booking and Cancellation by Paratransit System (2019)

	Wood Buffalo	Red Deer	Medicine Hat	Sault Ste. Marie
# of Trips				
Total Trips Requested	19,549	113,201	73,674	-
Cancelled in Advance	836	19,367	7,486	9,722
Cancelled Late	-	-	7,517	67
No-Shows	75	951	7,073	181
Cancelled at Door	91	1,235	52 ²	-
% of Total Trips				
Cancelled in Advance	4.3%	17.1%	10.2%	-
Cancelled Late	-	-	10.2%	-
No-Shows	0.4%	0.8%	9.6%	-
Cancelled at Door	0.5%	1.1%	0.1%	-

Wood Buffalo has the lowest rates of cancellations and No Shows across the peer systems. All Cancellations are marked as “Cancelled in Advance” with no instances of “Cancelled Late”⁴. Based on this information it is not possible to determine the proportion of cancellations that are late compared to those that are cancelled in advance.

Best Practice

Based on the CUTA Specialized Transit Industry Best Practices (“Best Practices”) report, the average rate of cancellations in small systems is 18.95% and the median is 20.24%. The industry best practice, however, is noted as 5-10%. With a 2019 Cancellation rate of 5.2%, SMART Bus is within the best practice range.

Opportunities and Challenges

Current rates are low and existing policy is effective in deterring No Shows and Late Cancellations. However, there may be opportunity to provide recommended updates to policy as appropriate.

The existing policy for Late Cancellations and No Shows is as follows:

“Passengers whose trips are marked “Same Day Cancel”, “Cancelled at the Door” or “No Show” on a regular basis will have their service reviewed after three incidents by the Program Supervisor. Service will be suspended until such time as it has been reviewed.”

While this policy is not documented in the Passenger Handbook, newly registered SMART Bus passengers have been required to sign a “Cancellation Policy” that outlines their responsibilities, which

⁴ Cancelled Late in Wood Buffalo are classified as “Same Day Cancellations” that are not provided at least 24 hours’ notice. These are tracked, but no instances were reported.

include providing sufficient notice for cancellations. This approach led to a reduction in Late Cancellations and No Shows, resulting in the current rates which are in place. While recurring Late Cancellations is less common, the policy described above is enforced when needed. There is no long-term consequence for continued violations of the policy apart from the standard temporary suspension.

3.7.2 Recommendation

As per the existing policy described above, passengers who accumulate more than three (3) Late Cancellations or No Shows should have their access to service temporarily suspended. Depending on the number of continued occurrences, RMWB Transit staff may wish to implement a stricter enforcement policy resulting in longer periods of suspension of the service.

A process for exceptions should be put in place, supported by documentation where required (e.g. from a medical practitioner). Passengers should be able to provide information regarding legitimate justification for cancelling late or missing their pickup window, in which case the occurrence would not count towards their maximum number of allowed Late Cancellations/No Shows.

3.8 Travel Training

3.8.1 Discussion

Travel Training provides education and support to assist individuals in using conventional public transit services for some or all of their trips. These programs can be catered towards a variety of groups, including existing SMART Bus registrants, SMART Bus applicants, seniors, students, newcomers, or the general public. Travel Training can take a wide variety of forms depending on the desired target audience, ranging from classroom-setting presentations (virtual or in-person), to off-street bus familiarization activities, to one-on-one trip planning and on-street guidance.

Travel Training can be provided by a number of different parties, including in-house staff or by contract to a community agency. If contracted out, payment may be provided per session or per passenger trained, or with a lump sum (e.g. on an annual basis). A 'train-the-trainer' approach is also a common practice, where staff at facilities that have residents or attendees that require transportation are trained, and in turn train their members.

Existing Conditions

There is no Travel Training program currently in place in Wood Buffalo.

Best/Peer Practice

Transit agencies across the country use Travel Training to support existing and potential customers, both specialized and conventional. Each agency's offerings may differ based on the system's desired outcomes and the needs of the community at large. Below is a summary of peer systems' Travel Training programs.

Table 8: Travel Training Comparison

System	Format of Training	Key Demographics	Training Provider
York Region Transit	<ul style="list-style-type: none"> One-on-one on-street training Group sessions with spare bus available for demo Online material 	<ul style="list-style-type: none"> Specialized transit passengers Seniors Youth/Students Newcomers 	In-house staff: Dedicated Travel Trainer
Regina Transit	<ul style="list-style-type: none"> One-on-one on-street training 	<ul style="list-style-type: none"> Registered Paratransit passengers 	Existing Paratransit passengers (coordinated by community agency)
Grand River Transit	<ul style="list-style-type: none"> Hands-on activities to practice boarding, riding the bus Group sessions 	<ul style="list-style-type: none"> Senior communities High school students (life skills classes) Newcomers Specialized transit customers 	In-house staff (approximately .25 FTE) Train the trainer used occasionally in schools
Sault Ste. Marie	<ul style="list-style-type: none"> One-on-one on-street training preferred Group sessions catered to needs of requester 	<ul style="list-style-type: none"> Open to all Offered to all specialized transit applicants 	In-house staff: Training Supervisor

As illustrated in **Table 8**, a wide variety of Travel Training models are available. The strength of a model such as YRT and Sault Ste. Marie's is the ability for the dedicated Travel Trainer to conduct Travel Training with new specialized transit passengers to evaluate their ability to use conventional service for some trips. The dedicated in-house role ensures registered specialized transit passengers have the support needed to learn how to use the conventional system. Alternatively, a service such as Regina Paratransit is effective by relying on strong community connections and leveraging individuals within local community agencies to conduct the training and champion the use of conventional transit service for other specialized transit passengers.

Opportunities and Challenges

Travel Training may be able to increase travel options for SMART Bus registrants by increasing their comfort level in taking conventional transit. This may also lead to reduced costs for the Regional Municipality.

If Travel Training resources are in place, there may also be opportunities to expand this opportunity to non-SMART Bus passengers as a way of encouraging ridership on RMWB Transit more broadly. This training may be targeted to seniors, students, newcomers, and any other residents who would benefit from some level of assistance using the conventional network before being able to do so independently. While this type of programming is not directly related to SMART Bus operations, some aspects of the programming may be valuable for both registered SMART Bus passengers and those who are not, and thus coordination amongst them can improve the efficiency of the service.

Introducing Travel Training would likely require additional resources in the form of additional staffing or funding for a contract. Both options provide opportunities and challenges. Creating a position with responsibilities related to Travel Training can improve coordination with RMWB and ensure the service is as targeted to meeting the agency's goals as possible. However, implementing such a program would be challenging as it would add another role to an existing staff member's responsibilities. It may be required that an additional 0.5 FTE is hired to develop and operate the Travel Training program.

Alternatively, establishing a contract with an outside agency can build upon the strengths and expertise of organizations that already work with the community. This may result in greater "buy-in" from community members that are targeted for Travel Training and improve overall relationships with community groups. The level of funding can also be set in advance with opportunities for a smaller initial investment to pilot the service and evaluate its impacts. However, there may be a limited number of community organizations that would have the resources and expertise to provide Travel Training in the Regional Municipality of Wood Buffalo.

The ideal outcome of a Travel Training program is to improve mobility options for existing and potential RMWB Transit passengers, both those using SMART Bus and conventional services. As well, cost savings can be incurred due to a reduction in specialized transit trips which have a higher cost on a per-trip basis than conventional transit, as passengers would instead be able to utilize conventional service for some or all of their trips. This would also be a necessary step if the Eligibility recommendations are implemented, as Travel Training provides an opportunity for individuals not approved for SMART Bus or those approved as a Conditional passenger to better understand how to use the conventional transit service.

In order to increase cost efficiency, the cost associated with Travel Training must be less than the cost of specialized transit trips that would be moved from specialized to conventional service. Registrants who are conditionally eligible may require the support of Travel Training to start using conventional transit in place of specialized transit.

Taking a broader goal of encouraging transit usage across all demographics (not just specialized transit customers), Travel Training has different benefits that would be felt across RMWB Transit as a whole. These include higher conventional ridership, which is a high priority for the agency. As well, offering Travel Training would reduce barriers and improve the level of customer service offered to all passengers who are considering using the service.

3.8.2 Recommendation

It is recommended that RMWB introduce a Travel Training program for both conventional and specialized transit passengers with the purpose of increasing ridership and improving access to fixed route transit (and thus, mobility) to the entire community.

The initial Travel Training curriculum would be developed and designed by RMWB Transit staff or an outside agency. The actual provision of Travel Training would be conducted by partnering community

organizations based on a predetermined rate per passenger. The service would also be available more broadly in the community to encourage conventional transit ridership. By collaborating with partner community organizations, specific groups such as seniors, newcomers, and youth can access additional support in learning how to use conventional transit.

One-on-one travel training would be a second phase, and could be conducted by an outside organization (based on a fee per use) or by RMWB staff. This would be voluntary and offered to individuals that are denied SMART Bus registration, or that are provided with Conditional eligibility.

3.9

Technology

3.9.1

Discussion

Existing Conditions

SMART Bus trips are currently booked, scheduled, and dispatched manually by RMWB Transit staff (Specialized Dispatcher). A new scheduling software package has been produced by the Regional Municipality that will streamline this function and allow for greater coordination of trips and the ability to accommodate more same-day trips.

Registered SMART Bus passengers can book trips by phone or by email on weekdays between 8:00am and 4:00pm. RMWB Transit has not received concerns about passengers' inability to book trips outside of these hours.

Peer/Best Practice

Providing a variety of booking options is considered the industry best practice. This should include an online booking platform, which allows passengers to book independently at any time, regardless of the booking centre's operating hours. Furthermore, they provide a more convenient method of managing existing trips for passengers; the CUTA Best Practices report suggests that the ease of cancelling trips online can lead to a reduction in late cancellations.

Utilizing newer technology that automatically books, schedules, and dispatches trips can improve the flexibility of specialized transit service and optimize the existing resources available. This type of software can also provide higher levels of tracking and performance measurement, which can be used for more detailed reporting and support future decision-making.

Opportunities and Challenges

Introducing new software that automates booking, scheduling, and dispatch may lead to savings of staff time; these resources could in turn be utilized elsewhere more effectively. As well, this type of software can automatically optimize trip scheduling, resulting in more efficient groupings of trips.

Providing options for online booking increases the convenience and usability of the service for passengers, particularly outside of business hours when the Specialized Dispatch staff members is not in office. Online booking options is not currently available with the new scheduling software program procured by the Regional Municipality.

3.9.2 Recommendation

RMWB should move to implement the new schedule software recently procured. This new software should help increase ridesharing opportunities and allow for more same-day trip making once staff are properly trained on the software. The software should be set up to enter in conditions of eligibility and temporary eligibility based on the recommendations in **Section 3.3**. Alerts should also be set up to allow RMWB staff to reassess applicants every 3-4 years or to identify inactive users that have used the system in over a year.

In the future, the RMWB staff should also look for opportunities to include an online booking platform for passengers to increase the flexibility of trip booking and cancellation options.

The use and performance of On Demand transit should also be monitored and opportunities should be identified to have one common booking and scheduling platform for SMART Bus and On Demand transit.

3.10 Fares

3.10.1 Discussion

Existing Conditions

SMART Bus fares are \$1.50 per trip, with multiple trip passes available for purchase. Conventional service is also \$1.50 for regular fares. All seniors aged 65+, including registered SMART Bus passengers, ride free on conventional service but must pay the \$1.50 fare for SMART Bus.

Peer/Best Practice

The best practice related to fares is for specialized transit to be the same as conventional service. Some transit systems also offer free fares for specialized transit users on conventional transit to encourage its use. The same fare platforms (e.g. passes, tickets) should be used for both systems, allowing passengers to receive the same discounts.

Opportunities and Challenges

RMWB Transit offers low fares compared to its peer systems, which can negatively impact cost recovery. This is particularly salient for SMART Bus service as the operating cost per trip and per hour are higher than for conventional, but fares are equivalent. There may be opportunity to adjust fares across the

RMWB system which would impact revenues and cost recovery rates for SMART Bus. Fare recommendations can be found in the **RMWB Transit Master Plan Section 4.5.2**

3.10.2 Recommendation

Fare parity should be maintained across the specialized and conventional systems. Any changes made to fare structure or fare payment technology should be implemented correspondingly for SMART Bus service.

3.11 Rural Service

3.11.1 Discussion

Existing Conditions

Service to rural communities – Anzac, Janvier, Conklin, and Fort McKay – is established when the need arises in each of these communities. Currently, registered SMART Bus users are only in Anzac and Janvier and receive service one day a week for each community (see **Section 2.0**). Rural areas of the Regional Municipality have lower demand and further distances required per trip. For example, the one-way trip time between downtown Fort McMurray and Anzac is approximately 40 minutes. These long distances are associated with higher operating costs, while the low demand for trips presents additional challenges to implementing cost-saving measures such as ride-sharing.

The rural areas of the Regional Municipality of Wood Buffalo have limited SMART bus registrants. As of 2021, the number of rural registrants are illustrated in **Table 9**.

Table 9: SMART Bus Registrants by Community

Registrant Community		# of Registrants
Urban	Thickwood	49
	Timberlea	144
	Downtown	200
	Abasand	7
	Beacon Hill	11
	Gregoire	14
	Saprae Creek	2
	Urban Total	431 (99.3%)
Rural	Anzac	1
	Janvier	2
	Fort Mckay	0
	Conklin	0
	Rural Total	3 (0.7%)
TOTAL REGISTRANTS		434

As displayed above, less than 1% of SMART Bus registrants reside in rural areas. In terms of trips, 0.03% of trips in 2019 (50 trips total) provided by SMART Bus were for rural service.

The RMWB Transit website lists specific days for service to Anzac (Wednesday) and Janvier (Thursday), which are negotiated with registered passengers in these communities. The current practice is for customers to call in and request trips. The demand for these trips is low, with approximately 2-4 requests per month.

Peer/Best Practice

The best practice is for specialized service to have the same area of availability as conventional service, ensuring equal access for all passengers. Currently, SMART Bus only operates to Anzac and Janvier, while conventional service also operates to Conklin and Fort McKay on specific days of the week. If a resident from Conklin or Fort McKay registered for SMART Bus service, RMWB Transit staff would also set up a day a week that the service would operate to these communities. This is therefore in line with best practices.

Opportunities and Challenges

The low demand for trips and long distances between rural communities leads to additional challenges in providing rural service.

An opportunity to increase rural trip availability without requiring additional resources would involve a form of integration with conventional rural service wherein the scheduled service could “flex” off-route slightly to pick up registered SMART Bus passengers at their door before continuing on the fixed route. This would require slight increases in scheduled travel time to accommodate these deviations from the route. It would also require a change of contract with the operator and the use of accessible vehicles. However, based on discussion with RMWB Transit staff, it was determined that the conventional rural service may provide additional challenges to specialized transit passengers and that co-mingling of passengers would not be appropriate.

3.11.2

Recommendation

Based on the minimal existing demand for rural transit, there are no further recommended changes to the service. If there is desire for additional accessible transit service in rural communities, a feasibility study of a co-mingled service would be required. Funding may be available through the Rural Transit Solutions Fund provided by Infrastructure Canada.

The RMWB Transit Rural Service page should be updated to reflect the current service to rural areas.

4.0

Financial Plan

Changes to operating and vehicle expansion costs were estimated over a 10-year period. Factors that were used to calculate this include:

1. Growth in registrants due to population growth.
2. Growth in vehicle hours due to service hour parity (**Section 3.2**).
3. Increases in vehicle occupancy due from the new scheduling software (**Section 3.9**).
4. Increase in same-day trips due to the new scheduling software (**Section 3.9**).
5. Reduction in trips per registrant due to increased number of conditionally eligible applications (**Section 3.3**) and increased use of conventional transit through travel training (**Section 3.8**).
6. Maintaining a low trip denial rate.

Growth in Registrants

Growth in registrants has remained fairly stable over the past 10 years. This is due to a relatively young population in the community, many of whom work in Wood Buffalo and retire elsewhere. To estimate growth in vehicles, it was assumed that the population, and subsequent number of registrants and attendants/companions would increase by 2% per year based on an assumption provided by staff at the Regional Municipality.

Growth in Vehicle Hours

As noted in **Section 3.1**, it is assumed that the service would be contracted to a non-dedicated contract in the short-term, and switched an integrated On Demand service in the long-term. In the short-term, a conservative estimate of \$300 per trip based on 7 trips a week was used. If the service were to switch to a dedicated hourly service, the cost would increase to between approximately \$355,000 and \$452,000 annually. The extended service was assumed to be in place by 2023 and switched to the integrated On Demand service by 2027. No additional vehicles are required for this initiative.

Vehicle Occupancy

The CUTA Code of Practice identifies a best practice for ridesharing at 2.5 – 5.0 rides per hour, with the industry average for small systems of 3.01. SMART Bus currently provides approximately 1.53 rides per hour. This is below the peer average and partially contributes to the high cost per trip. The new scheduling software noted in **Section 3.9** should improve the ability to share rides, and also increase the number of same-day trips accommodated. It was assumed that SMART Bus would gradually improve towards 2.0 rides per hour over a 10-year period.

Increase in Same-Day Trips

The new scheduling software (**Section 3.9**) should increase the number of same-day trip requests that can be accommodated. It was assumed that this would result in a 3-5% increase in trips per registrant (approximately 1.5 to 2 additional trips annually per registrant) over a 10 year period.

Reduction in Trips per Registrant

It was assumed that the new eligibility process will result in 35% of new applicants being approved for conditional eligibility (or 30 new conditional passengers per year based on 85 applications). It was also assumed that conditional registrants make 30% fewer trips than unconditional registrants (33 annual trips versus 44 annual trips respectively). This would reduce the number of trips taken annually as more passengers would have opportunity to use an accessible fixed-route service. The introduction of travel training was also assumed to reduce the number of trips made by registrant by 1-2% over a 10-year period.

Growth in Vehicles and Operating Hours

SMART Bus operates 7 peak period buses, with a fleet of 9 buses. Two buses are no longer in service, and four new buses recently arrived, which would increase the total fleet to 11 in 2022. The number of peak buses in operation have not changed since the start of the COVID-19 pandemic, despite the reduction in ridership. A typical spare ratio for a system this is 20%. The current spare ratio is 36%, which is above the typical target. This ratio would decrease as service requirements increase, bringing it in line with industry standards

To calculate the growth in service hours and vehicles, it was assumed that the following ratios taken from 2019 (prior to the pandemic) were used to calculate growth in service hours and vehicles:

- Each peak vehicle make approximately 2,800 trips annually. This increases gradually each year to accommodate an increase in boardings per revenue vehicle hour from 1.5 to closer to 2.0 over a 10-year period. The number of peak vehicles is then adjusted using this factor based on change in ridership;
- Total vehicles are based on a 20% spare ratio; and
- Each peak vehicle provides 1,824 annual hours of service (number of 2019 service hours divided by 2019 peak vehicles). This is used to increase the total number of annual service hours with each new peak vehicle added.

Based on the above approach, **Table 10** illustrates the projected registrants, ridership, vehicles and service hours.

With population growth (assumed 2% annually), the number of total trips provided will increase by approximately 10,000 from pre-pandemic levels. Even with the increase in same day trips, the adjustment to the eligibility criteria will reduce the number of trips per registrant over time.

New scheduling software is expected to see an increase in boardings per revenue vehicle hour to better match industry standards. This will result in no new growth in vehicles until the latter half of the 10-year period.

Operating hours and costs are set to increase due to a number of reasons:

- Ridership returning to normal in a post-COVID world;
- Growth in the number of same-day trips due to enhanced scheduling software;
- Increase in peak period vehicle requirements; and
- The introduction of early morning evening non-dedicated service to create service hour parity with conventional transit.

Costs were based on the existing hourly rate, and no increase in operating or administrative costs from inflation was incorporated into these projections.

Table 10: Projected Financial Plan (Operating Costs)

	2019	2020	2021	2026	2032
Registrants and Ridership					
Population	73,400	74,200	75,600	83,500	94,000
Registrants	352	394	435	480	541
Attendants	155	174	192	211	238
Annual trips (with attendants)	19,549	7,441	7,641	26,400	29,300
Vehicles					
Peak Vehicles	7	7	7	9	9
Total Vehicles	11	11	9	12	12
Spare Ratio	36%	36%	22%	25%	25%
Service Hours and Operating Costs					
Annual Revenue Hours	12,767	11,822	11,135	16,410	16,410
Annual Operating Costs	\$1,373,240	\$1,197,645	\$1,373,562	\$1,765,087	\$1,765,087
Service Hour Parity Operating Cost	\$0	\$0	\$0	\$109,200	\$0
Administration Costs	\$957,525	\$957,525	\$957,525	\$957,525	\$957,525
Total Cost	\$2,330,765	\$2,229,119	\$2,155,200	\$2,831,800	\$2,722,600
Key Performance Indicators					
Trips per Registrant and Attendant / Companion	38.6	13.1	12.2	38.2	37.6
Boarding/Vehicle Hour	1.53	0.63	0.69	1.56	1.72
Hours per Peak Vehicle	1,824	1,689	1,591	1,824	1,824
Cost per Trip*	\$70.25	\$170.89	\$156.74	\$66.86	\$60.30

*Does not include administration costs

5.0

Summary

A summary of all recommendations can be found in **Table 11** below. The recommendations reflect the need to improve both service for persons with disabilities and create policies that will make better use of an accessible conventional transit service for those that need it. This will have the impact of increasing efficiencies and providing better level of service on SMART Bus for those that require it.

Table 11: Summary of SMART Bus Recommendations

Theme	Recommendation
Trip Integration	1. Provide On Demand service with accessible fleet and provide opportunities for SMART Bus passengers in On Demand services to use the service with curb pick-up
Service Hours	2. Expand service hours to have parity with conventional transit using a Non-dedicated third-party contract model as a first step, then transitioning to an integrated On Demand Transit service
Eligibility	3. Consider removing the eligibility category of "Age"
	4. Strengthen the use and evaluation of conditions of eligibility
	5. Increase ease of filling out SMART Bus application
Evaluation of Applications	6. Revise Professional Verification Form
	7. Consider a Third Party Assessment process
Attendant and Companion Policy	8. Update Attendant and Companion Policy to differentiate attendants and companions and outline travel allowances for Companions
Appeals	9. Introduce an Independent Appeals Panel
No Shows and Late Cancellations	10. Track cancellations as "Cancelled in Advance" and "Late Cancellation"
	11. Maintain existing No Show and Late Cancellation Policy
	12. Monitor No Show and Late Cancellation occurrences and strengthen policy if required
Travel Training	13. Introduce Travel Training program to be administered by partnering community agencies
Technology	14. Implement new scheduling software with allowances for conditional and temporary eligibility
	15. Investigate opportunities for online booking platform, including potential for integrated Specialized and On Demand platform
Fares	16. No Recommendation
Rural Service	17. No Recommendation. Consider a feasibility study for co-mingling of specialized and conventional passengers on rural services if demand increases



REGIONAL MUNICIPALITY OF WOOD BUFFALO

Transit Master Plan

Appendix F – Fleet & Infrastructure

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1.0

Introduction

The purpose of the Transit Infrastructure Asset Review is to document the current state of local transit infrastructure and identify any assets which require replacement in order to achieve the proposed service levels over the life of the Transit Master Plan.

1.1

Organizational Structure

The Public Works Department of the Regional Municipality of Wood Buffalo (RMWB) is responsible for maintaining Parks, Roads, Rural Operations, Transportation (includes transit services) and RMWB owned and operated facilities. As a division of the Public Works Department, Transit uses municipally-owned infrastructure to plan and operate conventional and specialized transit services within the region. Transit is responsible for stop and shelter maintenance, fare boxes, destination signs, and vehicle cleaning/refueling. Vehicle and building maintenance is managed by other departments within the Public Works Department.

2.0

State of Local Transit Infrastructure

This section on the state of local infrastructure sets out:

- The types of assets and their quantity or extent;
- The financial accounting valuation and replacement cost valuation for all assets;
- The asset age distribution and asset age as a proportion of expected useful life for all assets; and
- The asset condition based on standard engineering practices for all assets.

RMWB Transit uses assets that generally fall into four categories: fleet, facilities, on-street infrastructure, and supporting technology. These are the assets which will be considered throughout the remainder of this review. Although the fleet relies on the condition of other City assets such as roads to deliver its services, the asset management plan for roads is considered separate to Transit.

The replacement cost for RMWB Transit infrastructure is \$94,612,500 (in 2022 dollars).

2.1

Asset Hierarchy

The asset hierarchy that will be used for the Transit Infrastructure Asset Review is presented in **Table 1**.

Table 1: Asset Hierarchy

Asset Category	Sub-Category
Fleet	Transit – Conventional
	Transit – Specialized
	Utility Fleet
Facilities	Bus Barn
	Transit Depot (Transit 160)
On-Street Infrastructure	Bus Stops / Bus Pads
	Shelters
	Signmount Structures
	Benches
Supporting Technology	Communication and Radio Systems
	Fare and Data Collection Equipment/Systems
	Information Technology Hardware/Software

All assets are considered point assets for the purpose of this review.

2.2 Asset Inventory

The inventory includes assets that are owned by the Regional Municipality of Wood Buffalo and are used by RMWB Transit to deliver transit services. The operation and maintenance of the transit system is provided by the Municipality. This document identifies assets not owned by RMWB Transit that are necessary to deliver the service.

The following section presents the inventory of assets, the accounting valuation, and the current estimated replacement cost for RMWB Transit's assets. The accounting valuation is defined as the net book value of RMWB Transit's assets. The net book value was calculated using the following equation:

$$\text{Net Book Value} = (\text{initial cost of the asset}) - (\text{accumulated amortization of the asset})$$

The replacement cost of each asset was determined using 2021 costs. These costs were either a unit rate for the asset or cost information for each type of asset.

2.2.1 Useful Life

The expected useful life of an asset is used to estimate the replacement schedule for each asset. A summary of the expected useful life of each asset can be found in **Table 2**. These values were determined through consultation with RMWB Transit.

Table 2: Expected Useful Life

Asset Category	Sub-Category	Total Useful Life (Years)
Fleet	Transit-Conventional	16 ¹
	Transit-Specialized	8 ¹
	Utility Fleet	6.2-8.3 ¹
Facilities	Bus Barn	55
	Transit Depot (160 Office)	48
	Transit Terminals	24 ¹
On-Street Infrastructure	Shelters	24 ²
	Signmount Structures	15
	Benches	10
	Concrete Pads	29 ³
Supporting Technology	Communication and Radio Systems	5
	Information Technology	5 ⁴
	Hardware/Software	

¹ Statistics Canada. Table C.1-4 List of depreciation rates under the new asset code classification — Transportation equipment and industrial machinery

² Statistics Canada. [Table 34-10-0254-01 Average expected useful life of new publicly owned public transit assets, Infrastructure Canada](#)

³ Statistics Canada. [Table 34-10-0072-01 Average expected useful life of new publicly owned road assets, Infrastructure Canada](#)

⁴ Statistics Canada. Table C.1-7 List of depreciation rates under the new asset code classification — Other machinery and equipment (continued), oil and gas exploration, mining exploration, research and development, and software

2.2.2 Fleet

The following section summarizes the asset inventory and current replacement cost of fleet assets. A breakdown of the inventory, age, and replacement cost for each fleet asset can be found in **Appendix 1**.

No expansion buses were considered as part of the asset management plan, as service hours are not being increased.

2.2.2.1 Transit – Conventional

RMWB owns and maintains a fleet of 73 conventional buses. There are 3 types of conventional buses included in the fleet assets:

- 40 foot buses;
- 35 foot buses; and
- 1 cut-away bus.

All of the conventional buses included in the fleet assets are fully accessible low-floor vehicles and have diesel propulsion. A summary of the conventional fleet inventory is presented in **Table 3**.

The capital cost (prior to any grant funding) estimated by RMWB Transit for purchasing conventional buses is \$470,000 for 35 foot and \$620,000 for 40 foot Buses. These values include IT and fare equipment, and were used to estimate the expected replacement cost for the conventional fleet vehicles. These values are presented in **Table 3**.

Table 3: Inventory of Conventional Fleet

Make	Model	Quantity	Delivery Year	Age	Accounting Valuation	Replacement Cost
New Flyer	D40LF	12	2008-2009	13-14	\$774,942	\$7,800,000
New Flyer	D40LFR	14	2010-2011	11-12	\$1,357,526	\$9,100,000
New Flyer	XD40	31	2011-2016	6-11	\$6,834,575	\$20,150,000
Eldorado	Ez Rider	2	2015	7	\$55,290	\$940,000
New Flyer	MD35	13	2016	6	\$3,391,204	\$6,110,000
GMC	Cut-away	1	2016	6	\$60,657	\$250,000
Total		73	2008-2016	6-14	\$12,474,195	\$47,450,000

No conventional buses have been refurbished to significantly extend their expected useful life.

2.2.2.2 Transit – Specialized (SMART Bus)

In the fleet assets, there are a total of 12 cut-away buses providing specialized (SMART Bus) transit services. A summary of the specialized transit vehicles and their replacement costs can be found in **Table 4**. The estimated replacement cost provided by RMWB for their specialized transit vehicles was \$250,000.

Table 4: Inventory of Specialized Fleet

Make	Model	Quantity	Year in Service	Age	Accounting Valuation	Replacement Cost
Ford	Cut-away	7	2010-2014	8-12	\$0	\$2,000,000
GMC	Cut-away	4	2016	6	\$212,299	\$1,000,000
Total		11	2010-2016	6-12	\$212,299	\$3,000,000

A new engine was installed in one of the Ford cut-away specialized transit vehicles in the winter of 2018 to extend its useful life. The cost of an engine is estimated to be \$50,000; however, this was not included in the accounting valuation above.

2.2.2.3 Utility Fleet

RMWB Transit owns 20 “non-revenue” vehicles that support daily operations. The inventory is comprised of crew cars, supervisor vehicles, general utility vehicles, a forklift, pressure washer, and trailers.

The costs used as a replacement cost for the utility fleet vehicles vary by vehicle type and were provided by RMWB. The age and estimated replacement cost for the utility fleet is highlighted in **Table 5**.

Table 5: Inventory of Utility Fleet

Make	Model	Quantity	Year in Service	Age	Accounting Valuation	Replacement Cost
CHEVROLET	EXPRESS CARGO	1	2009	13	\$0	\$90,000
FORD	F-150	1	2010	12	\$0	\$60,000
FORD	ESCAPE	4	2012	10	\$0	\$160,000
CHEVROLET	SILVERADO 1500	1	2015	7	\$0	\$60,000
TOYOTA	RAV4	1	2013	9	\$0	\$50,000
TOYOTA	RAV4	1	2013	9	\$0	\$50,000
TOYOTA	TUNDRA	1	2013	9	\$0	\$60,000
TOYOTA	TUNDRA	1	2013	9	\$0	\$60,000
TOYOTA	TUNDRA	1	2013	9	\$0	\$60,000
GMC	SIERRA	1	2013	9	\$0	\$60,000
FORD	F-150	1	2020	2	\$42,609	\$60,000

Make	Model	Quantity	Year in Service	Age	Accounting Valuation	Replacement Cost
KUBOTA	RTV1100	1	2013	9	\$0	\$30,000
NILFISK	CS7010	1	2020	2	\$60,723	\$80,000
YALE	GLP060	1	2010	12	\$0	\$80,000
AMER	HOTSY TRAILER	1	2014	8	\$0	\$40,000
JDJ	S/A TRAILER	1	2014	8	\$0	\$4,000
AMER	HOTSY TRAILER	1	2015	7	\$0	\$40,000
Total		20	2009-2020	2-13	\$103,332	\$1,044,000

2.2.2.4

Age Distribution

A summary of the age distribution for the fleet assets is highlighted in **Figure 1**. The stacked bar graph identifies the number of vehicles in each age category (years), with conventional, specialized, and utility fleet shown in different colours.

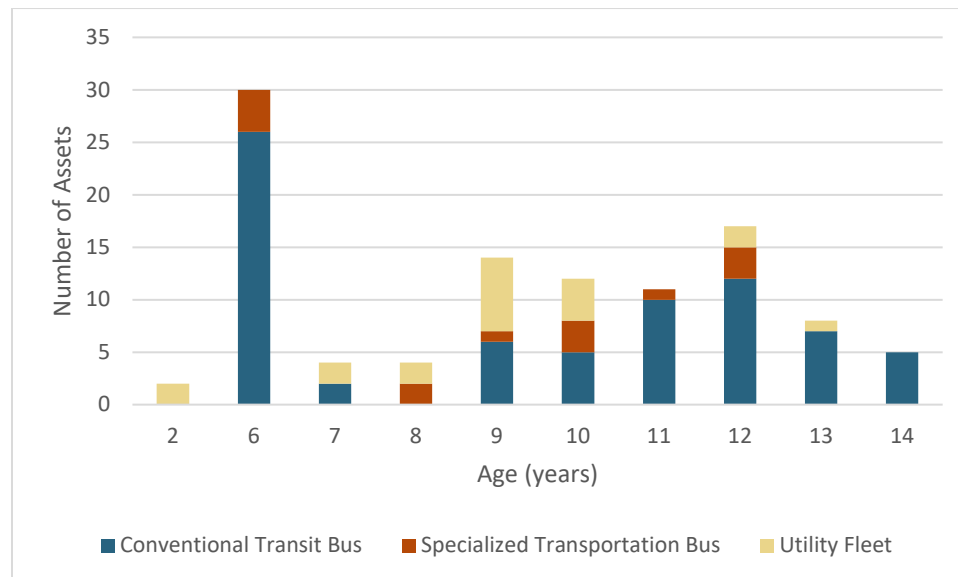


Figure 1: Age Distribution of Fleet Assets

The age of fleet assets is presented in **Figure 2** showing age as a percentage of expected useful life utilized. There are currently 28 fleet assets that have surpassed their expected useful life. A full fleet listing is available in **Appendix 1**.

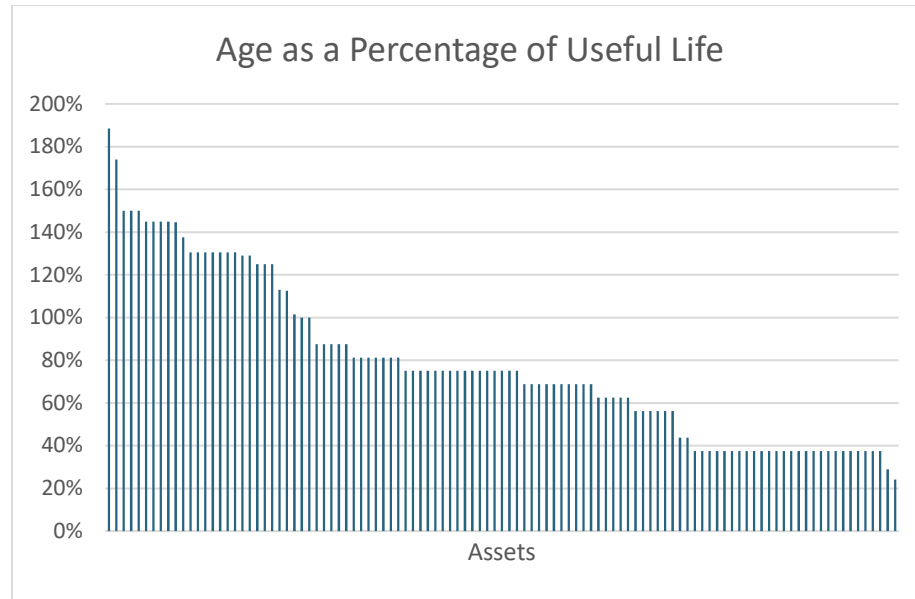


Figure 2: Age of Fleet Assets with respect to Expected Useful Life

The percentage of the fleet assets that are expected to be replaced in the next ten years is shown in **Figure 3**.

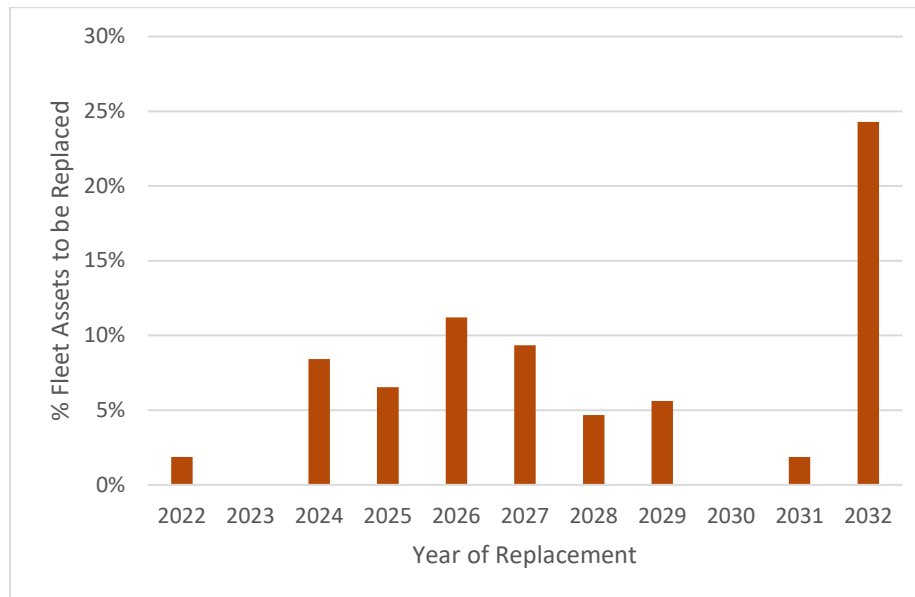


Figure 3: Percentage of Fleet Assets at the end of their Useful Life

2.2.3 Facilities

2.2.3.1 Bus Barn, Transit Depot, and RMWB South Operating Centre

A number of facilities related to the operations and maintenance of RMWB Transit are located at 160 Airport Rd in Fort McMurray. This includes the Bus Barn which was built in 2019/2020 and has capacity for approximately 80 conventional buses while also providing space for parts storage. The Transit Depot provides office space for transit administration, maintenance as well as bus cleaning facilities. It is located adjacent to the Bus Barn and was originally built in 2013/2014 and renovated in 2018. Also located on the site is the RMWB South Operating Centre. However, maintenance and the facilities associated are not directly within the purview of Transit and as such the South Operating Centre is not included for the purposes of this report.

The Bus Barn and Transit Depot buildings provide over 9,000 square meters of space for the following functions:

- Fleet storage;
- Operations facilities;
- Fleet servicing and maintenance; and
- Administration area.

A summary of the estimated replacement cost for the two transit garage buildings are presented in **Table 6**. The replacement costs do not include the contents of the buildings.

Table 6: Inventory of Transit Garages

Asset Description	Expected Useful Life	Expected Useful Life Remaining	Year in Service	Age	Accounting Valuation	Replacement Cost
Transit Depot	48	40	2014	8	\$4,547,500	\$5,457,000
Bus Barn	55	53	2020	2	\$16,719,091	\$17,350,000
Total					\$21,266,591	\$22,807,000

2.2.3.2 Transit Terminal

RMWB Transit owns and maintains two terminals, Timberlea Terminal and Thickwood Terminal. These are located along Confederation Way and Thickwood Boulevard respectively. These terminals were built in 2019 and each has three heated shelters and two operator washrooms. The asset inventory and replacement cost for these can be found in **Table 7**.

Table 7: Inventory of Transit Terminal Components

Asset Description	Expected Useful Life	Expected Useful Life Remaining	Year in Service	Age	Accounting Valuation	Replacement Cost

Timberlea Terminal	40	37	2019	3	\$3,931,250	\$4,250,000
Thickwood Terminal	40	37	2019	3	\$3,931,250	\$4,250,000
Total					\$7,862,500	\$8,500,000

2.2.3.3 Age Distribution

The age of the facilities' assets with respect to their expected useful life is presented in **Figure 4**.

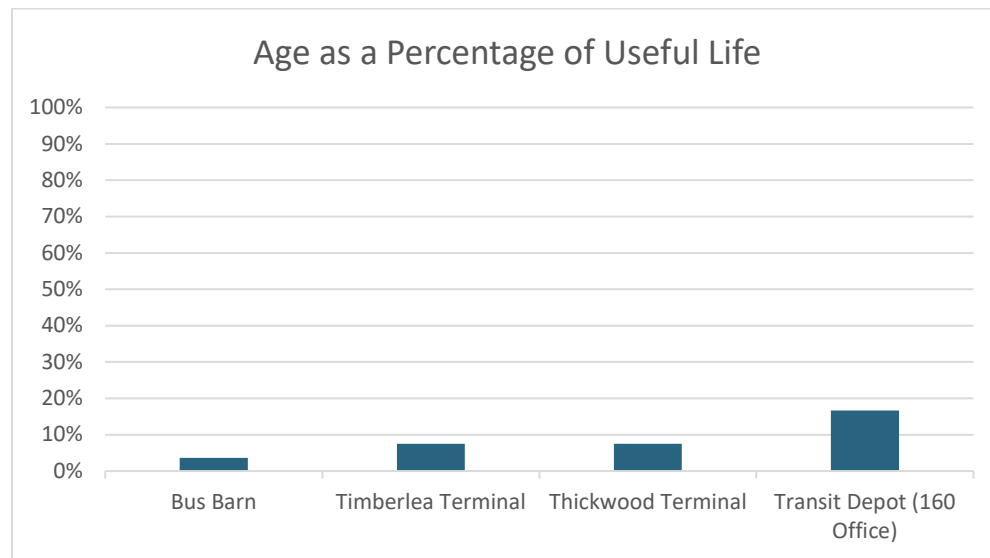


Figure 4: Age of Assets as a Percentage of Their Expected Useful Life (Facilities)

All facilities have been constructed within the past ten years and have yet to exceed 20% of their useful life therefore none of RMWB Transit's facility assets are estimated to be replaced in the next ten years.

2.2.4 On-Street Infrastructure

RMWB Transit has a variety of on-street infrastructure that supports bus service and the overall transit system. There are a total of 308 active bus stops in the RMWB Transit system, some of which are not currently served by RMWB Transit routes, but are used by industry bussing.

These bus stops may include several elements, such as bus shelters, sign mount structures, benches, waste receptacles and concrete pads. The infrastructure at each bus stop varies. There are a total of 288 shelters within the RMWB transit system, with the majority of these (260) being heated shelters. In 2020, over 40 shelters were without power. This is due to several reasons including damage (ie. wildfire, flood, abuse) awaiting repair and some shelters not being designed to accommodate heating infrastructure. Shelters without power are unable to be heated.

There are five sizes of shelters included in the inventory:

- Small (4 ft x 10 ft);
- Standard (5 ft x 10 ft);

- Medium (5 ft x 16 ft);
- Large (8 ft x 12 ft) ; and
- Extra Large (8 ft x 20 ft).

Table 8: On-Street Infrastructure Inventory

Asset		Unit Cost	Quantity	Accounting Valuation	Replacement Cost
Heated Shelters	Small	\$32,000	3	\$48,000	\$96,000
	Standard	\$32,000	177	\$2,832,000	\$5,664,000
	Medium	\$48,000	60	\$1,440,000	\$2,880,000
	Large	\$48,000	1	\$24,000	\$48,000
	Extra Large	\$53,500	12	\$321,000	\$642,000
Standard Shelters	Small	-	0	-	-
	Standard	\$15,000	10	\$75,000	\$150,000
	Medium	-	0	-	-
	Large	\$25,500	1	\$12,750	\$25,500
	Extra Large	-	0	-	-
Sign Mount Structures		\$200	134	\$13,400	\$26,800
Concrete Pads		\$5,600	407	\$1,139,600	\$2,279,200
Total				\$5,905,750	\$11,811,500

2.2.5**Supporting Technology**

A summary of the supporting technology assets is listed in **Table 9**, along with expected useful life. Supporting technology generally has a shorter life span before required replacement (or upgrades).

RMWB Transit recently purchased a transit dispatching and scheduling software. Additionally, an automated vehicle location (AVL) system was recently purchased by the RMWB Fleet Department and is used for transit vehicles. The contracts on these technologies are for 5 years, and it is likely that an upgrade or replacement will be required within 10 years.

Industry trends suggest that software systems such as these are likely to be procured on a subscription basis in future. Such arrangements would mean that these assets are not owned by the RMWB, with upgrades and maintenance provided by the software developer. As such, operational replacement costs are not listed here.

Table 9: Inventory of Supporting Technology

Asset Name	Asset Description	Expected Useful Life (Years)	Year in Service	Age
APC	Automatic Passenger Counting	10	2021	1
Sched21	Conventional Transit Scheduling	5	2022	0

Teledriver	Conventional Transit Dispatch	5	2022	0
TransView	Specialized Transit Scheduling and Dispatching	5	Not yet deployed	0
Geotab ¹	Automated Vehicle Location	5	2019	3
Total		5	2022	0

¹Geotab is managed by the Fleet Department and will conform to their replacement schedule.

2.3

Replacement Cost Summary

The expected replacement cost for RMWB Transit's assets in 2022 is \$94.6 million. The net book value of RMWB assets in 2022 is \$47.4 million. A summary of the replacement cost and net book value is presented in **Table 10**.

Table 10: Current Valuation of Assets

Asset Category	Accounting Valuation	Replacement Cost
Fleet	\$12,789,825	\$51,494,000
Facilities	\$29,129,091	\$31,307,000
On Street Infrastructure	\$5,905,750	\$11,811,500
Total	\$47,824,666	\$94,612,500

3.0

Asset Management

3.1

Fleet

3.1.1

Conventional Fleet

The Regional Municipality of Wood Buffalo currently owns 73 conventional buses. The Transit Master Plan forecasts 34 operating buses during peak periods; 21 buses for regular service, and 13 buses for school service. With a 30% spare ratio to facilitate safe and reliable operations, the forecast overall fleet requirement is 45 buses in total. As such, the municipality owns and maintains a significant number of buses that are not forecast to be required for future operations. These buses were purchased previously with an expectation that RMWB Transit would see significant growth in its service hours. As this has not eventuated and is not part of the Transit Master Plan, it is recommended that RMWB Transit continue to right-size the fleet by retiring buses as they age beyond their economic service lives.

The availability of additional buses provides the opportunity for RMWB Transit to stagger their bus retirements. As seen in **Figure 3**, the current fleet age is unevenly distributed, leading to a significant future capital requirement to replace a large number of vehicles at the same time. The staggering of bus retirements made possible by having additional vehicles can spread future capital pressures over a number of years. This is in line with industry best practice, whereby most transit fleets replace around 8% of their fleet each year.

As with all fleet replacement strategies validation of type, size and model of transit unit required to operate the service of the day should be evaluated and reviewed. As transit fleet purchases have useful asset life spans of 12 to 20 years depending on jurisdiction, asset use and management should be considered in great detail for current need and future flexibility when choosing long term assets of this nature.

3.1.2

SMART (Specialized) Fleet

There are eight specialized transit vehicles which have exceeded their expected useful life, two vehicles which will reach the end of their expected useful life in 2022, and four vehicles which will reach the end of their expected useful life in 2024. Due to reduced demand and usage related to the COVID-19 pandemic, the useful life of these vehicles may be slightly longer than originally anticipated. It is expected that seven to nine vehicles will be required to provide service to the region over the next ten years, including three spare vehicles. The majority of buses are past or approaching the end of their useful life and will require replacement within the next few years. These buses have an expected useful life of 8 years and therefore all buses, including those that are replaced in the next three years, are likely to require replacement again within the 10-year planning horizon.

3.1.3 Utility Fleet

Nearly all of the utility vehicles have surpassed their useful life. These vehicles are providing support services to the transit operation however are not providing direct service to the customer. While these vehicles do need to be reliable to complete the support tasks, they do not have the ability to impact the customer experience therefore they may be extended beyond their useful life through good preventative maintenance. These vehicles should be replaced if the reliability of the vehicles introduces a risk to service. This process has already begun, with RMWB Transit replacing four of their utility vehicles in 2022.

3.2 Facilities

The Thickwood and Timberlea transit terminals were recently built and are considered to be in very good condition. It is not expected that these facilities will require replacement within the life of the Plan. The service plan utilizes the new transit facilities as key connections within the network. As such, these facilities should be maintained to a high level to provide comfortable transfers for passengers. Any reported concerns regarding signage, condition of sidewalks or bus pads, or accessibility concerns should be prioritized at these locations. Upgrades to facilitate more efficient and faster bus access to the Thickwood Terminal are included in the Plan (see main report). This is proposed in Phase Three and, while focusing on bus access rather than terminal facilities, it would constitute a notable improvement to this facility.

The Downtown Terminal is a limited facility that requires upgrading to provide an attractive and functional experience with the proposed new transit network and service. Proposed upgrades include providing stops on both sides of Main Street, stops on Franklin Avenue, improved shelter, and passenger information. More details are available in the main report document.

Additional passenger facilities will be required in Phase Two of the Plan to facilitate transfers between the Airport On Demand service, and the Core Route to Downtown. This enhanced transfer stop will not be a formal transit terminal, but has been included here to reflect the need for additional investment compared to other transit stops.

The Bus Barn and Transit Depot have sufficient capacity to store and maintain the buses required to achieve the service level as outlined in the service plan. These buildings were also recently constructed and are in very good condition.

If RMWB Transit chooses to purchase electric or hydrogen vehicles in the future, the bus barn and overall site will require infrastructure modifications. These will vary depending on the technology selected, but could include charging infrastructure, hydrogen storage, a backup generator and/or battery, as well as the eventual removal of existing diesel infrastructure. These changes have the potential to reduce the overall storage capacity, as the current facility was not designed with space to

accommodate bus charging infrastructure that is accessible when buses are parked close to each other. Based on the forecast fleet requirements, it is expected that 56 (conventional and SMART Bus vehicles) of the 80 available bus storage spaces will be regularly utilized. This should leave sufficient space to add alternate fuel infrastructure without compromising growth potential within the foreseeable future. However, garage operations may need to be optimized to maximize capacity in the future, with lanes being used for different uses at different times of the day (eg. some cleaning lanes can be used for storage when the entire fleet is off the road overnight).

3.3

On-Street Infrastructure

Repair and Replacement of On-Street Infrastructure

The on-street infrastructure is generally in fair condition. As described in **Section 2.2.4**, approximately 15% or 40 bus stop shelters are currently without power and do not have heating functionality. Shelters and bus pads along the routes identified in the service plan should be repaired with accessibility impacts being prioritized.

Repair of out of service heated shelters should be prioritized by how frequently the stop is served, and to a lesser extent, ridership. Caution should be taken when interpreting ridership data; winter ridership may be reduced as a result of the lack of heating and may not accurately reflect the true demand for the stop. To avoid this, ridership from non-winter months or from a time period prior to the mechanical breakdown of the heating function should be used. Other non-heating related bus stop and shelter repairs should be prioritized based on accessibility impacts.

It is recommended that shelters are of a consistent style. This would allow the same replacement parts to be used in all shelters across the system. As well, this allows bus shelters to serve as an extension of RMWB Transit branding. Consistent branding makes it easy for passengers to identify a RMWB Transit stop from afar. Utilizing a consistent size can make maintenance easier as glass and parts will be of the same size, reducing the spare parts inventory required. There are several different bus shelter sizes as shown in **Table 8** which limits the ability to consolidate all bus shelters to a single size quickly. However, when in need of replacement, new shelters can be limited to a single size and style. It is recommended that small (4 ft x 10 ft) and large (8 ft x 12 ft) shelters be removed and replaced with another size. There are 3 and 2 units of these shelter sizes respectively, which minimizes the cost impact of replacing them.

Removal of On-Street Infrastructure

The new network, as proposed in the TMP, has the potential to result in a limited reduction of active bus stops, subject to the level of route streamlining and straightening that is implemented. A number of stops that will not have scheduled service will nonetheless continue to be used as On Demand stops and as such the stop, and corresponding shelter, should be maintained. Other shelters no longer used by RMWB Transit may also be used by industry transit services. In these instances, Transit should work with industry to confirm usage, and whether/how maintenance should be funded. RMWB Transit may wish

to dismantle bus stops that will not be served by any transit service to avoid the risk of graffiti or vandalism. However, the cost of removing and potentially re-installing shelters should be weighed against the likelihood of change in transit demand that could result in the reintroduction of the stop to active service. If a stop is currently inactive but has the potential to be reinstated in the future (based on anticipated future development, change in travel demand patterns, etc.), removal should be postponed until circumstances change. Furthermore, removal of shelters and stops should be subject to consultation with other transit providers who may potentially use these stops for their services. While the cost of maintenance and/or replacement of stops and shelters used by other transit service providers should not be the responsibility of RMWB, existing infrastructure can remain in place to contribute to overall transit ridership in the Region.

Shelters which are removed can be used to repair or replace shelters along active routes which have been damaged.

3.4

Supporting Technology

The supporting technology used by RMWB Transit has been added recently or has not yet been implemented and therefore does not require replacement at this time. As electric or alternate fuel (hydrogen) buses are researched and potentially introduced to the fleet, additional technology or changes to existing technology may be required to be able to monitor vehicle charge levels and appropriately dispatch buses. Technology has a short useful life and, therefore, it is likely that a software upgrade will be required in the next ten years.

4.0

Capital Expenditure Forecast

A capital expenditure forecast was developed to identify the potential capital budget impacts of the recommendations identified in the preceding sections of this appendix. The proposed recommendations are intended to be phased in across the lifespan of the Transit Master Plan. The approximate implementation timeline and associated costs of recommendations are described in **Table 11**. These costs were forecasted through the five phase horizon of the TMP, and assume a capital inflation factor of 3.5% annually, which closely aligns with the historical 20-year annual average rate of inflation as witnessed in Statistics Canada's Building Construction Price Index¹.

¹ Statistics Canada. Table 18-10-0135-01 Building construction price indexes, by type of building. Calgary series, Non-residential buildings [622], Q4-2001 to Q4-2022

Table 11: Infrastructure and Technology Capital Costs by Phase

		Phase One	Phase Two	Phase Three	Phase Four	Phase Five
Fleet	Conventional Bus Replacement		\$2,138,000	\$4,554,000	\$4,878,000	\$5,225,000
	Specialized Bus Replacement	\$474,000	\$982,000	\$789,000		\$3,125,000
	Utility Fleet Replacement	\$687,000		\$71,000	\$404,000	\$874,000
Facilities	Downtown Terminal		\$750,000			
	Thickwood Terminal			\$1,000,000		
	Enhance Transfer Stops		\$250,000			
On Street Infrastructure	On Street Infrastructure Repairs	\$1,655,000	\$4,158,000	\$6,526,000	\$6,474,000	\$11,173,000



Appendix 1

State of Fleet Infrastructure Inventory Tables

Current Specialized (SMART) Bus Fleet

Unit #	Year	Fleet Category	Make	Model	Vin #	License #	Fuel Type	Anticipated Replacement Date	Age (Years)	Expected Useful Life (Years)	Expected Useful Life Remaining (Years)	Net Book Value	Replacement Cost (2022 \$)
19-15	2010	Specialized Bus	Ford	Cutaway	1FDEE3FL5ADA81125	BRP6099	Gas	2018	12	8	0	\$0	\$ 250,000
19-16	2010	Specialized Bus	Ford	Cutaway	1FDEE3FL3ADA81124	BRP6190	Gas	2018	12	8	0	\$0	\$ 250,000
19-17	2010	Specialized Bus	Ford	Cutaway	1FDEE3FL6ADA87337	BRP6191	Gas	2018	12	8	0	\$0	\$ 250,000
19-18	2011	Specialized Bus	Ford	Cutaway	1FDEE3FL8BDB09906	BRP6192	Gas	2019	11	8	0	\$0	\$ 250,000
19-19	2012	Specialized Bus	Ford	Cutaway	1FDEE3FL8CDA25246	BRP6193	Gas	2020	10	8	0	\$0	\$ 250,000
19-20	2012	Specialized Bus	Ford	Cutaway	1FDEE3FL0CDA27928	BRP6194	Gas	2020	10	8	0	\$0	\$ 250,000
19-21	2013	Specialized Bus	Ford	Cutaway	1FDEE3FL3DDA57815	BRP6195	Gas	2021	9	8	0	\$0	\$ 250,000
19-22	2012	Specialized Bus	Ford	Cutaway	1FDEE3FLXCDB32511	BRP6196	Gas	2020	10	8	0	\$0	\$ 250,000
19-23	2014	Specialized Bus	Ford	Cutaway	1FDEE3FLXEDA68778	BRP6197	Gas	2022	8	8	0	\$0	\$ 250,000
19-24	2014	Specialized Bus	Ford	Cutaway	1FDEE3FL1EDA68782	BRP6198	Gas	2022	8	8	0	\$0	\$ 250,000
19-25	2016	Specialized Bus	GMC	Cutaway	1GD67UBL5G1332116	BWV1251	Diesel	2024	6	8	2	\$53,075	\$ 250,000
19-122	2016	Specialized Bus	GMC	Cutaway	1GD67UBL5G1328941	BWV1250	Diesel	2024	6	8	2	\$53,075	\$250,000
19-123	2016	Specialized Bus	GMC	Cutaway	1GD67UBL5G1327353	BWV1249	Diesel	2024	6	8	2	\$53,075	\$250,000
19-126	2016	Specialized Bus	GMC	Cutaway	1GD67UBL9G1325654	BWV1246	Diesel	2024	6	8	2	\$53,075	\$250,000

Current Conventional Bus Fleet

Unit #	Year	Fleet Category	Make	Model	Vin #	License #	Fuel Type	Anticipated Replacement Date	Age (Years)	Expected Useful Life (Years)	Expected Useful Life Remaining (Years)	Net Book Value	Replacement Cost (2022 \$)
1950	2008	Conventional Bus	New Flyer	D40LF	2FYD4FV168E034986	CFX3550	Diesel	2024	14	16	2	\$50,358	\$650,000
1951	2008	Conventional Bus	New Flyer	D40LF	2FYD4FV188E034987	CFX3551	Diesel	2024	14	16	2	\$50,358	\$650,000
1952	2008	Conventional Bus	New Flyer	D40LF	2FYD4FV1X8E034988	CFX3552	Diesel	2024	14	16	2	\$50,358	\$650,000
1953	2008	Conventional Bus	New Flyer	D40LF	2FYD4FV118E034989	CFX3553	Diesel	2024	14	16	2	\$51,541	\$650,000
1954	2008	Conventional Bus	New Flyer	D40LF	2FYD4FV188E034990	CFX3554	Diesel	2024	14	16	2	\$51,541	\$650,000
1955	2009	Conventional Bus	New Flyer	D40LF	2FYD4FV179C036663	CFX3555	Diesel	2025	13	16	3	\$74,398	\$650,000
1956	2009	Conventional Bus	New Flyer	D40LF	2FYD4FV199C036664	CFX3556	Diesel	2025	13	16	3	\$74,398	\$650,000
1957	2009	Conventional Bus	New Flyer	D40LF	2FYD4FV109C036665	CFX3557	Diesel	2025	13	16	3	\$74,398	\$650,000
1958	2009	Conventional Bus	New Flyer	D40LF	2FYD4FV129C036666	CFX3558	Diesel	2025	13	16	3	\$74,398	\$650,000
1959	2009	Conventional Bus	New Flyer	D40LF	2FYD4FV149C036667	CFX3559	Diesel	2025	13	16	3	\$74,398	\$650,000
1960	2009	Conventional Bus	New Flyer	D40LF	2FYD4FV169C036668	CFX3560	Diesel	2025	13	16	3	\$74,398	\$650,000
1961	2009	Conventional Bus	New Flyer	D40LF	2FYD4FV189C036669	CFX3561	Diesel	2025	13	16	3	\$74,398	\$650,000
1962	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV16AB038248	CFX3562	Diesel	2026	12	16	4	\$93,623	\$650,000
1963	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV18AB038249	CFX3563	Diesel	2026	12	16	4	\$93,623	\$650,000
1964	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV14AB038250	CFX3564	Diesel	2026	12	16	4	\$93,623	\$650,000

Unit #	Year	Fleet Category	Make	Model	Vin #	License #	Fuel Type	Anticipated Replacement Date	Age (Years)	Expected Useful Life (Years)	Expected Useful Life Remaining (Years)	Net Book Value	Replacement Cost (2022 \$)
1965	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV16AB038251	CFX3565	Diesel	2026	12	16	4	\$93,623	\$650,000
1966	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV18AB038252	CFX3566	Diesel	2026	12	16	4	\$93,623	\$650,000
1967	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV1XAB038253	CFX3567	Diesel	2026	12	16	4	\$93,623	\$650,000
1968	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV11AB038254	CFX3568	Diesel	2026	12	16	4	\$93,623	\$650,000
1969	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV13AB038255	CFX3569	Diesel	2026	12	16	4	\$93,623	\$650,000
1970	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV15AB038256	CFX3570	Diesel	2026	12	16	4	\$93,623	\$650,000
1971	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV17AB038257	CFX3571	Diesel	2026	12	16	4	\$93,623	\$650,000
1972	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV19AB038258	CFX3572	Diesel	2026	12	16	4	\$93,623	\$650,000
1973	2010	Conventional Bus	New Flyer	D40LFR	2FYD5FV10AB938259	CFX3573	Diesel	2026	12	16	4	\$93,623	\$650,000
1974	2011	Conventional Bus	New Flyer	D40LFR	2FYD5FV17AB038260	CFX3574	Diesel	2027	11	16	5	\$117,028	\$650,000
1975	2011	Conventional Bus	New Flyer	D40LFR	2FYD5FV19AB038261	CFX3575	Diesel	2027	11	16	5	\$117,028	\$650,000
1976	2011	Conventional Bus	New Flyer	XD40	2FYD8FV19BB039452	CFX3665	Diesel	2027	11	16	5	\$113,688	\$650,000
1977	2011	Conventional Bus	New Flyer	XD40	2FYD8FV19BB039453	CFX3666	Diesel	2027	11	16	5	\$113,688	\$650,000
1978	2011	Conventional Bus	New Flyer	XD40	2FYD8FV19BB039454	CFX3667	Diesel	2027	11	16	5	\$113,688	\$650,000
1979	2011	Conventional Bus	New Flyer	XD40	2FYD8FV14BB039455	CFX3668	Diesel	2027	11	16	5	\$113,688	\$650,000
1980	2011	Conventional Bus	New Flyer	XD40	2FYD8FV16BB039456	CFX3669	Diesel	2027	11	16	5	\$113,688	\$650,000
1981	2011	Conventional Bus	New Flyer	XD40	2FYD8FV18BB039457	CFX3670	Diesel	2027	11	16	5	\$113,688	\$650,000
1982	2011	Conventional Bus	New Flyer	XD40	2FYD8FV1XBB039458	CFX3671	Diesel	2027	11	16	5	\$113,688	\$650,000
1983	2011	Conventional Bus	New Flyer	XD40	2FYD8FV11BB039459	CFX3672	Diesel	2027	11	16	5	\$113,688	\$650,000
1984	2012	Conventional Bus	New Flyer	XD40	2FYD8FV16CC040750	CFX3673	Diesel	2028	10	16	6	\$146,079	\$650,000
1985	2012	Conventional Bus	New Flyer	XD40	2FYD8FV18CC040751	CFX3674	Diesel	2028	10	16	6	\$146,079	\$650,000
1986	2012	Conventional Bus	New Flyer	XD40	2FYD8FV1XCC040766	CGV9823	Diesel	2028	10	16	6	\$146,079	\$650,000
1987	2012	Conventional Bus	New Flyer	XD40	2FYD8FV16CC040764	CGV9824	Diesel	2028	10	16	6	\$146,266	\$650,000
1988	2012	Conventional Bus	New Flyer	XD40	2FYD8FV18CC040765	CGV9825	Diesel	2028	10	16	6	\$146,266	\$650,000
1989	2013	Conventional Bus	New Flyer	XD40	2FYD8FV1XDC042972	CGV9826	Diesel	2029	9	16	7	\$175,886	\$650,000
1990	2013	Conventional Bus	New Flyer	XD40	2FYD8FV11DC042973	CGV9827	Diesel	2029	9	16	7	\$175,886	\$650,000
1991	2013	Conventional Bus	New Flyer	XD40	2FYD8FV13DC042974	BRP6183	Diesel	2029	9	16	7	\$175,886	\$650,000
1992	2013	Conventional Bus	New Flyer	XD40	2FYD8FV15DC042975	BRP6184	Diesel	2029	9	16	7	\$175,886	\$650,000
1993	2013	Conventional Bus	New Flyer	XD40	2FYD8FV10DC042981	CHJ5374	Diesel	2029	9	16	7	\$176,105	\$650,000
1994	2013	Conventional Bus	New Flyer	XD40	2FYD8FV12DC042982	CHJ5373	Diesel	2029	9	16	7	\$176,105	\$650,000
1995	2015	Conventional Bus	Eldorado	Ez Rider	1N9MNA68FC084021	BRP6187	Diesel	2023	7	16	1	\$27,645	\$470,000
1996	2015	Conventional Bus	Eldorado	Ez Rider	1N9MNA6XFC084022	BRP6188	Diesel	2023	7	16	1	\$27,645	\$470,000
1997	2016	Conventional Bus	New Flyer	XD40	2FYD8FV10FB048160	BSR1775	Diesel	2032	6	16	10	\$344,879	\$650,000
1998	2016	Conventional Bus	New Flyer	XD40	2FYD8FV12FB048161	CHJ5372	Diesel	2032	6	16	10	\$344,879	\$650,000
1999	2016	Conventional Bus	New Flyer	XD40	2FYD8FV14FB048162	BSR1773	Diesel	2032	6	16	10	\$344,879	\$650,000
19-100	2016	Conventional Bus	New Flyer	XD40	2FYD8FV16FB048163	CGK4593	Diesel	2032	6	16	10	\$344,879	\$650,000
19-101	2016	Conventional Bus	New Flyer	XD40	2FYD8FV18FB048164	CGP3843	Diesel	2032	6	16	10	\$344,879	\$650,000

Unit #	Year	Fleet Category	Make	Model	Vin #	License #	Fuel Type	Anticipated Replacement Date	Age (Years)	Expected Useful Life (Years)	Expected Useful Life Remaining (Years)	Net Book Value	Replacement Cost (2022 \$)
19-102	2016	Conventional Bus	New Flyer	XD40	2FYD8FV1XFB048165	CGK4594	Diesel	2032	6	16	10	\$344,879	\$650,000
19-103	2016	Conventional Bus	New Flyer	XD40	2FYD8FV11FB048166	CGP3844	Diesel	2032	6	16	10	\$344,879	\$650,000
19-104	2016	Conventional Bus	New Flyer	XD40	2FYD8FV13FB048167	CGP3845	Diesel	2032	6	16	10	\$344,879	\$650,000
19-105	2016	Conventional Bus	New Flyer	XD40	2FYD8FV15FB048168	CGK4595	Diesel	2032	6	16	10	\$344,879	\$650,000
19-106	2016	Conventional Bus	New Flyer	XD40	2FYD8FV17FB048169	CGP3846	Diesel	2032	6	16	10	\$344,879	\$650,000
19-107	2016	Conventional Bus	New Flyer	XD40	2FYD8FV13FB048170	CGK4596	Diesel	2032	6	16	10	\$344,879	\$650,000
19-108	2016	Conventional Bus	New Flyer	XD40	2FYD8FV15FB048171	CGK4597	Diesel	2032	6	16	10	\$344,879	\$650,000
19-109	2016	Conventional Bus	New Flyer	MD35	2FYD9KR04FB047861	CGP3847	Diesel	2032	6	16	10	\$260,862	\$470,000
19-110	2016	Conventional Bus	New Flyer	MD35	2FYD9KR06FB047862	BSR1776	Diesel	2032	6	16	10	\$260,862	\$470,000
19-111	2016	Conventional Bus	New Flyer	MD35	2FYD9KR08FB047863	BTD1925	Diesel	2032	6	16	10	\$260,862	\$470,000
19-112	2016	Conventional Bus	New Flyer	MD35	2FYD9KR0XFB047864	BTD1924	Diesel	2032	6	16	10	\$260,862	\$470,000
19-113	2016	Conventional Bus	New Flyer	MD35	2FYD9KR09GB048750	BTY6652	Diesel	2032	6	16	10	\$260,862	\$470,000
19-114	2016	Conventional Bus	New Flyer	MD35	2FYD9KR00GB048751	BTY6651	Diesel	2032	6	16	10	\$260,862	\$470,000
19-115	2016	Conventional Bus	New Flyer	MD35	2FYD9KR02GB048752	CGP3915	Diesel	2032	6	16	10	\$260,862	\$470,000
19-116	2016	Conventional Bus	New Flyer	MD35	2FYD9KR04GB048753	CGP3924	Diesel	2032	6	16	10	\$260,862	\$470,000
19-117	2016	Conventional Bus	New Flyer	MD35	2FYD9KR06GB048754	CGP3927	Diesel	2032	6	16	10	\$260,862	\$470,000
19-118	2016	Conventional Bus	New Flyer	MD35	2FYD9KR0XGB048755	CGP3928	Diesel	2032	6	16	10	\$260,862	\$470,000
19-119	2016	Conventional Bus	New Flyer	MD35	2FYD9KR0XGB048756	CGP3929	Diesel	2032	6	16	10	\$260,862	\$470,000
19-120	2016	Conventional Bus	New Flyer	MD35	2FYD9KR01GB048757	CGP3954	Diesel	2032	6	16	10	\$260,862	\$470,000
19-121	2016	Conventional Bus	New Flyer	MD35	2FYD9KR01GB048758	CGP3955	Diesel	2032	6	16	10	\$260,862	\$470,000
19-124	2016	Conventional Bus	GMC	Cutaway	1GD67UBL1G1329357	BWV1248	Diesel	2024	6	7	2	\$53,075	\$250,000

Current Utility Vehicle Fleet

Unit #	Year	Fleet Category	Make	Model	Vin #	License #	Fuel Type	Anticipated Replacement Date	Age (Years)	Expected Useful Life (Years)	Expected Useful Life Remaining (Years)	Net Book Value	Replacement Cost (2022 \$)
02-181	2009	Pick-up Truck	Chevrolet	Express Cargo	1GCHG39K591104205	PYY611		2016	13	7	0	\$0	\$90,000
02-230	2010	Pick-up Truck	Ford	F-150	1FTFX1EV9AFD34705	BBL-1369		2017	12	7	0	\$0	\$60,000
02-294	2012	Pick-up Truck	Ford	Escape	1FMCU5K32CKB14303	BFN-4354		2019	10	7	0	\$0	\$40,000
02-295	2012	Pick-up Truck	Ford	Escape	1FMCU5K35CKB35582	BFN-2497		2019	10	7	0	\$0	\$40,000
02-296	2012	Pick-up Truck	Ford	Escape	1FMCU5K37CKB35583	BFN4298		2019	10	7	0	\$0	\$40,000
02-299	2012	Pick-up Truck	Ford	Escape	1FMCU5K33CKB45463	BFS-6900		2019	10	7	0	\$0	\$40,000
02-339	2015	Pick-up Truck	Chevrolet	Silverado 1500	1GCVKPEC3FZ148143	BPK4312		2022	7	7	0	\$0	\$60,000
02-355	2013	Pick-up Truck	Toyota	RAV4	2T3BFREVXDW034383	BRP6291		2020	9	7	0	\$0	\$50,000
02-356	2013	Pick-up Truck	Toyota	RAV4	2T3BFREV6DW037541	BRP6292		2020	9	7	0	\$0	\$50,000
02-359	2013	Pick-up Truck	Toyota	Tundra	5TFMY5F17DX296638	BRP6296		2020	9	7	0	\$0	\$60,000
02-360	2013	Pick-up Truck	Toyota	Tundra	5TFMY5F16DX286358	BRP6295		2020	9	7	0	\$0	\$60,000

Unit #	Year	Fleet Category	Make	Model	Vin #	License #	Fuel Type	Anticipated Replacement Date	Age (Years)	Expected Useful Life (Years)	Expected Useful Life Remaining (Years)	Net Book Value	Replacement Cost (2022 \$)
02-361	2013	Pick-up Truck	Toyota	Tundra	5TFMY5F18DX295594	BRP6297		2020	9	7	0	\$0	\$60,000
02-362	2013	Pick-up Truck	GMC	Sierra	1GTN2TEA3DZ349805	BRP6299		2020	9	7	0	\$0	\$60,000
02-416	2020	Pick-up Truck	Ford	F-150	1FTFW1E58LFA85903	CGD-1349		2027	2	7	5	\$42,608	\$60,000
21-60	2013	RTV	Kubota	RTV1100	A5KC1HDAADG039181	N/A		2020	9	7	0	\$0	\$30,000
23-Jan	2020	Sweeper/Scrubber	Nilfisk	CS7010	1000070865	N/A		2028	2	8	6	\$60,723	\$80,000
24-20	2010	Forklift	Yale	GLP060	B8675B055040	N/A		2018	12	8	0	\$0	\$80,000
32-48	2014	Trailer	Amer	Hotsy Trailer	5N6200E21E1042039	4VS964		2020	8	6	0	\$0	\$40,000
32-49	2014	Trailer	JDJ	S/A Trailer	2MSUFC529E1008374	4VS963		2020	8	6	0	\$0	\$4,000
32-51	2015	Trailer	Amer	HOTSY Trailer	5N6200E21F1046139	4VS961		2021	7	6	0	\$0	\$40,000



REGIONAL MUNICIPALITY OF WOOD BUFFALO

Transit Master Plan

Appendix G – Organization Review

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1.0

RMWB Transit Today

While not immediately apparent to riders, a transit system's structure and administrative processes can have a significant impact on the efficiency and effectiveness of its service delivery. This document explores RMWB Transit's organizational structure and administrative processes, comparing them with peer transit systems and industry best practices.

This review was undertaken using data available at the commencement of the Transit Master Plan process, providing the context necessary to develop other elements of the Plan. As such, minor changes to specific details may occur between the review being undertaken and completion of the overall Transit Master Plan.

1.1

Existing Organizational Arrangements

1.1.1

Governing Body

The Regional Municipality of Wood Buffalo's Transit and Fleet Services department is housed within the municipality's Public Works department, operating entirely within the local government. All budgetary and operational decisions are ultimately approved by City Council.

1.1.2

Organization Structure

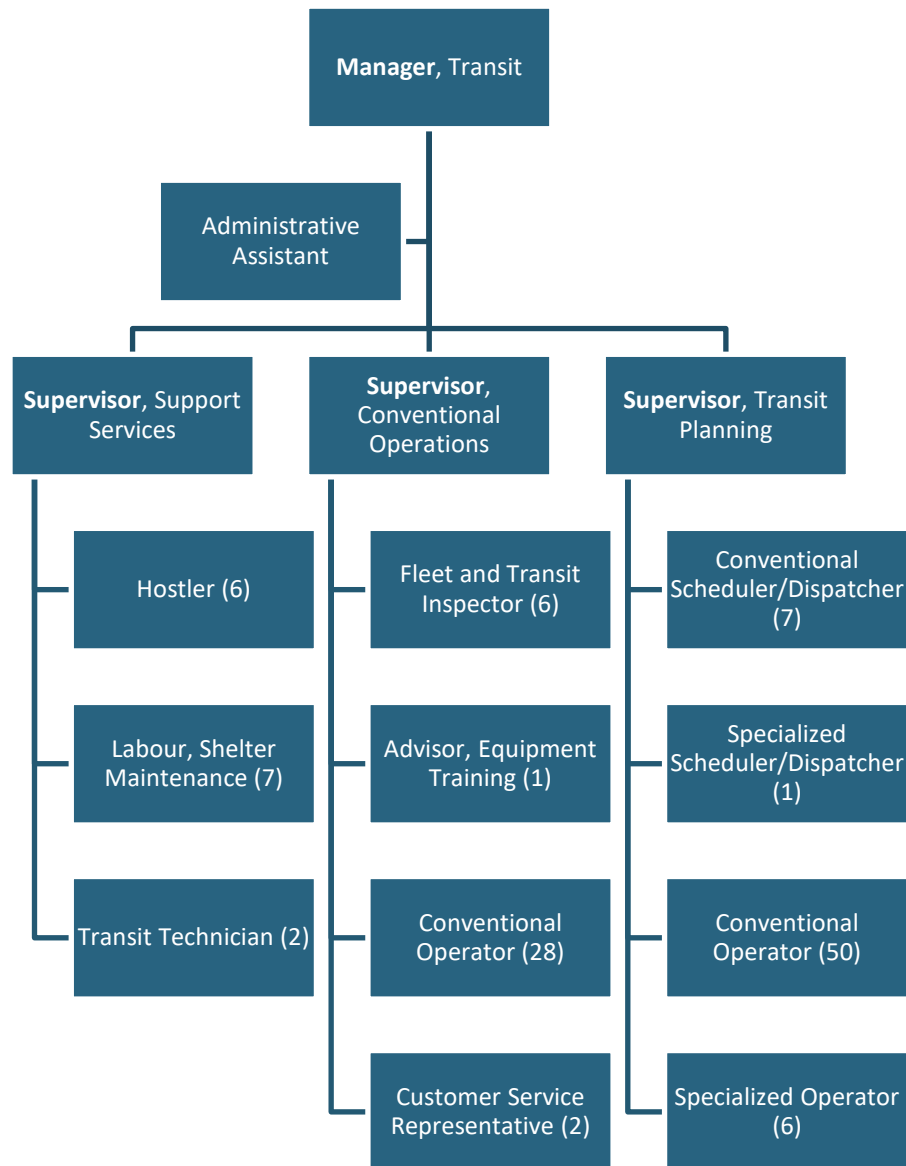
The Manager, Transit Operations reports to the Senior Manager, Transportation and Facilities. This position has overall responsibility for the planning, delivery, and management of conventional and specialized transit services, including their support services (eg. Shelter maintenance, cleaning, customer service, etc.).

There are 3 positions that directly report to the Manager:

- **Supervisor, Conventional Operations**— responsible for conventional transit operations including customer service, training, and on-street support;
- **Supervisor, Transit Planning** – responsible for conventional and specialized operators, scheduling, planning, and dispatch;
- **Supervisor, Support Services** – responsible for vehicle servicing, vehicle maintenance, fleet management, and building/equipment maintenance;

The organization chart, detailing reporting relationships and the number of full-time equivalent positions (FTE), is shown in Figure 1.

Figure 1: Transit Operations Organizational Chart



1.2 Organization Structure Comparisons with Peer Systems

1.2.1 Generic Transit Functions

There are generic functions that must be carried out to develop, deliver, and manage a public transit service. While there are variations in how these functions are organized and coordinated, they are common to any jurisdiction that provides public transportation.

To facilitate analyses and comparisons, these functions are named and defined here for clarity.

In general, these functions are divided into two types:

- **Line Functions** are ones that directly advance the core mandate of the transit organization (e.g. planning, scheduling, operations, fleet management, passenger information, customer service); and,
- **Staff Functions** are ones that assist the transit organization with specialized advisory and support services (e.g. human resources, finance, information technology, occupational health and safety).

Table 1 lists the name and descriptions of generic functions (and, in some cases, sub-functions) for public transit used in this report.

Table 1: Generic Functions for Public Transit

Type	Function	Sub-Function	Generic Description
Line Functions	General Management		<ul style="list-style-type: none"> Overall direction and management of the public transit organization
	Service Development	Transit Planning	<ul style="list-style-type: none"> Long range planning and coordination of transit planning with urban planning Route network planning, service monitoring, stop/shelter location planning Special projects
		Scheduling	<ul style="list-style-type: none"> Timetabling and vehicle blocking Run-cutting and rostering
	Marketing		<ul style="list-style-type: none"> Creation and distribution of passenger information materials Development and execution of marketing programs Design of transit identity (logo, bus livery, bus stop graphics) Preparation of internal and external communication programs
	Customer Service		<ul style="list-style-type: none"> Passenger assistance (customer call centre) Commendations/complaints administration Lost and found administration Fare media sales
	Transit Operations	Division Management	<ul style="list-style-type: none"> Overall responsibility for transit operations Creation and maintenance of positive relationships with internal and external stakeholders
		On-Street Inspection	<ul style="list-style-type: none"> Day-to-day regulation, supervision, and adjustment of on-street transit service Provision of on-street support and direction to bus operators Investigation and resolution of operational concerns of customers, business owners, and residents
		Control Centre	<ul style="list-style-type: none"> Provides day-to-day guidance and assistance to bus operators and inspectors via the transit radio communications system Provides leadership and direction to bus operators to ensure safe, efficient, high quality bus service to customers
		Dispatch	<ul style="list-style-type: none"> Preparation and coordination of the daily dispatch of bus operators and buses to scheduled and unscheduled transit service

Type	Function	Sub-Function	Generic Description
		Bus Operator Supervision	<ul style="list-style-type: none"> Provision of ongoing supervision, counsel, guidance, coaching, mentoring, performance review, and career development for the bus operator workforce
		Training	<ul style="list-style-type: none"> Training of new bus operators in the knowledge, skills, and expectations required to safely and efficiently operate a transit vehicle and to provide customer service. Provision of refresher and continuing education for bus operator workforce
		Operations Planning	<ul style="list-style-type: none"> Planning and coordination of temporary routings for detours Planning and coordination of special event service
	Specialized Transit		<ul style="list-style-type: none"> Planning and delivery of specialized transit service (including passenger registration, trip reservations, trip scheduling, trip confirmation, vehicle dispatch, passenger pickup and drop-off) Public outreach, travel training, customer service and complaint resolution
	Plant and Equipment	Division Management	<ul style="list-style-type: none"> Overall responsibility for plant and equipment functions
		Bus Maintenance	<ul style="list-style-type: none"> Preventative maintenance, repair and overhaul, and refurbishing of transit vehicles
		Bus Servicing	<ul style="list-style-type: none"> Daily fueling, exterior cleaning, and interior cleaning of transit vehicles
		Stops, Shelters, Terminals	<ul style="list-style-type: none"> Installation and maintenance of bus stops, transit shelters, bus loops, and transit terminals (including supplementary snow clearing) Installation of accessibility features for stops, shelters, and terminals
		Building Maintenance	<ul style="list-style-type: none"> Maintenance and cleaning of garages, transit centres, and transit offices
Staff Functions	Finance	Budget and Finance	<ul style="list-style-type: none"> Financial planning and preparation of operating and capital budgets Financial analysis and reporting Accounting/financial activities Fare Policy development and administration Fare agreement administration (e.g. U-Pass)
		Treasury	<ul style="list-style-type: none"> Design, production, and distribution of fare media Accounting of fare receipts Cash management and deposits
	Human Resources		<ul style="list-style-type: none"> Provides support for employee recruitment and selection, employee development, organizational development, compensation and benefits administration, and other HR policy development
	Information Systems		<ul style="list-style-type: none"> Identification of opportunities for application of information technology to improve business processes and customer service

Type	Function	Sub-Function	Generic Description
			<ul style="list-style-type: none"> Application development and support for internal information systems Integration services for external information systems and for vendor-supplied systems Development of strategy for the integration of data amongst applications
	Occupational Health and Safety		<ul style="list-style-type: none"> Collaborates with other divisions to identify and resolve safety issues Administers occupational health and safety programs

1.2.2 Peer Systems Overview

Based on information contained in the 2019 edition of the CUTA Fact Book, and discussion with peer systems, **Table 2** provides an overview of key indicators of the peer systems compared to those of the Regional Municipality of Wood Buffalo. These systems differ somewhat from those in the Peer Review document (**Appendix A**), reflecting that sufficiently-detailed organizational information is not available for all of the systems described therein.

As detailed in the table below, transit in the Regional Municipality of Wood Buffalo is delivered through a municipal department, similar to three other systems (Oakville, Guelph, and Strathcona County), while a Commission is the governing authority for the two other systems (St. John's and St. Catharines).

Table 2: Peer Systems Comparison of Key Indicators

Indicator	Wood Buffalo	St. John's	Oakville	Guelph	St. Catharines	Strathcona County
Organization Type	Municipal Department	Commission	Town Department	City Department	Commission	County Department
Conventional Transit	Yes	Yes	Yes	Yes	Yes	Yes
Specialized Transit	Yes	Yes	Yes	Yes	Yes	Yes
Buses in Fleet ¹	84 ²	54	95	102	78	75
Annual Revenue Hours	88,840	134,107	212,008	205,820	168,774	112,219
Number of Employees ³	131 FT	132 FT 16 PT	183 FT 32 PT	199 FT 21 PT	167 FT 5 PT	139 FT 23 PT

¹ For Conventional Transit (i.e. Fixed Route service) only

² Figure is from 2019 - current fleet has reduced to 76

³ Includes Bus Operators, Other Transportation Operations, Mechanics, Other Vehicle Maintenance and Servicing, Plant and Other Maintenance, and Administration

Indicator	Wood Buffalo	St. John's	Oakville	Guelph	St. Catharines	Strathcona County
Number of Bus Operators	93 FT	74 FT 12 PT	125 FT 28 PT	144 FT 19 PT	123 FT	79 FT 21 PT
Operators per Bus	1.11	1.59	1.61	1.60	1.58	1.33
Annual Revenue Hours per Operator	1,485	1,559	1,386	1,263	1,372	1,122

1.2.3 Mapping of Transit Functions

This section maps generic transit functions to the organizational structures of the peer systems described above.

The following information is summarized for each function across the six transit systems:

Item	Description
Manager Responsible	<ul style="list-style-type: none"> The management or supervisory position directly responsible for the function
Manager Level	<ul style="list-style-type: none"> The level in the organization of the <i>Manager Responsible</i> The General Manager (or equivalent) is considered to be Level 1 in the transit organization Those reporting directly to the General Manager are considered Level 2, etc.
# of Staff	<ul style="list-style-type: none"> Number of staff assigned to the function, <i>exclusive of the Manager Responsible</i>
Staffing Indicators	<ul style="list-style-type: none"> Various indicators provided where appropriate

Table 3, shown on the following two pages, summarizes this information for each transit system. Note that the table organized by functions and that, as such, staff performing more than one function may be listed more than once.

Table 3: Mapping of Generic Functions Across Transit Systems

Function	Characteristics	Wood Buffalo	St. John's	Oakville	Guelph	St. Catharines	Strathcona County
General Manager	Title: Reports to: # Direct Reports:	Manager, Transit Senior Manager, Transportation and Facilities 3	General Manager Commission Chair 7	Director of Transit Commissioner of Community Services 4	General Manager Deputy Chief Administrative Officer 4	General Manager Commission Chair 5	Director of Transit Associate Commissioner 6
Service Development: Transit Planning	Mgr Responsible: Mgr Level: # of Staff:	Supervisor Transit Planning 2 0 (Undertaken by dispatch staff)	Manager, Marketing & Information Services 2 1	Mgr, Planning & Demand Responsive Svc 2 1, Transit Analyst	Supervisor, Planning & Scheduling 2 1	Manager of Transportation 2 1	Manager, Planning & Customer Service 2 2
Service Development: Scheduling	Mgr Responsible: Mgr Level: # of Staff:	Supervisor, Transit Planning 2 6 FT, 4 Casual (Scheduler/Dispatcher)	Manager, Marketing & Information Services 2 0, Performed by Transit Planner	Mgr, Planning & Demand Responsive Svc 2 1, Transit Scheduler	Supervisor, Planning & Scheduling 2 1	Manager of Transportation 2 0, Performed by Transit Planner	Manager, Planning & Customer Service 2 1
Marketing	Mgr Responsible: Mgr Level: # of Staff:	Function provided by Municipality's Communications department	Manager, Marketing & Information Services 2 1	Mgr, Planning & Demand Responsive Svc 2 1, Marketing/Customer Svc Coordinator	Supervisor, Transit Business Services 2 1	Supervisor, Marketing & Customer Service 2 0	Coordinator, Comm & Customer Experience 3 1
Customer Service	Mgr Responsible: Mgr Level: # of Staff:	Supervisor, Conventional Operations 2 2	Coordinator, Marketing & Information Services 3 4.5	Mgr, Planning & Demand Responsive Svc 2 Performed by Mrktng/Customer Svc Coordinator	Supervisor, Transit Business Services 2 Performed by Coordinator, Sales & Market Development	Supervisor, Marketing & Customer Service 2 1 FT, 3 PT	Coordinator, Comm & Customer Experience 3 2 FT, 1 PT
Transit Operations: Division Management	Mgr Responsible: Mgr Level: # Direct Reports:	Supervisor, Conventional Operations 2 0	Operations Manager 2 8	Manager, Operations 2 5	Manager, Transit Operations 2 17	Manager of Transportation 2 5	Manager, Conventional Transit 2 4
Transit Operations: On-Street Inspection	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Supervisor, Conventional Operations 2 6 FT, 4 Casual (Fleet & Transit Inspector) 16 (per FTE)	Operations Manager 2 4 23	Senior Transit Supervisor 3 7 19	Manager, Transit Operations 2 9 (Route Supervisors) 19	Manager of Transportation 2 2 68	Supervisor, Inspectors 3 5 16
Transit Operations: Dispatch / Control Centre	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Supervisor, Transit Planning 2 7 FT, 4 PT 13 (per FTE)	Operations Manager 2 2 47	Senior Transit Supervisor 3 5 27	Manager, Transit Operations 2 5 (Route Supervisors) 34	Manager of Transportation 2 2 68	Supervisor, Dispatch 3 4 20
Transit Operations: Bus Operator Supervision	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Supervisor, Conventional Operations and Supervisor, Transit Planning 2 Performed by two supervisor positions 47	Senior Transit Supervisor 3 1 93	Senior Transit Supervisor 3 Performed by this position 135	Manager, Transit Operations 2 0, performed by Route Supervisors	Manager of Transportation 2 1 136	Manager, Conventional Transit 2 0, Shared with Supervisors 26
Transit Operations: Training	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Supervisor, Conventional Operations 2 1 (Advisor, Equipment Training) 93	Operations Manager 2 1 93	Manager, Operations 2 1 135	Manager, Transit Operations 2 2, but also act as Route Supervisors 85	Manager of Transportation 2 0, Performed by Transit Supervisors	Manager, Conventional Transit 2 1 79

Function	Characteristics	Wood Buffalo	St. John's	Oakville	Guelph	St. Catharines	Strathcona County
Transit Operations: <i>Operations Planning</i>	Mgr Responsible: Mgr Level: # of Staff:	Supervisor, Transit Planning 2 7 FT, 4 PT	Manager, Marketing & Information Services 2 0, Performed by Transit Planner	Detours: Manager, Operations Special Events: Manager, Planning	Detours: Route Supervisors Special Events: Coordinator, Sales & Market Development	Manager of Transportation 2 0, Performed by Transit Supervisors	Joint function shared amongst Dispatch and Transit Planner
Specialized Transit	Mgr Responsible: Mgr Level: # of Office Staff: # of Operators:	Supervisor, Transit 2 0 7	Manager, Accessible Services 2 0 0, Contracted Out	Demand Responsive Supervisor 3 7 15, but 50% of Trips Contracted Out	Mobility Supervisor 3 2 11	Paratransit Supervisor 3 3 8	Manager, Specialized Transit 2 3 7 FT, 4 PT
Plant & Equipment: <i>Division Management</i>	Mgr Responsible: Mgr Level: # Direct Reports:	Supervisor, Support Services 2 0	Maintenance Manager 2 4	Manager, Fleet & Maintenance 2 4	Function provided by City's Fleet Services Department (Project Manager, QA and CI provides liaison)	Manager of Maintenance 2 2	Function provided by County's Fleet Services Department
Plant & Equipment: <i>Bus Maintenance</i>	Mgr Responsible: Mgr Level: # of Staff:	Function provided by Municipality's Fleet Services Department	Day/Night Foremen (3) 3 18	Maintenance Supervisor 3 16	Function provided by City's Fleet Services Department	Maintenance Supervisor 3 20	Function provided by County's Fleet Services Department
Plant & Equipment: <i>Bus Servicing</i>	Mgr Responsible: Mgr Level: # of Staff:	Supervisor, Support Services 2 6	Day/Night Foremen (3) 3 4 (duties include farebox handling)	Maintenance Supervisor 3 9	Function provided by City's Fleet Services Department	Maintenance Supervisor 3 8	Supervisor, Support Services 3 8
Plant & Equipment: <i>Stops / Shelters / Terminals / Buildings</i>	Mgr Responsible: Mgr Level: # of Staff:	Supervisor, Support Services 2 9	Maintenance Planning Supervisor 3 6	Mgr, Planning & Demand Responsive Svcs 2 Stops: Roads & Works Dep't Shelters: Contracted	Project Manager, QA and CI 2 Coordinates installations with other City departments / contractors	Maintenance Supervisor 3 1 Coordinates installations with other City departments / contractors	Supervisor, Support Services 3 2
Finance: <i>Budget & Finance</i>	Mgr Responsible: Mgr Level: # of Staff:	Manager, Transit Operations 1 Supported provided by the Municipality's Finance and Procurement Departments	Finance Manager 2 1	Director of Transit 1 Accounting: Town Finance Dep't	General Manager 1 Support provided by Supervisor, Transit Business Services	Manager, Finance & Administration 2 2 FT, 2 PT	Coordinator, Finance 2 2
Finance: <i>Treasury</i>	Mgr Responsible: Mgr Level: # of Staff:	Shared responsibilities between the three Supervisors, some functions shared with Municipal Finance department 2 0	Finance Manager 2 1 (shared with Maintenance Clerk)	Administrative Assistant 2 1 Presto: Business Systems Coordinator	Supervisor, Transit Business Services 2 1 (shared with Fleet Services)	Manager, Finance & Administration 2 Performed by Budget & Finance Staff	Coordinator, Finance 2 1
Human Resources	Mgr Responsible: Mgr Level: # of Staff:	Function provided by Municipality's HR Department	Manager, Human Resources 2 1	Function provided by Town's HR Department	Function provided by City's HR Department	Function provided by City's HR Department	Function provided by County's HR Department
Information Systems	Mgr Responsible: Mgr Level: # of Staff:	Function provided by Municipality's IT Department	Senior Systems Administrator 3 1.6	Function provided by Town's Information Services & Solutions Department	Function provided by City's IT Department	Manager, Finance & Administration 2 1	Function provided by County's IT Department
Occupational Health and Safety	Mgr Responsible: Mgr Level: # of Staff:	JOHSC and HS functions are the responsibility of Human Resources	Shared Responsibility between Manager, Human Resources and Maintenance Manager	Manager of Operations 2 One Transit Supervisor is member of joint Union-Management OHS Committee	Manager of Operations 2 Function shared with Project Manager and Manager of Fleet Services	Manager of Maintenance 2 0, Performed by Manager of Maintenance	Coordinator, OHS 2 0, Performed by Coordinator, OHS

1.2.4

Comparison of Common Features of Peer System Structures

Based on the information contained in **Table 3** and on discussions held with the Transit Operations staff, common features and preferences across the six peer system organization structures are summarized as follows for each major transit function:

Generic Function	Common Features	Role in Wood Buffalo
General Manager (Transit Manager)	<ul style="list-style-type: none"> It is common across peer agencies that this role has between 4 and 7 direct reports, including administrative assistance. Reporting structure is largely determined by number of line and staff functions assigned to the transit organization. Some functions (e.g. Plant and Equipment, Human Resources, Information Technology) are the responsibility of other municipal departments in some peer systems. 	RMWB Transit's senior staffing is largely consistent with common industry practice. The General Manager (Transit Manager) has three reports that are directly responsible for transit services as well as an administrative assistant.
Service Development	<ul style="list-style-type: none"> Responsible Manager reports directly to General Manager. Manager usually directly involved in planning and scheduling technical work. Average of 1 to 2 planning/scheduling technical staff in addition to the Manager. 	Supervisor, Transit Planning is responsible for this function, supported by a Scheduler/Dispatcher who is assigned to "special projects". There are two staff members responsible for scheduling.
Marketing, Customer Services	<ul style="list-style-type: none"> Common for these two functions to be the responsibility of a single Manager. Responsible Manager usually reports directly to General Manager. Manager often directly involved in marketing work. An additional marketing position is common if Manager is responsible for other major functions. Range of 2 to 5 front-line positions for customer service function. 	<p>The Supervisor, Conventional Operations oversees two (2) Customer Service Representatives who provided front-line assistance to passengers.</p> <p>RMWB Transit does not have marketing or communications staff. Communications are largely provided on corporate level by Regional Municipality of Wood Buffalo.</p> <p>The level of staffing is generally consistent with industry peers who do not themselves undertake their own marketing and outreach.</p>

Generic Function	Common Features	Role in Wood Buffalo
Transit Operations	<ul style="list-style-type: none"> • Responsible Manager reports directly to General Manager • Manager typically has overall responsibility for Dispatch, Control Centre, On-Street Inspection, Training, and Bus Operator Supervision/Development functions • Common practice is to assign responsibility for Dispatch/Control Centre and On-Street Inspection to a single Senior Supervisor position (i.e. an “Assistant Manager”) • Common practice is for transit supervisors to rotate amongst Dispatch/Control Centre and On-Street Inspection roles • Common practice is for Training function to report directly to Manager • Operations planning role varies (detour planning and implementation usually included in Operations function; special events planning often shared between Operations and Service Development functions) • Peer systems expressed need to improve Bus Operator Supervision/Development function (current practice is diverse – split amongst Responsible Manager, Supervisors, and Trainer) • It is typical that Dispatch/Control Centre and On-Street Inspection functions are managed by between 4 and 12 positions. • Common practice is for 1 position for Training in peer systems. 	<p>Responsibilities of this department is generally consistent with industry practice in regard to training, dispatch, and on-street inspection. Similar to other agencies, Transit Inspectors provide varying roles including on street inspection and control centre.</p> <p>In Wood Buffalo, Fleet and Transit Inspectors report directly to the Supervisor, Transit Operations rather than report through an assistant manager position.</p> <p>It is noted that there may be a need to improve on street operator oversight and alleviate pressure on the three supervisory positions by introducing an additional service supervisory role to whom the Inspectors could report and from whom they could receive direction.</p>

Generic Function	Common Features	Role in Wood Buffalo
Specialized Transit	<ul style="list-style-type: none"> Operations and maintenance functions 100% contracted out. In St. John's, approximately 50% contracted out in Oakville, and 100% operated by transit staff in Guelph, St. Catharines, and Strathcona County. All systems retain responsibility for passenger registration, trip reservation, and scheduling functions. Specialized Transit function is separate from Conventional Transit Operations in Strathcona County 	<p>In Wood Buffalo, specialized transit service is provided in-house and is overseen by the Supervisor, Transit Planning. The Supervisor oversees scheduling, dispatch, and operators of specialized service.</p> <p>Wood Buffalo's specialized transit service delivery model and organizational structure are generally consistent with industry practice.</p>
Plant and Equipment	<ul style="list-style-type: none"> Bus Maintenance is the responsibility of other City departments (e.g. Fleet Services) in Wood Buffalo, Guelph, and Strathcona County Bus Servicing and Stops/Shelter/Loops are supervised by a transit staff member in Wood Buffalo, St. Johns, Oakville, and St Catharines. Average of four direct reports to Maintenance Manager in St. John's and Oakville. Common practice is for Bus Servicing staff to be assigned fare box handling. Location/site planning for stops and shelters usually coordinated with Service Development function; installations performed by contractors or Plant and Equipment staff 	<p>In Wood Buffalo, the Transit Operations Department are responsible for stop and shelter maintenance, fare boxes, destination signs, and vehicle cleaning/refueling. Vehicle maintenance is the responsibility of the general Fleet department outside of Transit Operations.</p> <p>Wood Buffalo is generally consistent with industry practice apart from the high number of direct reports to the manager responsible - Supervisor, Support Services (15).</p>
Finance	<ul style="list-style-type: none"> Common for Budget/Accounting/Treasury functions to be assigned to a single Manager Responsible Manager reports directly to General Manager in St. Catharines, Guelph, and Strathcona County In Oakville, General Manager has responsibility for budgeting and revenue room operation, with Town Finance Department providing day-to-day accounting functions 	<p>In Wood Buffalo, most finance activities are a corporate function. Revenue from fare boxes is counted by supervisors. The Transit Operations budget is coordinated by the Transit Manager.</p>

Generic Function	Common Features	Role in Wood Buffalo
	<ul style="list-style-type: none"> An average of 1 to 2 positions for Budget and Accounting function An average of 1 to 2 positions for Treasury/Revenue function 	
Human Resources	<ul style="list-style-type: none"> Services are provided by centralized municipal Human Resources Department in Wood Buffalo and peer systems, with designated staff assigned exclusively for transit. 	Human Resources functions are provided by the Regional Municipality of Wood Buffalo.
Information Systems	<ul style="list-style-type: none"> Generally, these services are provided by centralized municipal Information Technology Department. This is the case in Wood Buffalo, Oakville, Guelph, and Strathcona County. 	Wood Buffalo is generally consistent with industry peers.
Occupational Health and Safety	<ul style="list-style-type: none"> This function is usually included in duties of others (e.g. Maintenance Manager or Trainer) or provided by OHS staff in the Human Resources function Common for peer systems to have a joint Union-Management OHS committee, with management representatives from Transit Operations and Plant and Equipment divisions. 	In Wood Buffalo, Occupational Health and Safety is primarily overseen by the Municipality. Managers are also responsible for their respective departmental safety, and required inspections.

Based on information gained during interviews in October 2021, a review of the existing organizational structure, and on comparisons with organizational approaches used in other Canadian transit systems, some key issues were identified that warrant review as they deviate from general industry practice. This is not to say that the approach undertaken in Wood Buffalo is not the best way for the Municipality and residents at this time, but by considering some of the issues noted below there may be opportunities to increase efficiency and better align roles to meet the transit network's goals.

The following summarizes some points worthy of consideration as the Municipality and RMWB Transit evolve through the roll out of the new transit network.

2.0

Recommendations

Staffing levels for Wood Buffalo are generally quite similar to other systems for most line functions, with a few exceptions. As evidenced by the wide variety of formats for organizational structure and level of staffing at each level described above, there is no single best way to structure a transit organization; rather, the best option is that which most effectively supports the organization and staff in achieving their goals and desired outcomes. RMWB Transit's existing structure may be appropriate and function effectively for the Region in its current state.

However, as the Municipality and transit network grow and evolves, there may be a need to adjust existing practices to best address the ensuing changes. In the case of Wood Buffalo, there are a few divergences from common practice that may limit the organization's ability to respond to growth-related demand. Based on Dillon's review and discussion with Transit staff, the following recommendations relating to the organizational structure should be considered:

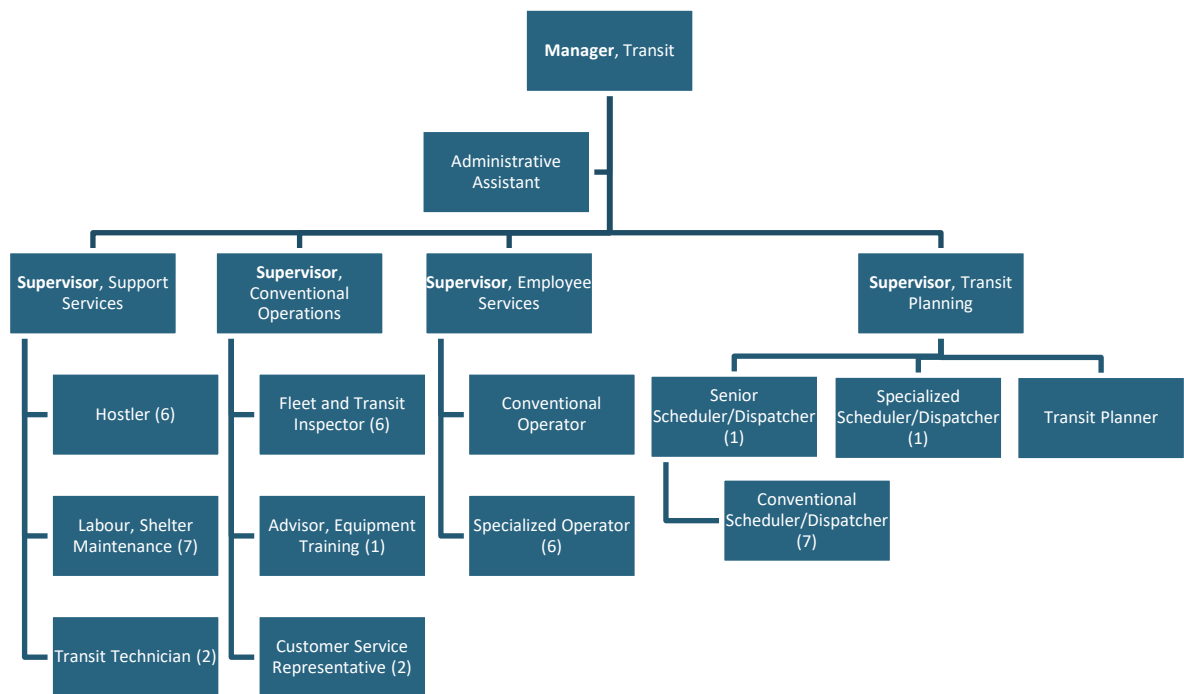
1. **Supervision of Bus Operators:** Amongst the peer systems, there is general consensus that the supervision of bus operators is under-resourced. This includes the daily supervision of on-street service, as well as the development role of counselling, guiding, coaching, and mentoring the bus operator workforce. This is a potential gap which was also identified in Wood Buffalo.

In Wood Buffalo, conventional and specialized operators currently report directly to the Supervisor, Conventional Operations and Supervisor, Transit Planning. Front-line support is provided to Operators by the Fleet and Transit Inspector team; however, this occurs largely on an incident-by-incident basis. It is more typical in transit agencies for managerial staff equivalent to Wood Buffalo's Supervisors to have a small number of direct reports, who then supervise a high number of employees. Having the entire roster of operators (93) reporting directly to two Supervisors may limit both the amount of support and assistance operators receive as well as the ability for Supervisors to focus on the broader and more strategic aspects of their roles.

It is recommended that the following options be considered to address this potential gap:

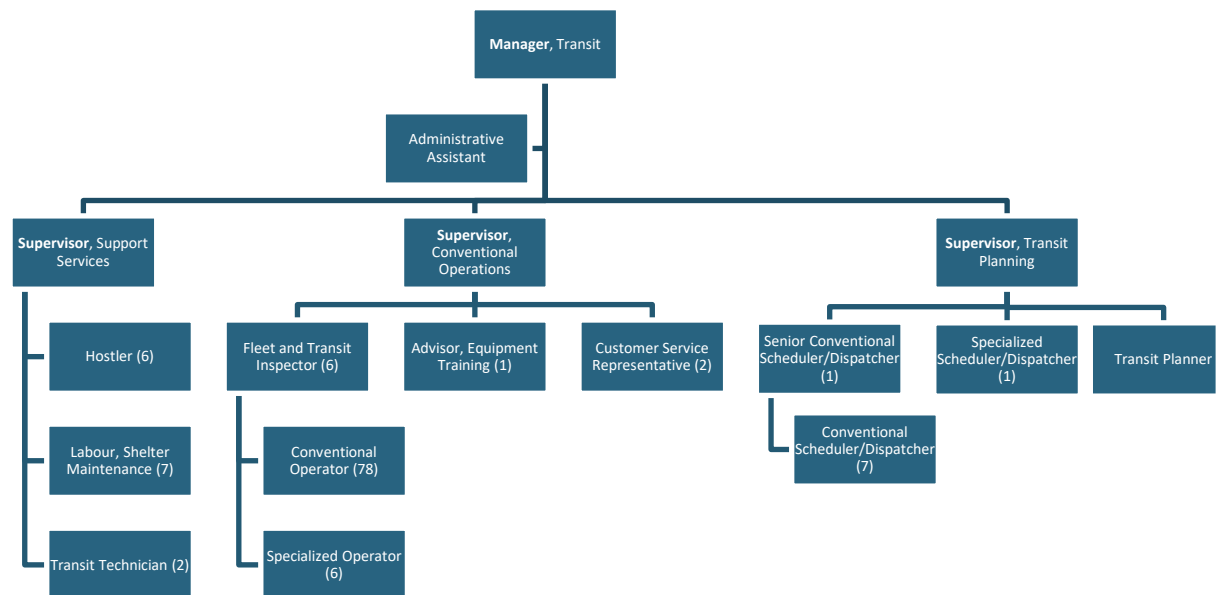
- **Option A:** Consider the addition of a Supervisor of Employee Services to the RMWB Transit's staff complement to which all conventional and specialized operators report. This role would remove the majority of direct operator supervisory function from the Supervisor, Conventional Operations and Supervisor, Transit Planning, and ensure there is consistency in the application of disciplinary or HR Policies. Depending on the specific tasks assigned to this role, it is likely that this position could also supervise Transit Inspectors, and operators could report to them instead of the supervisor directly

Figure 2: Option A Organizational Chart (Operators Reporting to New Supervisor Role)



- **Option B:** Another way to improve the quality and availability of bus operator supervision without increasing strain on existing work force, or the addition of a new role, RMWB Transit may want to consider the addition of 2 – 3 additional Transit Inspectors, and assign these roles to specifically oversee the Employee Services function. By expanding the roster, a minimum of one Inspector could be scheduled to work in-office during the service day and provide higher levels of access to supervisors for operators. This would have the benefit of providing more continuity, leadership, and access to supervisors for the bus operators than is currently available. These positions could also work closely with the Advisor, Equipment Training and other staff members responsible for training to develop new or ongoing training as required.

Figure 3: Option B Organizational Chart (Operators Reporting to Inspectors)



Either of these options would result in higher levels of supervision of on-street service to ensure operators are fully supported in their roles as well as improving the ability of operators to access guidance and mentorship.

2. **Senior Scheduler/Dispatcher:** Scheduling and dispatch function plays an integral role in ensuring transit operates effectively. At present, the existing team of seven full time Schedulers/Dispatchers provide this function for RMWB Transit and report directly to the Supervisor, Transit Planning. In order to improve operational continuity and free up capacity for the Supervisor to address other tasks, RMWB Transit may want to consider the addition of a Senior Scheduler/Dispatcher which would provide oversight and supervisory function on day to day operations.
3. **Include Operational Social Media Notification into An Existing Job Description:** All transit-related public communications are provided by the corporate RMWB Communications team. Social media can be an effective tool to reach passengers and platforms like Twitter can be used to provide up-to-date information regarding existing service conditions and inform passengers about planned and unplanned detours, schedule changes, bus cancellations, etc. They also allow passengers to inquire directly and receive timely responses about the status of their bus/stop. While this may not require an entire dedicated position, there may be an opportunity to collaborate with RMWB Communications staff wherein Dispatchers would also have access and authority to create posts or

responses related to service disruptions outside of business hours. Dependent on the volume of messaging required to provide up-to-date information, RMWB may wish to consider the development of a RMWB Transit-specific Twitter account.

4. **Transit Planner:** While a Transit Planner job description has been developed, there is currently no such role active in RMWB Transit. Current transit planning functions are served by the Supervisor, Transit Planning, and a Scheduler/Dispatcher assigned to “special projects.” While this structure may be appropriate for the current needs of the community, the introduction of a dedicated Transit Planner role could be a way forward to better accommodate future growth, providing a connection between land use planning and transit services, and to ensure transit is considered when development occurs.
5. **Combination of SMART Bus and On Demand Service:** SMART Bus is best suited to operate and manage On Demand due to similarities in fleet type, scheduling and booking technology, and dispatch. This combined *Demand Responsive* operation will be best-placed to efficiently and appropriately serve both demands, and reflects current trends within the specialized and on demand transit fields. While integration of these two services may not be possible as part of the initial implementation of On Demand transit in Wood Buffalo, steps should be taken to support their long-term integration.
6. **Review Ratio of Operators per Vehicle, and Service Hours per Transit Operator to Better Understand Optimal Staffing Requirements:** As described in **Table 2** above, the ratio of service hours to transit operators is higher at RMWB Transit than at all but one observed peer agencies (1,485 service hours per operator vs a peer group average of 1,365 service hours per operator). RMWB also has a notably lower ratio of operators per service vehicle (1.1 operators per vehicle, versus a peer group average of nearly 1.5). These two figures indicate that the operations’ arm of RMWB Transit may see consistent and ongoing issues in having sufficient staff available to ensure that service on the street remains uninterrupted. With so narrow a margin for staffing, it is possible that operators may be required to undertake costly overtime to cover the shifts of their sick colleague, or for trips to be dropped altogether as there simply isn’t an operator available to cover it. It is recommended that RMWB hire drivers over the life of this plan in order to achieve a ratio of 1.5 operators per vehicle, and provide adequate redundancy in the workforce. The Plan has been developed with this staffing ratio in mind and, as such, the main document identifies appropriate staffing levels to achieve this ratio based on the proposed routes and their frequencies.



REGIONAL MUNICIPALITY OF WOOD BUFFALO

Transit Master Plan

Appendix H – Implementation Plan

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1.0

Introduction

The Transit Master Plan proposes a substantial change to the existing conventional transit network in the Urban Service Area and introduces a new service delivery model for customers and operators with On-Demand Transit (ODT). The project team, in collaboration with the Municipality, has developed the following phasing and implementation plan with identified actions for each year of the five-phase Transit Master Plan.

The Implementation Plan seeks to incrementally transition to the new transit network, and pilot and scale the deployment of On-Demand Transit. In transitioning in a structured way, the plan is designed to keep operational costs stable across all phases. Additionally, it puts in place a series of stage gates to ensure change management, and engagement with all stakeholders (e.g. customers, operators, residents' groups, businesses, and Council) is conducted. There are several points during the five phase plan that would allow for adjustments to address any emerging concerns, lessons learned, and operational insights.

The focus of this document is to lay out the timing of the changes to transit within Fort McMurray. It speaks to the adjustments and check points that are proposed to occur through the five phases. Further details of the technical elements of the Plan, and how they align to these phases, is articulated in the main Plan document.

Throughout this document, and the broader Transit Master Plan, new routes are assigned route letters to disambiguate them from current routes (identified by numbers). These letters are only for route identification purposes and are not recommendations for public route identifiers when changes are made to the transit system.

2.0

Phase 1

2.1

Focus Area: Introduce and Pilot On-Demand Transit in Taiga Nova and Thickwood

The first actions in the implementation plan are to transition Route 18 Taiga Nova and Route 61 Thickwood during all time periods into the region's first On-Demand transit service. The one-year pilot will test On-Demand Transit technology as a service delivery model for all day transit services for a local employment area (Taiga Nova) and a residential area (neighbourhoods served by Route 61 Thickwood). These routes and the areas they serve were chosen because they experience some of the lowest boardings per revenue hour in the conventional transit system. It is anticipated that existing transit stops utilized by Route 18 and Route 61 will be converted to On-Demand stops and trips will be provided within the respective On-Demand zones to/from the Thickwood and Timberlea terminals.

Below is a series of actions to be undertaken in Phase One of the Transit Master Plan with the focus on piloting On-Demand Transit (ODT):

1. **Customer Outreach and Education:** Develop customer information materials with a focus on how to use the new On-Demand service (e.g. downloading and using the app, access, hours of service, fare payment etc.). Customer materials will be required on board transit vehicles, on the RMWB Transit website, and information panels at transit stops that are being converted from conventional to On-Demand transit services.
2. **Project Definition:** Determine the main goals, scope, and KPIs for the project through research, data analysis, internal engagement (e.g. operations, IT), and vendor outreach.
3. **Detailed Service Design:** Determine the detailed elements for design, including vehicles, drivers, service areas, trip booking, stop procedures and other details. ODT software providers often have the tools and resources to assist with this phase, but they must be already engaged and procured.
4. **Procurement:** Procure the ODT technology software program to implement the service.
5. **Contract Award:** Finalized procurement agreement (scope, schedule, and budget) and final project requirements with the selected vendor.
6. **Individual Element Testing:** Test each element involved in the new service individually so that they function as designed.
7. **Integration Testing:** Integration points between each element should be tested to ensure systems will function well together and integrate with existing transit agency software and data feeds
8. **Acceptance Testing:** The whole system should be tested as close to real conditions as possible.

9. **Employee Training:** Employees should be trained across the system close to the project go-live date to ensure retention of training information. Training will be required for operators picking up and dropping off customers with the new On-Demand service, on-street supervisors, dispatchers overseeing operations, and customer service agents supporting trip bookings that are not made on the app.
10. **Full-Scale Testing:** Dependant on the size of the project, a full-scale test including trained employees could be performed
11. **Go-Live:** The project is live with operators and customers
12. **Monitoring/Adjustments:** The system should be monitored, and minor adjustments made as necessary with feedback from customers, operations and the technology vendor.

3.0

Phase 2

3.1

Focus Area A: Evaluate On-Demand Pilot and Introduce First Core Route

After the On-Demand Transit pilots in the Taiga Nova and Thickwood areas have been conducted, it is advisable for RMWB Transit staff to undertake an evaluation of the pilot. Key focus areas for the service delivery evaluation could include the following:

- **Customer Satisfaction:** a qualitative measurement of how satisfied customers are with the customer experience using Wood Buffalo's On-Demand transit services, which includes booking, planning, riding and the overall customer service experience. This can be gathered through surveys (either through the app and/or on Transit's website), customer interviews, travel diaries and/or assessment of customer travel data
- **Passenger Trips Per Revenue Hour:** Increase in the average trips per revenue hour from the previous Route 18 and Route 61 conventional transit services
- **Net Direct Cost Per Trip:** Decrease in the net cost of providing passenger trips after the fare collected to offset operating costs. This is directly related to the passenger trips per revenue hour
- **Wait Times:** The time a customer spends waiting to board an On-Demand Transit vehicle. Wait times are measured from when a passenger books a trip (either through the app or by phone) or when they arrive at the stop and are waiting for the vehicle to board.
- **Travel Time:** The time a customer spends commuting on the On-Demand Transit service. Travel time excludes wait time.
- **On Time Performance:** The On-Demand trips for both wait time and on board travel time is provided within the acceptable window of time aligning with the service performance requirements and customer expectations.

In addition to the pilot evaluation, RMWB Transit staff could undertake a public engagement program for online and in-person feedback to inform the public on the next steps in the continued roll out of the Transit Master Plan. Public feedback and operational insights from the On-Demand pilot can be integrated into the deployment of future On-Demand Transit services throughout the Urban Service Area.

3.2

Focus Area B: Introduce of the first core route and expansion of On-Demand Transit service to Fort McMurray International Airport

In the second phase of the Transit Master Plan, Route 10 Gregoire – Prairie Creek, Route 11 Airport, and Route 16 Thickwood will be converted to the new core route H (Thickwood-Downtown-Gregoire). This will be the first high frequency service in the Urban Service Area. Simultaneously, the Airport On-Demand service will be implemented between the Fort McMurray International Airport and the intersection of Highway 69 and MacKenzie Boulevard. Both the Airport On-Demand Transit service and Route H need to be implemented at the same time, as there is an interdependency between both services for travel between Downtown and the Airport.

An enhanced stop with a heated shelter and real time information is recommended in the vicinity of Highway 69 and MacKenzie Boulevard to facilitate transfers between Core Route H and the Airport On-Demand service. Additionally, it is recommended that buses with sufficient capacity for limited airport luggage demands are used on Route H to facilitate convenient airport travel in combination with the Airport On-Demand service.

3.3

Phase Two Feedback

With the roll out of significant changes to transit network at the end of the second phase, there is a need to engage transit customers and the community on their insights and experiences in using the new transit service types (core, neighbourhood and ODT). This feedback provides an opportunity to adjust timing or course, with rider and community views on the new service types informing the continued evolution of the transit system. Adjustments to route alignments and schedules could be implemented as part of Phase Three of the Transit Master Plan.

4.0

Phase 3

4.1 Focus Area A: Introduction of new neighbourhood routes south of the Athabasca River

The third phase of the Transit Master Plan would see the conversion of some routes in neighbourhoods south of the Athabasca River, as detailed in **Table 1** below.

Table 1: Phase 3, Focus Area A Route Changes

Current Route	New Neighbourhood Route
7 - Abasand Heights	A – Abasand Heights – MacDonald Island
8 – Beacon Hill Drive	B – Beacon Hill – MacDonald Island
91 – Longboat Landing	B – Beacon Hill – MacDonald Island
92 – Syncrude Wellness Centre	A – Abasand Heights – MacDonald Island
99 – MacDonald Island	A – Abasand Heights – MacDonald Island and B – Beacon Hill – MacDonald Island

It is recommended that the service changes occur during or at the end of the Summer school holidays, in preparation for the new school year. Customer information and communications should occur in the Spring to inform customers of the transit service changes that will be occurring as one service package south of the Athabasca River. Service change information could include a feature page on the RMWB Transit website, stop cards at affected stops and terminals, and drop-in information sessions. Focus areas of the information sessions should include the new route alignments for the neighbourhood routes and information about the expansion of On-Demand Transit service to Abasand Heights, Beacon Hill, and portions of the Lower Townsite during the off peak periods when the neighbourhood routes are not operating.

4.2 Focus Area B: Introduction of new neighbourhood routes north of the Athabasca River

The third phase of the Transit Master Plan would also see the conversion of some routes in neighbourhoods north of the Athabasca River, as detailed in **Table 2** below.

Table 2: Phase 3 Focus Area B Route Changes

Current Route	New Neighbourhood Route
12 Thickwood to Timberlea	D – Thickwood to Timberlea
51 Wood Buffalo Estates	E – Wood Buffalo Estates

It is recommended that the service changes occur during or at the end of the Summer school holidays , in preparation for the new school year. Customer information and communications should occur in the Spring to inform customers of the transit service changes that will be occurring as one service package north of the Athabasca River. Service change information could include a feature page on the RMWB Transit website, stop cards at affected stops and terminals, and drop-in information sessions. Focus areas of the information sessions should include the new route alignments for the neighbourhood routes and information about the expansion of On-Demand Transit service to portions of Thickwood that no longer have fixed route service as provided by the existing Route 51, which will be transitioned to On-Demand transit services. Off peak transit service in the community of Wood Buffalo Estates will also be provided by On-Demand Transit.

5.0

Phase 4

5.1

Focus Area: Introduction of second core route and new neighbourhood routes in the Timberlea area

Phase Four would see the remaining legacy services across the network converted to core and neighbourhood routes, as noted in **Table 3** below.

Table 3: Phase 4 Route Changes

Current Route	New Neighbourhood Route
9 – Morgan and Harpe Heights	C – Morgan and Harpe Heights
15 – Timberlea	G – Timberlea – Downtown – Keyano College
17 – Parsons Creek	I – Parsons Creek
41 – Brett Drive – Eagle Ridge	F – Stone Creek – Eagle Ridge
42 – Stone Creek Village	F – Stone Creek – Eagle Ridge

It is recommended that the service change occur during or at the end of the Summer school holidays, in preparation for the new school year. Customer information and communications should occur in the Spring to inform customers of the transit service changes that will be occurring as one service package focused in the Timberlea area and along the Franklin Avenue corridor with the introduction of the second core route G. Service change information could include a feature page on the RMWB Transit website, stop cards at affected stops and terminals, and drop-in information sessions. Focus areas of the information sessions should include the new route alignments for the core and neighbourhood routes and information about the expansion of On-Demand Transit service during off peak time periods.

With the roll out of the entire transit network at the end of the fourth phase, this provides an ample opportunity to engage transit customers and the community on their insights and experiences in using the new transit services (core, neighbourhood and ODT) within the Urban Service Area. Adjustments to route alignments and schedules could be implemented in Phase Five of the Transit Master Plan.

6.0

Phase 5

6.1

Focus Area: Monitor and revise as required

Upon one year of service for the entire new transit network, RMWB Transit staff could commence a system wide service performance evaluation. This evaluation could be structured in a similar way to the previously discussed On-Demand Transit evaluation with a focus on the following:

- **Customer Satisfaction:** A qualitative measurement of how satisfied customers are with the customer experience when using Wood Buffalo's transit services. Engagement data and insights can be gathered through surveys (either through the app for On-Demand Transit services and/or on Wood Transit's website for all services), customer interviews, travel diaries, and/or assessment of customer travel data collected on-board transit vehicles.
- **Passenger Trips Per Revenue Hour:** Increase from the average trips per revenue hour from the previous conventional transit services (pre-implementation of the Transit Master Plan).
- **Net Direct Cost Per Trip:** Decrease in the net cost of providing passenger trips after the fare collected to offset operating costs, this is directly related to the passenger trips per revenue hour
- **Travel Time:** The time a customer spends commuting on any of the provided conventional transit services
- **On Time Performance:** Conventional services (core and neighbourhood) operate within +/- 3 minutes of the scheduled time.
- **Facility Improvements and Modifications:** How existing facilities, particularly bus stops, are used in the new system, with a focus on how to adapt these to best serve the evolving system. There are also opportunities to improve terminals – refer to **7.0 Other Improvements** below.

7.0

Other Improvements

To facilitate the introduction of the new Transit Master Plan, improvements and modifications to transit facilities across Fort McMurray are recommended. These changes should be made as soon as practicable, with a view to them occurring in parallel with the first four phases of the network implementation. Where noted, some improvements relate to specific network changes – in these cases, the changes should be timed to occur during the same phase.

Timberlea Terminal

- Exploration of a transit priority signal and eastbound exit at Confederation Way to provide additional operational flexibility for transit routes operating out of this terminal.

Thickwood Terminal

- Exploration of a transit priority signal and westbound exit at Thickwood Boulevard to provide additional operational flexibility for transit routes operating out of this terminal. This will be particularly helpful for Route D – Thickwood to Timberlea and Route E – Wood Buffalo Estates to reduce travel time and annual operating costs.

Downtown Terminal

- Customer and Operator facilities will remain at the Downtown Terminal.
 - Customer facilities should be improved to create a more attractive and welcoming stop area, with information that allows passengers to plan their trips at the terminal.
 - As this will remain the 'main terminal' it is highly recommended that the construction of a fit-for-purpose terminal focussing on providing high-quality services to passengers and staff would be considered.
 - The infrastructure of the current roadway will need to be addressed from a safety perspective in the long term if the current location is where the main terminal will be placed for the foreseeable future.
- With the new route alignments particularly for the new core routes G and H, it is recommended that new on-street stop locations be implemented on Franklin Avenue in the vicinity of Main Street. These on-street stops can also be utilized as a timing point and for operator reliefs.

Stops along Franklin Avenue

- With the introduction of the new high frequency core routes along Franklin Avenue, customers will be provided the opportunity to transfer between core routes and neighbourhood routes at several stops along this corridor. It is recommended that each stop is provided a heated shelter along with enhanced customer information.

Highway 69 and MacKenzie Boulevard

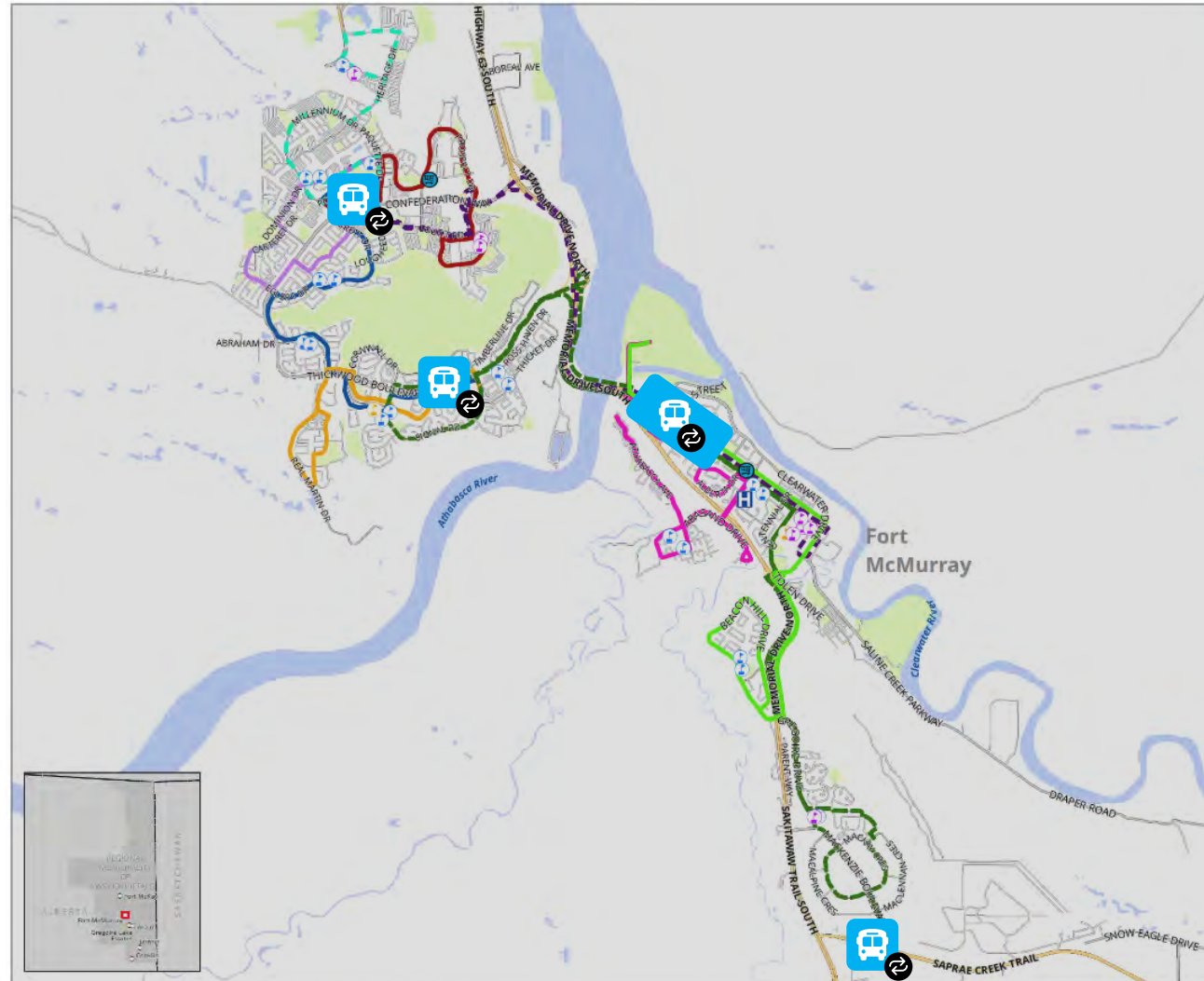
- With the introduction of core Route H and Airport On-Demand service, an enhanced transfer stop will be required at this location. It is recommended that the stop has a heated shelter and enhanced customer information.

Operator Recovery Timing Points

- Two new operator recovery timing points are recommended in this Transit Master Plan. MacDonald Island Park and the Syncrude Wellness Centre will be the terminus location for new core and neighbourhood routes. It is recommended that RMWB Transit staff enter into a partnership agreement with MacDonald Island Park and the Syncrude Wellness Centre to allow for Operators to utilize the washroom facilities and for the installation of enhanced transit stops (e.g. bus bay, heated shelter and enhanced customer information).

All key transfer points for the new conventional transit network are depicted in **Figure 1** below.

Figure 1: Key Transfer Points



REGIONAL MUNICIPALITY OF WOOD BUFFALO
TRANSIT MASTER PLAN

PROPOSED TRANSIT ROUTES

- Airport Terminal
- Hospital / Medical Centre
- School - Elementary/Middle
- School - High School
- School - Other
- Shopping Mall / Complex
- Park

Proposed Route

- Route A
- Route B
- Route C
- Route D
- Route E
- Route F
- Route G
- Route H
- Route I

1:55,000
MAP DRAWING INFORMATION:
BASE DATA PROVIDED BY: RMWB
MAP CREATED BY: GSA
MAP CHECKED BY: TP
MAP PROJECTION: NAD 1983 UTM Zone 12N

PROJECT 211297
STAGE: DRAFT
DATE: 2023-01-27

Transit Master Plan

Presenter: Keith Smith, Director, Public Works and Thomas Pacy,
Dillon Consulting

Department: Public Works

Meeting Date: April 25, 2023



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

What is the Transit Master Plan?

- Five phase plan for transit in Wood Buffalo
- Operationally-focussed – building foundation for future growth
- Developed through engagement with community (including rural communities), stakeholders, and staff

Identified Needs

- Assessed network performance
- Completed peer review
- Reviewed travel demand

Engaged the Community

- Round 1 - common themes for network needs and gaps
- Round 2 - feedback on draft plan

Planned for Future

- Updated policy framework
- Finalized new route network
- New demand responsive service



Highlights of the Plan

Transformative

- Reimagines the RMWB transit network
- Significant improvements to service directness

Community-Led

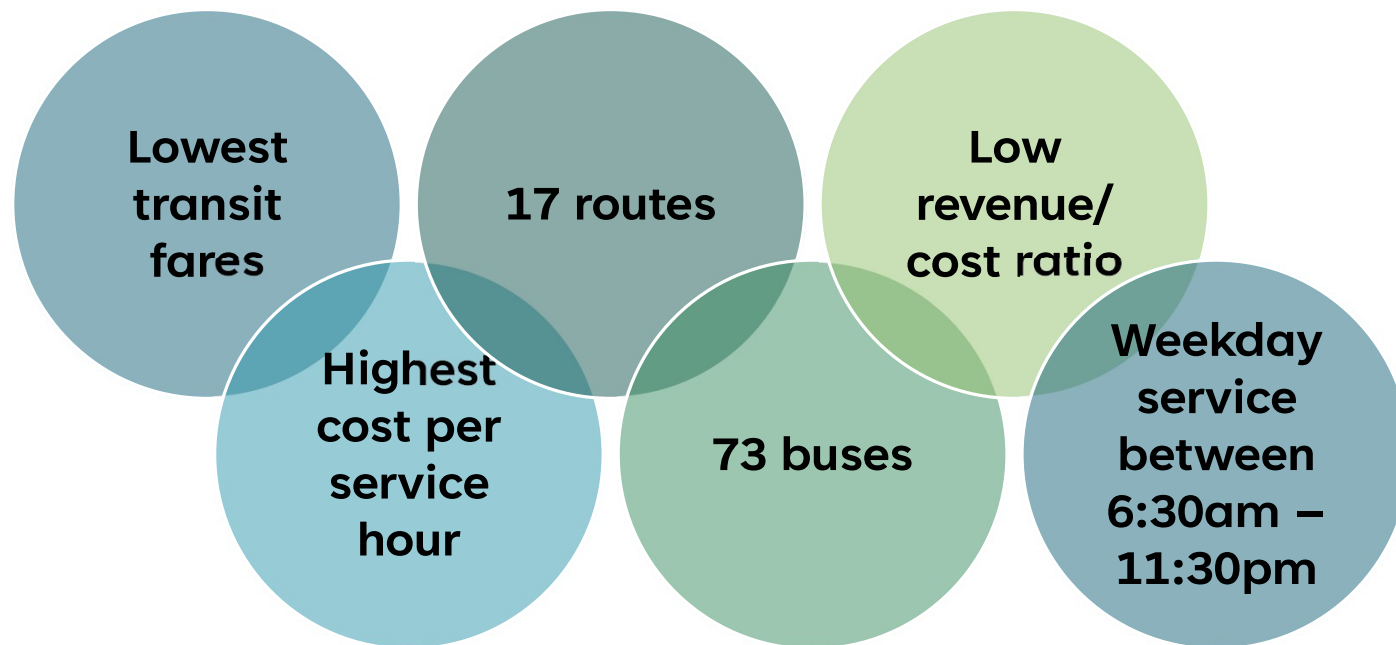
- Two rounds of community engagement, with additional staff engagement
- Community feedback forms basis of recommendations

Innovative

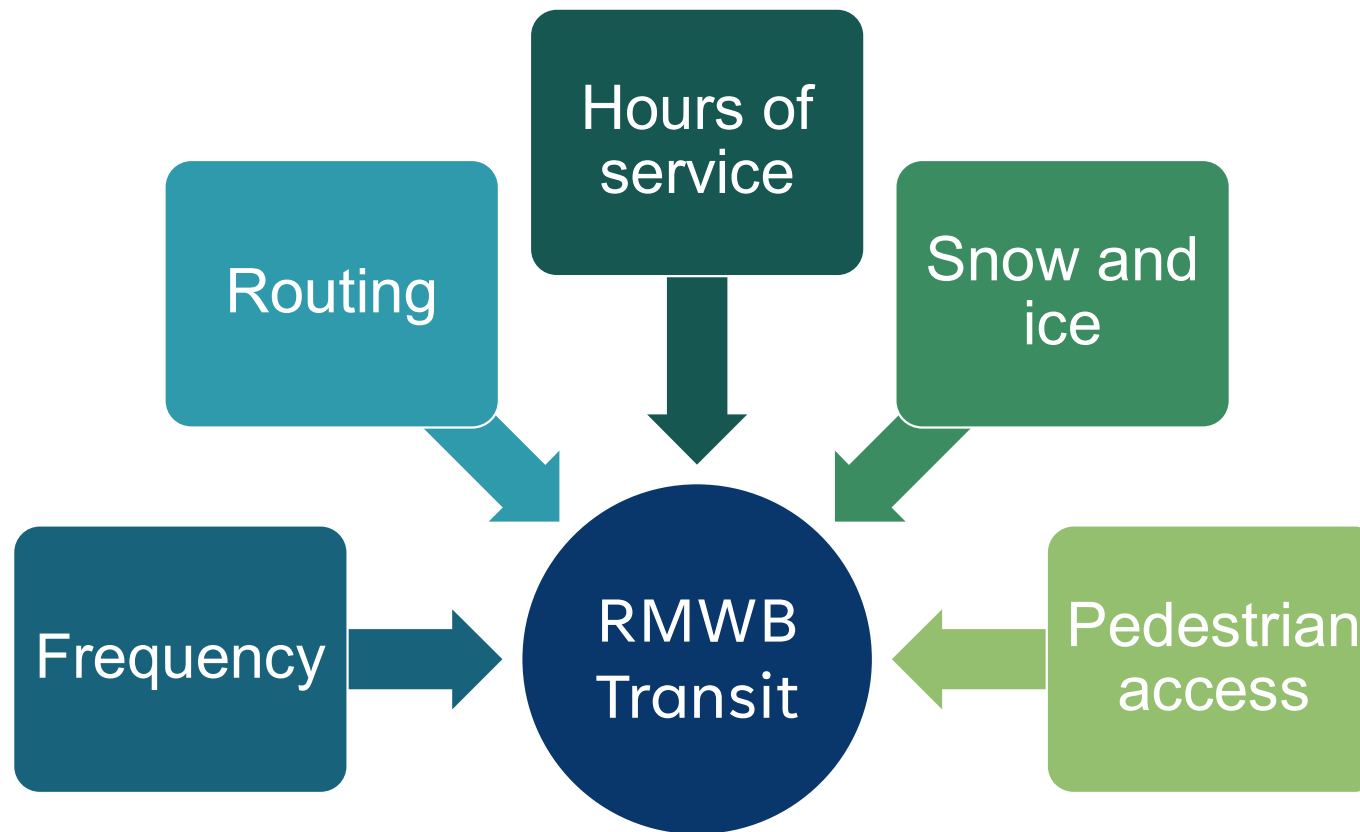
- Uses crowdsourced data to understand travel demand
- Prepares Fort McMurray for a demand responsive future



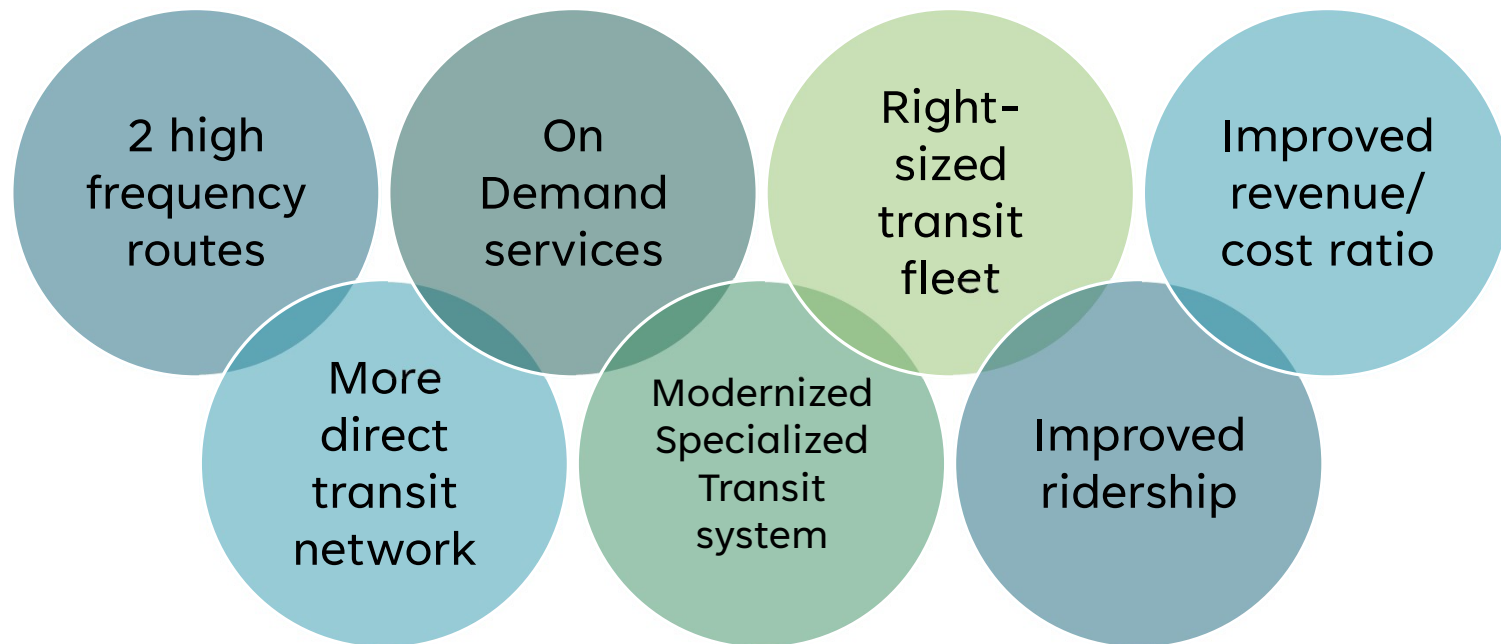
RMWB Transit Today



Key Community Issues



RMWB Transit Tomorrow



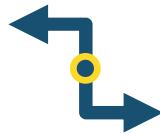
Proposed Service Types

Core



- High frequency core services
- Spine of network

Neighbourhood



- Fills gaps between Core Routes
- Connects local destinations

On Demand



- Serves low-density and emerging areas
- Connects to Core and Local Routes



Proposed Service Types

continued

Specialized Transit



- Door-to-door service
- Available to eligible riders with barriers to mobility

School



- Dedicated or modified services that operate directly to or from high schools at relevant times

Rural

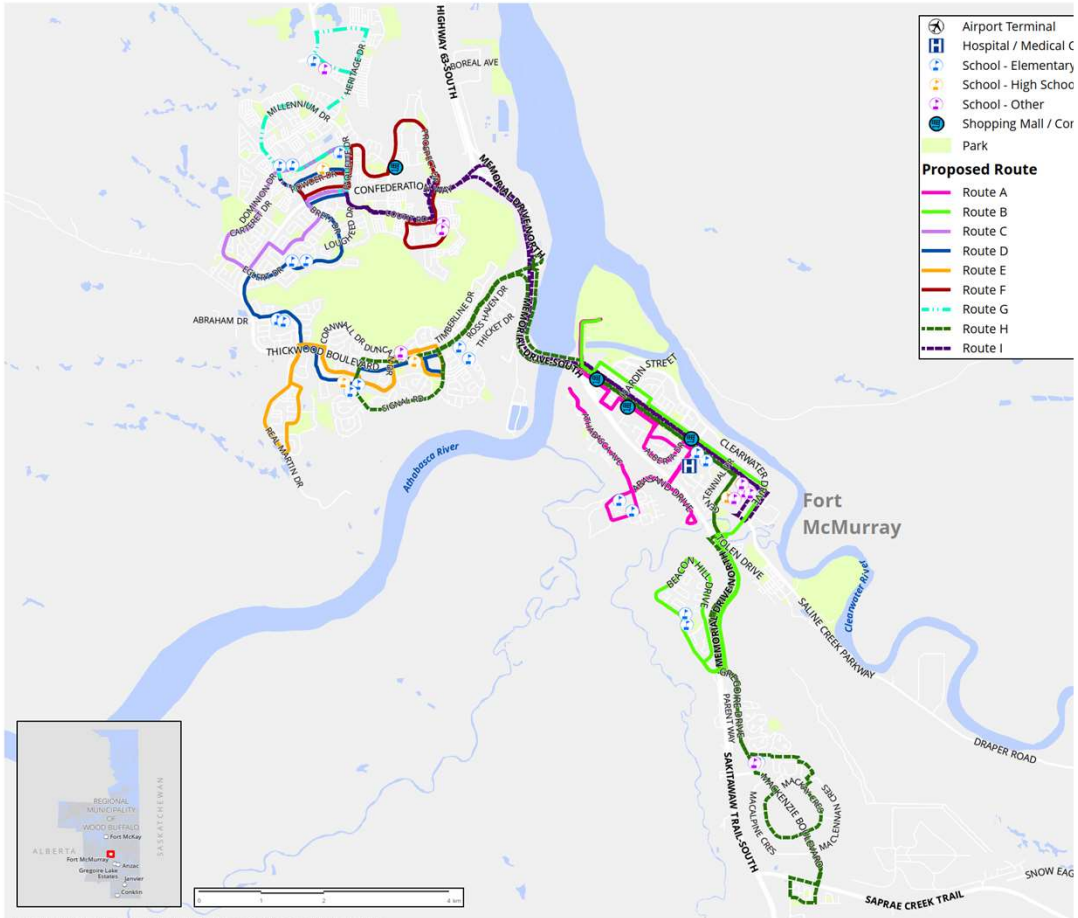


- Regular service between Fort McMurray and nearby rural communities



Transit Network

- Core Routes
- Neighbourhood Routes
- Combined conventional transit network



On Demand



- Serves lower-density and emerging ridership areas at select times of the day
 - At low ridership times of the day on weekdays
 - In select zones on weekdays
 - All day on weekends and holidays, replacing all Neighbourhood Routes
 - Core Routes operate in all time periods
 - Operates between transit infrastructure within each zone
- Allows you to request the service using an app/website or by calling RMWB Transit
- Wait times will be no longer than frequencies on Neighbourhood routes

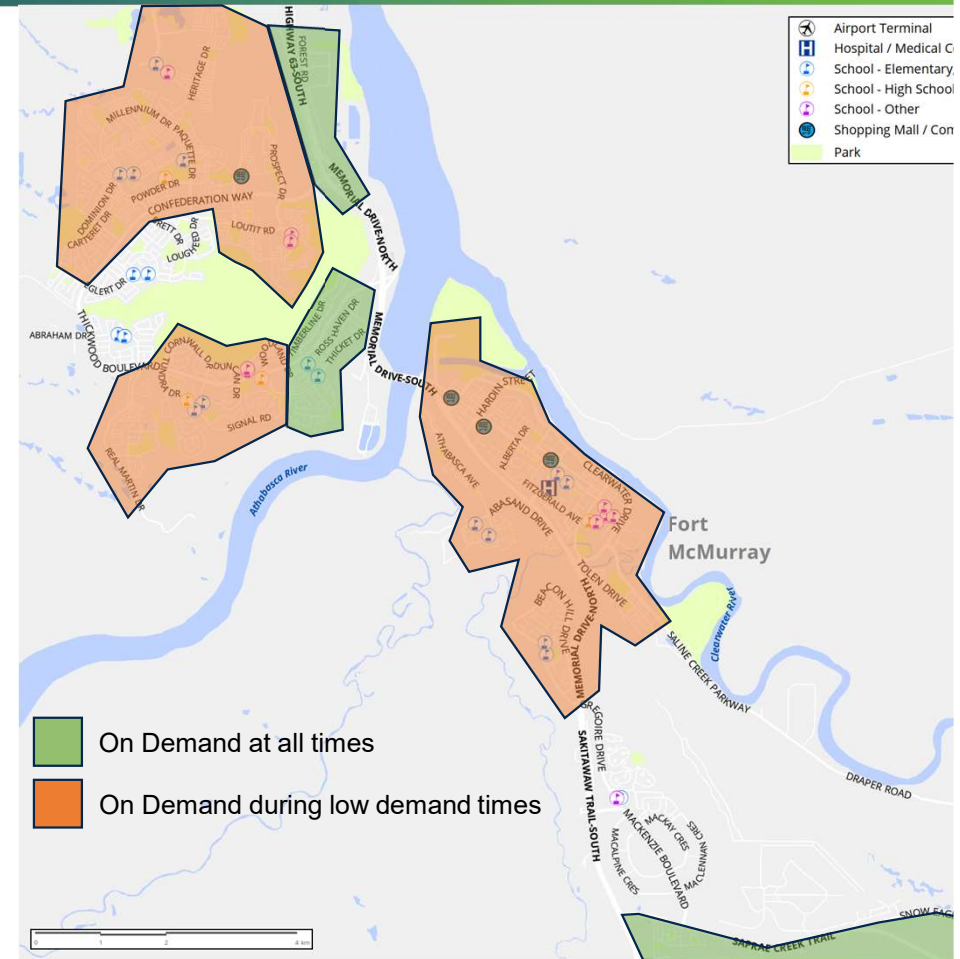


On Demand

continued



- On Demand Transit has been implemented in 20+ municipalities across Canada in communities ranging in size from 10K to 1M



Specialized Transit

- Introduce booking and scheduling software that would allow for flexible booking and more efficient scheduling
- Revise the Attendant and Companion policy for greater clarity
- Use accessible vehicles for the On Demand service to provide evening trips for Specialized Transit passengers
- Introduce Travel Training to support registered Specialized Transit passengers using conventional service within their abilities
- Modify application to base eligibility on ability to use accessible transit some or all of the time



School Services

- Limited trips that operate at high school start and end times only, offered in partnership with Fort McMurray school boards
- Dedicated services that operate directly to or from high schools
- Follow a unique route and are available to riders travelling from destination schools only
- No significant changes to the school route network
- Core and Neighbourhood Routes have been designed to provide service to schools throughout Fort McMurray



Attachment: Transit Master Plan Presentation (Transit Master Plan)



Rural Service



- Limited service on select days of week
- Continue to operate to Fort McMurray from:
 - Fort McKay
 - Conklin
 - Janvier
 - Anzac
 - Gregoire Lake Estates
- Opportunities to change trip days and times, subject to future community input
- Options to trial additional pre-booked special event service



Transit Infrastructure

- Improve sidewalk connections
- Upgrade and maintain bus stops to improve accessibility
- Create more direct routes between terminals
- Continue coordination with RMWB Active Transportation to improve walking access to transit
- Consider measuring progress by conducting a stop accessibility audit, including paths
- Upgrade stops to improve accessibility
- Engage Transit in the subdivision planning process to improve connectivity



Attachment: Transit Master Plan Presentation (Transit Master Plan)



Transit Terminals



- Upgrade and redesign Downtown Terminal for new network
 - Stops on Franklin Avenue for Core Routes
 - Stops on both sides of Main Street for Neighbourhood Routes
 - Improved passenger facilities and information



Transit Terminals



continued

- Develop transit priority measures to improve bus access to Timberlea and Thickwood terminals
 - Measures would be defined by future design studies, and could include bus-only lanes, bus-only traffic lights, and/or bus-only turn movements



Thickwood Terminal

- Potential new routing
- Existing routing



Timberlea Terminal



Winter Transit



- Continue annual review of snow clearing policy for priorities and timeliness
 - Take steps towards reducing time to remove snow from terminals and Core Route stops
- Terminals and high ridership stops should continue to be prioritized for sidewalk clearing, including paths leading to and from these stops
- Develop a policy for heated shelters
 - When and where are they appropriate to be installed
 - When they should be relocated
 - Maintenance standards



Affordability and Fare System

- Modernize the fare system and structure
- Increase fares over time for adult riders
 - Potential to keep fares lower for groups, such as youth and low-income individuals
- New Recommended Payment Types:
 - Mobile ticketing
 - Contactless payment
 - Self-serve ticket machines
 - Frequent rider discounts or fare caps



Attachment: Transit Master Plan Presentation (Transit Master Plan)



Trip Planning

- Investigate or improve trip planning tools:
 - Digital bus stop information
 - Implementation of a trip planning app
 - Newcomers/EAL materials
- Develop travel training program
 - Specialized Transit customers
 - Newcomers, seniors, students, rural residents, etc.
- Hire additional staff to support operator management and training



What's Needed to Make it Happen?

Renew Transit Services

- Similar service hours to current system
- Change route structure based on Core and Neighbourhood Routes

Infrastructure Investment

- Terminal upgrades and access improvements to most bus stops
- New ticketing system

On Demand Technology

- Request for Proposals to obtain software for pilot
- On Demand information campaign for customers and operators



Implementation

- Five phases
 - Multiple implementation tasks for each phase
- Each phase includes an internal review of previous phase
- Phase two and four, include community engagement for route changes

Task 1. Develop On Demand Pilot Education Material (Phase One Only)

Task 2. Pre-Implementation Engagement (if applicable)

Task 3. Pre-Implementation Communication of Route & Service Changes

Task 4. Implementation

Task 5. Review Impacts

Task 6. Repeat Tasks 2-5 for Subsequent Phases

Attachment: Transit Master Plan Presentation (Transit Master Plan)



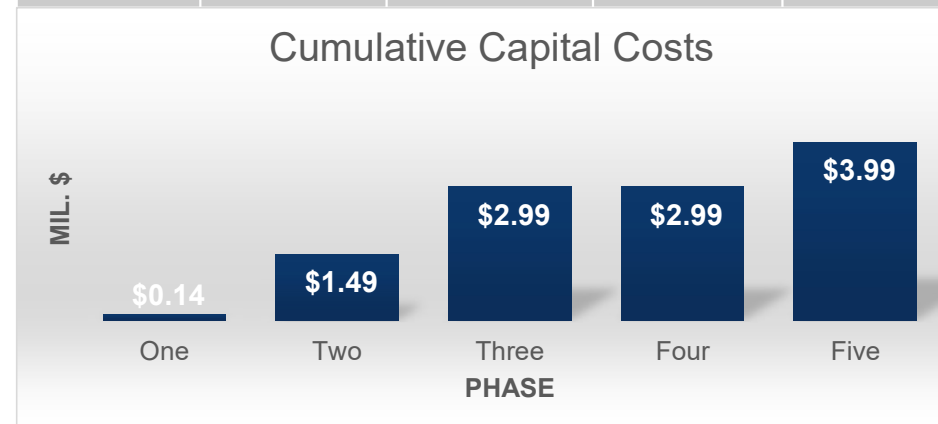
Costs

- Five phases
- Majority of additional capital costs relate to infrastructure
 - Terminal bus access upgrades
 - Terminal passenger upgrades
 - Bus stops and shelters
- Phase One costs for On Demand pilot

Estimated Additional Capital Cost of Plan

Phase One	Phase Two	Phase Three	Phase Four	Phase Five
\$140k	\$1.35M	\$1.5M *	\$0	\$1M *

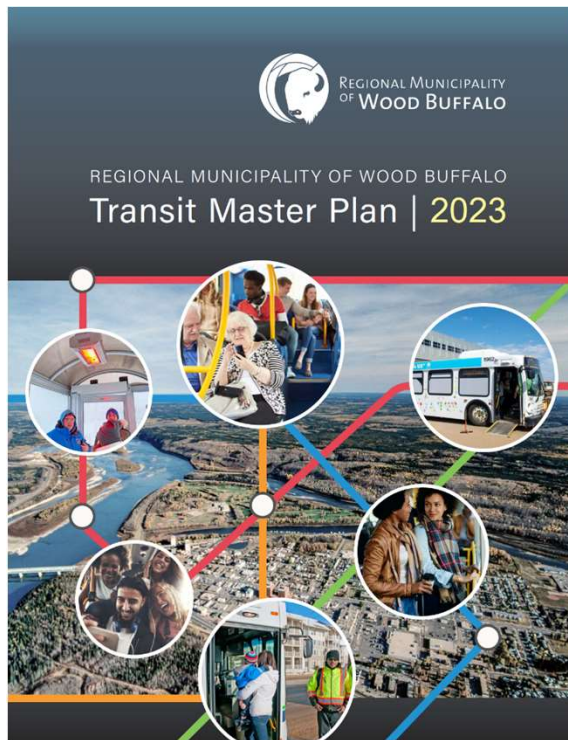
Cumulative Capital Costs



* Phases 3 & 5 estimates are based upon studies to adjust Timberlea and Thickwood terminals, and not reflective of funds required.



What do we Need to do Now?



- Receive approval of the plan
- Begin implementing recommendations
- Annual consideration during budget process
- Annual review as plan implemented
 - Community engagement prior to major changes



Thank You



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

6.3. Regional Municipality of Wood Buffalo Transit Master Plan

Delegation Submission

Nicole MacDermott, Transit Operator

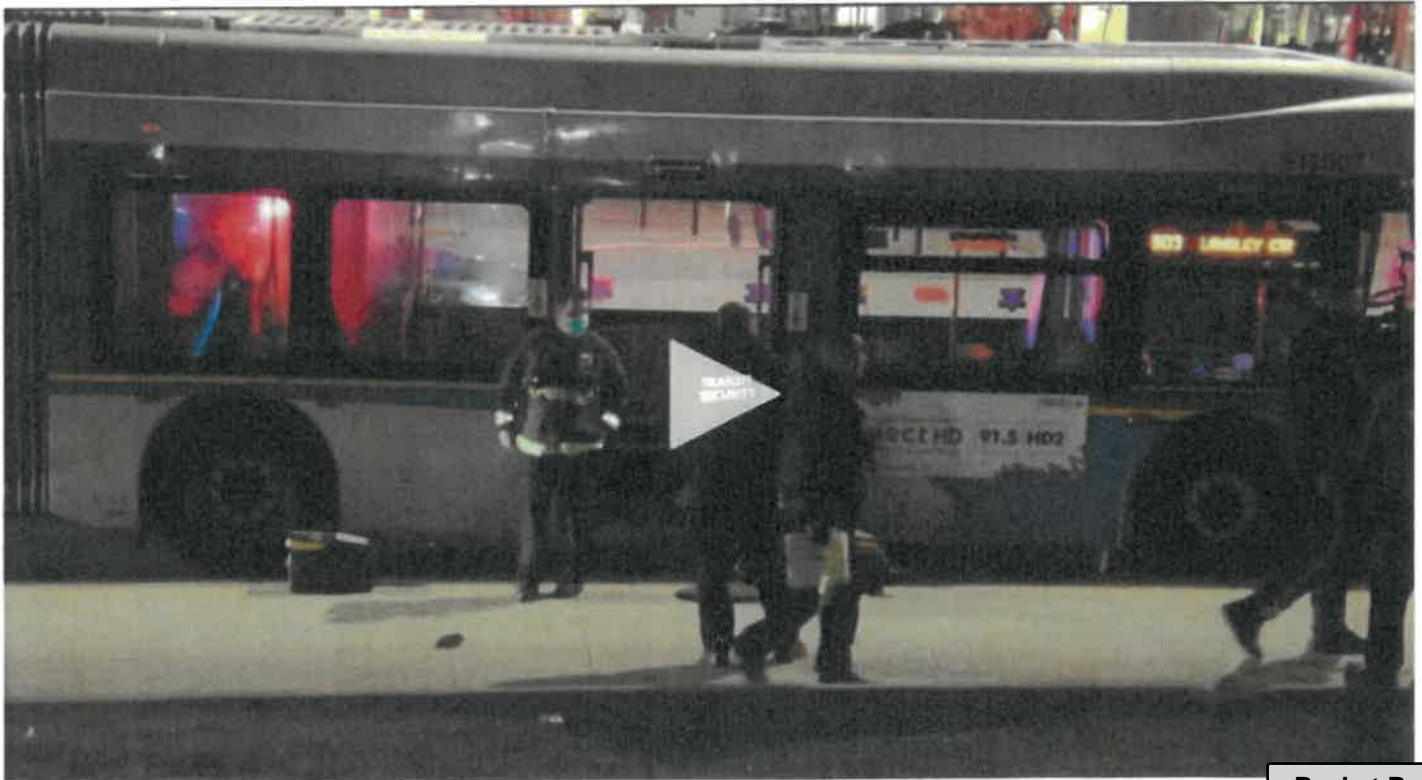
CANADA

Violence on transit has increased post-pandemic, police and union officials say

Published April 13, 2023 8:55 p.m. ET

By The Associated Press
Staff

Share this story:



Bus drivers' union calls for better safety after violent incident in West Vancouver

Union says bus drivers are facing more risk due to a seeming increase in people with mental health issues

Posted: Apr 14, 2023 8:41 AM PT

Last Updated:

Karin Larsen, CBC News

The union for West Vancouver Blue Bus drivers is calling for improved

Woman set on fire on Toronto bus identified; accused now charged with 1st-degree murder

Man now charged with 1st degree murder, police say there was no relationship between accused, victim

Posted: Jul 11, 2022 7:13 PM ET

Last Updated:

--- --

Violent crime calls on Edmonton transit up 53% in one year, police say

**Overall calls for police service
around LRT and buses up 31 per
cent from 2021**

Posted: Mar 15, 2023 5:37 PM MT

Last Updated:

Natasha Riebe, CBC News

The number of calls to police about

Man shot on Calgary Transit bus suffers life-threatening injuries

6.3.c



Attachment: Delegation Nicole MacDermott Submission (Transit Master Plan)



Melissa Gilligan
CTVNewsCalgary.ca Digital Journalist

[Follow](#) | [Contact](#)



Michael Franklin
CTVNewsCalgary.ca Senior Digital Producer

[Follow](#) | [Contact](#)

Updated April 12, 2023 7:10 p.m. MDT

17-year-old dead after stabbing on bus in Surrey: police

Homicide unit now investigating 2nd stabbing on public transit in the city this month

Posted: Apr 12, 2023 12:11 AM PT

Last Updated:

CBC News

A 17-year-old has died after he was

6.3 Regional Municipality of Wood Buffalo Transit Master Plan

Delegation Submission

Mayor's Advisory Committee on Youth

Wood Buffalo Transit Master Plan

April 2023

MACOY

Daniel Bouliane, Jean-Luc Eric, Tiara Gonsalkoralage, Samson Shaji



Survey Overview:

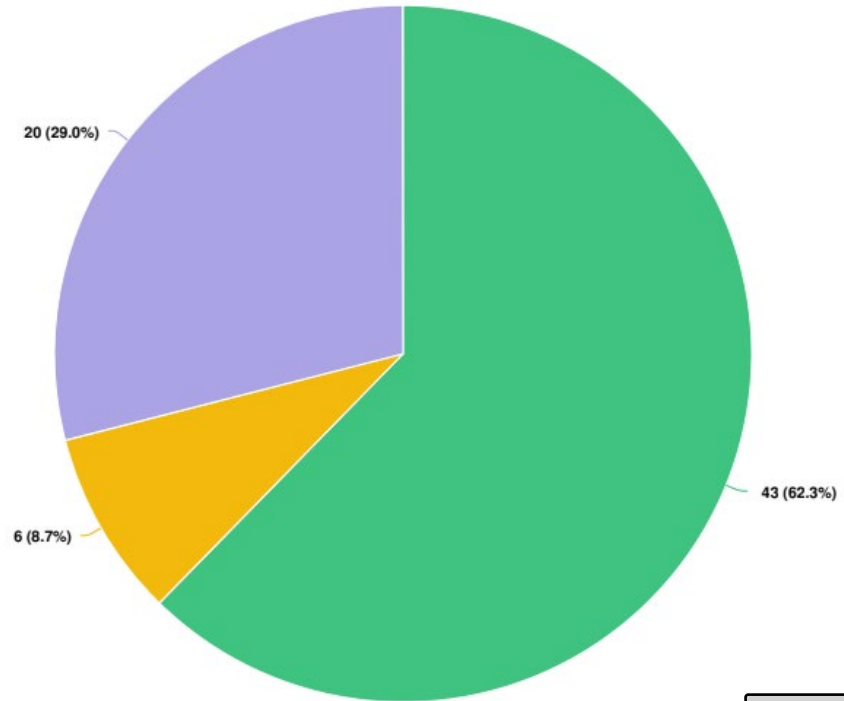
- Administered and advertised online by the Municipality
- From February 7th, 2022 to March 17th, 2022
- Involvement of MACOY

Survey Results (I)

Do you presently attend high school?

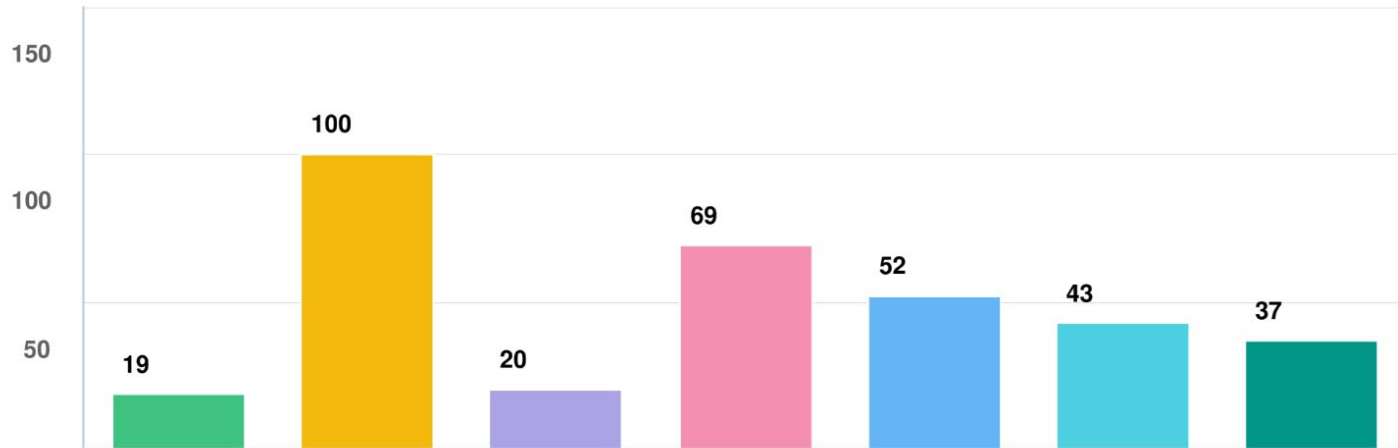
Question options

● I am a parent/guardian of a student attending high school ● No ● Yes



Survey Results (II)

I would like to provide feedback on:



Question options

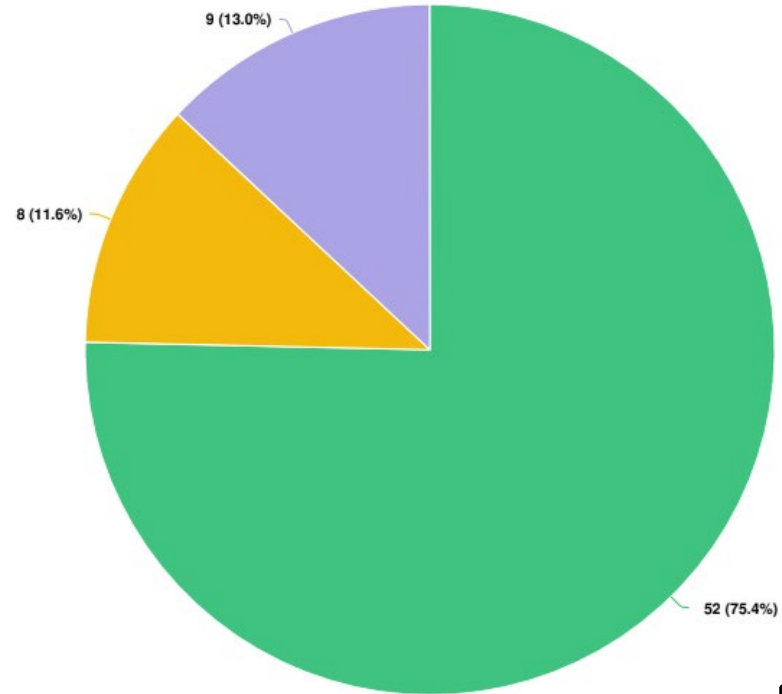
- Rural Service
- Urban Service
- SMART Bus
- School Service
- Transit Accessibility and Comfort
- Fare Pricing
- Trip Planning

Survey Results (III)

Do you plan to use the school service?

Question options

Unsure No Yes



Primary Issues & Needs (I)



Overcrowding



Safety



Advertising



Primary Issues & Needs (II)



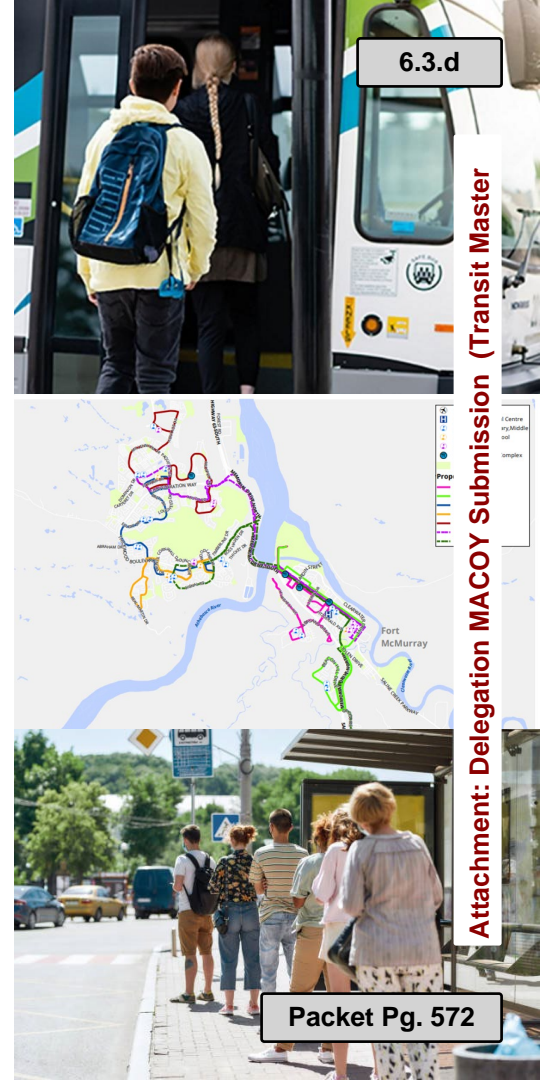
Student Cost



Route Frequency



Late Buses



Suggested Solutions



Increased route frequency



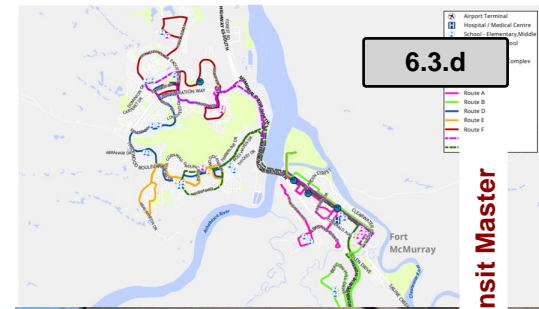
Advertising for increased ridership



Review discounted fare system



Advertise Transit app



Questions





COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: Wood Buffalo Housing and Development Corporation Sustaining Grant

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT a Sustaining Grant of \$6,475,124 be allocated to Wood Buffalo Housing and Development Corporation for 2023, from the Emerging Issues Reserve.

Summary:

Wood Buffalo Housing and Development Corporation (WBHDC) requested a sustaining grant of \$21,512,925 to pay the mortgage for the Siltstone Property. There would be a penalty incurred for early payment (approx. \$900,000) of the mortgage.

The Community Investment Program provides funding to Subsidiary Corporations to support programs and services that align with the goals identified in Council's Strategic Plan 2022-2025. A Subsidiary Corporation is an organization that is partially or wholly owned or controlled by the Municipality.

Eligibility Guidelines for the Sustaining Grant indicate that the applicant must be registered as a non-profit organization and classified as:

- A Strategic Partner that delivers programs and services in the municipality where the purpose and outcomes align with the Strategic Plan and improve the quality of life for residents in Wood Buffalo through providing one of the follow strategic services:
 - o Collection, preservation, or display of regional heritage and culture in a museum setting.
 - o Act as a collective voice for:
 - development of the arts community
 - progression of interests of the social profit sector

- advancement of cultural diversity
- promotion of the economic diversification of the Municipality
- o A strategic service that is of benefit to the entire Region, as set out in a Service Delivery Agreement.

Background:

WBHDC provides affordable housing (10% below market), community housing, seniors housing and manages the Government of Alberta's rent supplement program for the region. Lower rental rates and increased fixed costs, along with the economic downturn in the community, have made it difficult for WBHDC to service its debt. This situation is not sustainable in the long term.

Initiatives have been undertaken by WBHDC to reduce its costs. Overhead costs have been reduced through elimination of discretionary spending and IT changes. Staff restructuring resulted in a net reduction of \$4.7M from 2014 to 2020. Fixed costs, which include utilities, property taxes, insurance, and debt servicing, comprise of more than 40% of the overall costs.

By eliminating annual debt servicing costs WBHDC would be able to modify and/or renovate properties to better serve the changing demographics and accommodate larger families, as many of the current properties were originally designed and constructed to accommodate individuals and couples. It would also enable WBHDC to continue with life cycling initiatives to ensure the longer-term viability of its assets and further its work with rural communities to provide affordable housing.

On March 2, 2022, Council approved \$5M for WBHDC to fund its mortgage debt servicing payment in 2022 and requested that WBHDC be requested to provide a fiscal and organizational update to Council no later than November 30, 2022, in advance of the 2023 budget process.

On April 3, 2023, WBHDC applied for a Sustaining Grant through the Community Investment Program. The Sustaining Grant request for \$21,512,925 is intended to pay the Siltstone Place mortgage to ensure long term sustainability of WBHDC.

The application was reviewed by Administration and screened for compliance with the Community Investment Policy FIN-220 and the Sustaining Grant Guidelines. Based on that review the Administrative Recommendation is that:

\$6,475,076 be provided to Wood Buffalo Housing and Development Corporation from the Emerging Issues Reserve for the following:

\$3,089,642 for the 2023 Creekside mortgage payout

\$1,919,310 for the 2023 Delta mortgage payout

\$1,466,124 for the 2023 Siltstone Place annual mortgage payments

Total \$6,475,076

Budget/Financial Implications:

The Administrative Recommendation is that WBHDC receive \$6,475,076 from the Emerging Issues Reserve.

Rationale for Recommendation:

A cost benefit analysis was completed by the Chief Financial Officer. This cost benefit analysis revealed that it would be a more financially prudent approach for the Regional Municipality of Wood Buffalo (RMWB) to fund WBHDC through a sustaining grant, rather than paying the balance of the mortgage in full for Siltstone Place. This is because the interest rate for the Siltstone Place mortgage is lower than the current return on the RMWB investments.

Strategic Plan Values:

Fiscal Management
Building Partnerships

Attachments:

- 1. Sustaining Grant Wood Buffalo Housing and Development Corporation Recommendation Sheet**
- 2. Wood Buffalo Housing and Development Corporation 2023 Operating Budget**
- 3. Wood Buffalo Housing and Development Corporation 20-Year Asset Management Plan**
- 4. Wood Buffalo Housing and Development Corporation Sustaining Grant Application**
- 5. 2023 Sustaining Grant Guidelines**
- 6. FIN-220 Community Investment Program Policy**

Wood Buffalo Housing & Development Corporation

2023 Sustaining Grant

Strategic Partners Stream Analysis

Partial Recommendation

FIN 220-3.3.5: Sustainability of the organization and activity, as applicable

CIP Grant Summary:

2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Recommended by CIP	Variance Recommended vs. Requested
-	-	-	21,512,925	6,475,124	(15,037,801)

Approved Carry forward		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Streams
2022	2023				
-	-	December 31, 2022	28,571,492	27,565,349	21,512,925

Notes:

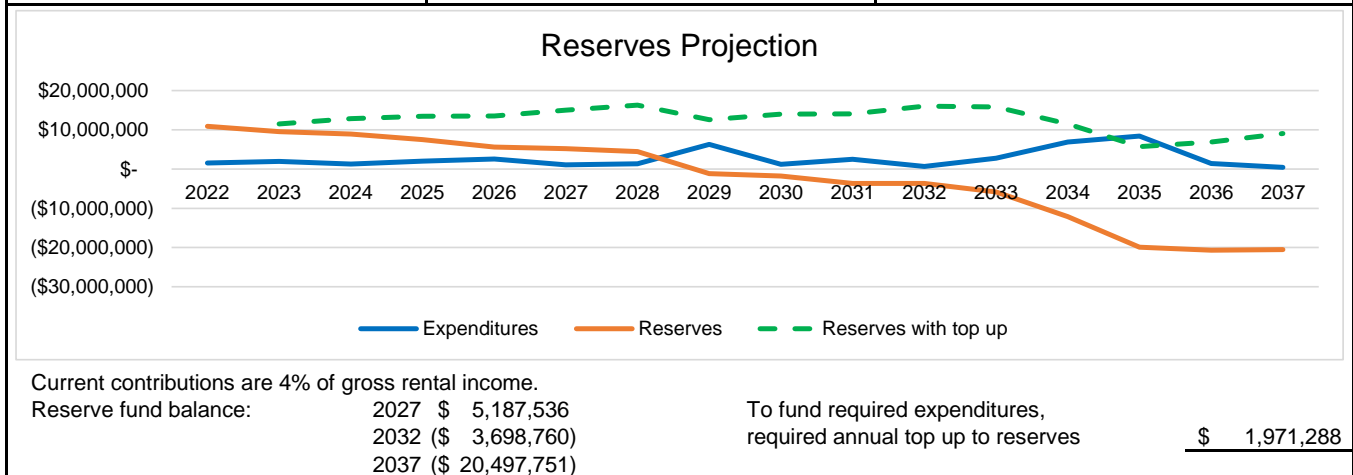
Secured Revenue:	\$0
In Progress Revenue:	\$0
2023 Grant Request: Support paying off Siltstone Place Debt to ensure Long Term Sustainability of Wood Buffalo Housing	
Community Impacts/Outcomes: Individuals develop positively, increased pathways to support services	

Budget Table	2023 Total Budget	2023 Budget Request	2023 Recommended
Revenues			
RMWB Sustaining Grant	21,512,925	21,512,925	6,475,124
Total Revenues	21,512,925	21,512,925	6,475,124
Expenses			
Siltstone Place Debt	21,512,925	21,512,925	6,475,124
Total Expenses	21,512,925	21,512,925	6,475,124
Total Surplus (Deficit)	\$ -	\$ -	\$ -

Wood Buffalo Housing 2023 Operating Budget	
	2023
Net property sales	\$ (102,912)
Rental properties revenue	17,675,509
Rent Supplement Revenue	3,274,000
Other income	1,462,843
Operating grants contributions and donations	1,782,057
Municipal requisitions	1,686,508
Interest income	503,761
Amortization of external capital contributions	3,175,337
Amortization of rights holder agreements	99,200
Total Revenue	29,556,303
Rental properties operating expenses	2,214,952
Rent supplement expense	3,274,000
Wages and benefits	6,553,041
Repairs and maintenance - recurring	2,055,136
Repairs and maintenance - non-recurring	1,741,884
Office and administrative	1,142,484
Utilities	4,328,380
Property taxes	875,628
Insurance	1,782,675
Amortization	6,282,929
Interest on long-term debt	912,093
Total Expenses	31,163,201
Deficiency (Excess) of Revenues over Expenditures	(1,606,898)
High Level Cash Flow:	
Amortization Expense	6,282,929
Income from Deferred Contributions	(3,274,537)
Mortgage Principal Repayments	(14,939,794)
Withdrawn from Sustainability Fund	12,558,831
Withdrawal from reserves for Capital Maintenance	1,474,629
Self Funded Capital Reserves	(280,896)
CMHC Capital Reserves	(497,790)
Cash Flow (Deficit) Surplus	\$ (283,525)
<i>Capital maintenance paid from reserves</i>	

ASSET**Property:** *Affordable Housing Portfolio***Address:** *Various***Description:** *The Affordable Housing Portfolio consists of 1182 residential rental units. They are a mix of apartment and townhouse styled suites with the majority located in Fort McMurray. (WBH has 20 units in its rural areas that are not represented below.)*

ASSET		RESERVES		UNIT MIX	Apartments	Townhouses
Constructed:	2004 - 2015	Last Reserve Study	various	Jr 1-Bedroom	13	10
Design Life:	40			1 Bedroom	346	10
		Reserve Fund Amount:	\$10,889,987	2 Bedroom	437	32
Cost to construct:	\$214,253,851	Annual Contribution:	\$622,258	3 Bedroom	87	174
Current Book Value:	\$173,387,362	Inflation Index:	3%	4 Bedroom	0	52
				5 Bedroom	0	1
					883	279
				Total Units	1162	not incl. rural



Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Application ID

2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Wood Buffalo Housing and Development Corporation
9011-9915 Franklin Avenue
Fort McMurray, AB, T9H 2K4

Mission Statement:

We collaborate to pursue safe and sustainable housing solutions for the people of our region.

Primary Contact

Patricia Scantlebury-MacInnis
9011-9915 Franklin Avenue

s.17(1)

Email: patricia@wbhousing.ca

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Board Questionnaire

How often does the Board review the financial position of the organization?

The board meetings are held quarterly. Audited financial statements are presented for approval by the Board annually at the March meeting; and for approval by the members who are RMWB Mayor and Council, and CAO, at the Annual General Meeting (AGM).

What efforts have been made in the past fiscal year to increase the financial support for your organization?

Wood Buffalo Housing is focused on getting to a position of financial sustainability. We undertook a complete organizational restructuring, resulting in a net reduction in staffing cost from \$11.2M in 2014 to \$5.6M in 2022. In 2019, we implemented a new business operating model with a focus on efficiency and customer service for our tenants. This new model also gave us the ability to contract out some of our work, providing efficiency and flexibility in our operations.

We reduced overhead costs by 51% by improving planning, procurement, and eliminating in-house IT and discretionary spending. In 2018, with provincial approval, we were able to use Provincial future capital grant funding to pay down \$19.6M of long-term debt, reducing our annual debt service payments by approximately \$1.4M.

In 2021 and 2022, WBH used unrestricted reserves of \$19.7M to paydown additional mortgages and will use another \$12.5M in 2023 to payout mortgages as they renew, to mitigate rising interest rates and reduce on-going cash flow deficits. This has reduced on-going annual mortgage payments (principal and interest) by \$4.8M.

If we receive the grant money to pay down our Siltstone debt, we could continue to remain a Part 9 that does not require annual operating funds. Since WBH's debt is also RMWB debt and our assets are municipal assets it would be in the best interest of both our organizations to eliminate that debt, thereby eliminating a further \$1.5 million in annual debt service cost and enable us to sufficiently fund the 20 year capital maintenance and replacement plan.

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Organization's most recent Fiscal Year End date

Please click Save Draft to update the following two questions with this date.

12/31/2022

Unrestricted Net Assets

Unrestricted Net Assets (accumulated surplus that the Board has not set aside for a particular purpose) from your Financial Statements ending: 12/31/2022

\$27,565,349.00

Total Expenses

Total Expenses from your Financial Statements Ending: 12/31/2022

\$32,189,335.00

Does your organization have unrestricted net assets greater than the last fiscal year's operating expenses?

No

Please note any restrictions on becoming a member of your organization.

There are no restrictions on becoming a member of our organization. Our board members apply through the municipal website, and successful candidates are chosen by the RMWB Mayor and Council. We have a very diverse board.

Please note any restrictions on participating in your organization's programs or services.

There are no restrictions on renting from WBH. We help people from every demographic and income level to access safe and affordable housing options. Under our rent subsidy, community housing and seniors housing program, we abide by the Social Housing Accommodation Regulation which determines priority based on a point score system.

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Minimum number of board members according to bylaws.

5

Number of board members currently.

11

Number of board members last year.

10

Number of board members 2 years ago.

11

How often does the Board of Directors meet?

We have 5 meetings per year, plus the annual strategic planning session in the spring. We have two Board Committees; Audit and Finance Committee and Governance Committee, which also meets 5 times per year prior to each board meeting.

Board of Directors

Name	Board Position	Years on Board
Allan Kallal	Chair	4
Andrew Carter	Vice Chair	4
Amanda MacPherson	Secretary	4
Adekunle Dada	Director	2
Alex McKenzie	Director	less than 1
Najwa Karamujic	Director	1.5
J. Ross Carruthers	Director	5
Tom Lawrence	Treasurer	1
Tracey Ball	Director	1
Uno Monofi	Director	less than 1
Councillor Allan Grandison	Council Representative	1.5

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Are any Board members being paid, or receiving an honorarium for being on the Board or for other positions in the organization outside of their role on the Board?

No

Board Funding

Describe measures being undertaken to fill vacant spots if minimum board members are not met.

We have no vacant spots. The municipality posts vacant spots on the Boards and Committees section of their website. They also advertise those vacancies on social media.

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Overview

Brief Summary of the Proposed Programs and Services:

WBH needs to be financially sustainable to continue to manage 1200 units of affordable housing, required to be at least 10% below market rental rates, with no government funding. WBH also needs to be sustainable to continue to manage community and seniors housing, and the Rent Supplement Program.

Please indicate the location(s) in which proposed services will take place (please check all that apply):

Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Fort McMurray, Gregoire Lake Estates, Janvier, Saprae Creek Estates

The Sustaining Grant subsidizes organizations to that contribute toward the key strategic priorities identified below. Please indicate which category that is applicable to the organization.

The Regional Municipality of Wood Buffalo Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit organizations to achieve the goals and objectives outlined in the Municipal Strategic Plan. Please indicate which category that is applicable to the organization.

Act as a collective voice for providing strategic programs/services that are of benefit to the entire region

What year did the organization complete its last business plan or strategic plan?

We completed our 2022-25 Strategic Plan in June of 2022. We review this plan annually with our Board of Directors and senior management to update accordingly. Our next Strategic Planning session is May 2023.

Provide a brief overview of the organization's strategic priorities.

The organization's three strategic priorities are:

1. Ensure the financial viability and sustainability of Wood Buffalo Housing.
2. Strategically engage stakeholders. This includes identifying, developing and nurturing key partnerships
3. Establish a focus on continuous improvement of customer service.

Operational Staff Information

	Per Organization Chart	Currently Filled
Full Time Positions	51	48
Part Time Positions	7	7

How will volunteers be involved in the proposed programs, projects, services or events?

Note: It is an objective of the Community Investment Program to promote public/volunteer participation.

WBH does not have volunteers who run our programs and services, but our Board is a volunteer board. We do have volunteers who entertain and visit with our seniors at Rotary House lodge. Our management team also sits on a number of other volunteer boards throughout the region, for example the Fort McMurray Heritage Society, the Advisory Committee on Aging, Downtown Redevelopment Advisory Committee, Community Futures Wood Buffalo, Homelessness Initiatives Strategic Committee, Support Through Housing Team and Poverty Reduction Network.

Does the program, project, service or event address Truth and Reconciliation in the region? In what ways?

WBH is dedicated to working with our Indigenous partners. WBH has Memorandum of Understandings with the Fort Chipewyan Métis, the Fort McKay Métis, Fort McMurray Métis and the Conklin Resource and Development Advisory Committee (CRDAC) to address the affordable housing needs in those communities. We have also been working closely with the Chipewyan Prairie First Nation to address their housing needs.

WBH has been lobbying the provincial government for additional units and funding for community housing and social supports in both the urban and rural communities. Except for two family units in Fort Chipewyan and one in Anzac, there is no other provincially funded (community) housing in our rural communities. Our entire region only has a total of 51 community housing units. WBH has applied for grants from CMHC and the Province to build and repair existing units in our rural communities, but to date none have been successful.

We recently leased the unused portion of Ayabaskaw Home in Fort Chipewyan to Athabasca Tribal Council on a cost recovery basis so that they can provide culturally specific programming in the community. The facility will provide programming for children and youth to enhance social development and well-being, and all programs and services will be developed in consultation and collaboration with

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

community members. The plan is to incorporate land-based learning and elder teachings that celebrate Indigenous culture and traditions.

Many of our tenants are Indigenous, and we have created partnerships with Chipewyan Prairie First Nation, Mikisew Cree First Nation, Fort MacKay Métis, and Fort McMurray Métis to house families who require accommodation on an emergency basis.

We have been working with the Fort Chipewyan Métis to help them develop their housing plan for Fort Chipewyan.

We have Indigenous representation on our Board of Directors, and we provide Indigenous Awareness Training to all of our employees so that they may understand the historical treatment of our Indigenous Peoples.

We have developed an annual partnership with Fort McMurray Métis for grounds maintenance at our properties during the summer months. This has been a successful program for the past two years and provides valuable work experience for their summer students. We continue to look for other mutually beneficial partnership opportunities with our Indigenous stakeholders.

If the program, project, service or event does speak to Truth and Reconciliation, please identify the specific Call to Action and identify how it will be addressed.

Professional Development and Training for Public Servants

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

At WBH we ensure that all of our employees and management have received Indigenous Awareness Training. WBH CEO attended an education program with the RMWB Senior Management on the United Nations Declaration of the Rights of Indigenous Peoples to understand the path to reconciliation.

Youth Programs

#66. We call upon the federal government to establish multi- year funding for community-based youth organizations to deliver programs on reconciliation, and establish a national network to share information and best practices.

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

We are working with the Athabasca Tribal Council in Fort Chipewyan to provide a safe space to operate a youth centre. This was something the community said that they lacked, and it is a very important project that we are happy to be part of.

Business and Reconciliation

#92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects;
- Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects;
- Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

WBH has established MOU with our local Indigenous partners, so that we may help them to access safe and affordable housing for their people. We have been lobbying the government for more resources and access to subsidy. Two years ago we developed an annual partnership with McMurray Métis for grounds maintenance at our properties during the summer months. This has been a successful program and provides valuable work experience for their summer students.

Is your organization also working with the Regional Municipality's Indigenous and Rural Relations Department to deliver this initiative? If so, please explain how.

We have consulted the staff in the Indigenous and Rural Relations Department to find resources and information on upcoming training sessions that the municipality may be offering. We have worked with them, particularly in Conklin to try to improve relations in that community. We also worked with them on the transfer of the trailers from Ptarmigan Court to rural communities to provide much needed additional housing for our Indigenous partners. WBH CEO attended an education program with the RMWB Senior Management on the United Nations Declaration on the Rights of Indigenous Peoples to understand the path to reconciliation.

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Please highlight how the Indigenous community being served has been actively involved in the planning and development of programs, projects, services or events and will be in the initiative's ongoing operations, execution, and follow-up.

We have established MOUs with our local Indigenous communities, where they are actively involved in discussions with us on how we can best assist them to address affordable housing concerns in their communities.

We built relationships with Chipewyan Prairie First Nation (CPFN) to support the need for emergency housing in Fort McMurray. Through this positive relationship we are now working with CPFN to provide locally managed housing services in the community of Janvier. We are also working with the community of Conklin to transfer vacant land to them so that they can use it for future housing in their community. WBH will provide knowledge transfer and assistance with the transition for both Conklin and Janvier. We have also allocated the former Ptarmigan Court trailers to a number of rural communities, including CRDAC in Conklin, Chipewyan Prairie First Nation in Janvier, Fort McKay Métis, Fort Chipewyan Métis, and Chard Métis.

How will the programs, projects, services or events be promoted/advertised?

Note: Successfully funded programs, projects, services or events shall publicly recognize the funding considerations provided by the Regional Municipality of Wood Buffalo. Refer to Logos and the Logo Standards Guide for usage.

[RMWB Logo Standards.](#)

- ☒ Facebook
- ☒ Flyers/Pamphlets
- ☐ Community Calendar
- ☒ Instagram
- ☒ Word-of-Mouth
- ☐ Twitter
- ☒ Organization Website
- ☒ Other

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Have you received funding for this initiative in the past through the RMWB?

- ☐ Yes
☒ No

If the request for funding is greater than previous years, please explain the rationale.

No

The Community Investment Program requires other sources of funding in addition to this grant stream. Please list all other funding sources that are not secured at the time of application for this requirement (including declined and ineligible). Note: It is the responsibility of the applicant to advise CIP on the outcome(s) of the other grants applied for.

Other Funding Sources

Funding Source/Grant Name	Date Applied	Amount Requested	Result
N/A	01/01/2023	\$0.00	Pending
		\$0.00	

Outline any expected in-kind contributions or other non-financial resources being leveraged for this program, project, service or event to demonstrate community support.

N/A

Please provide the current volunteer information.

Current Volunteer Information

Volunteer Type	Per Organizational Needs	Currently Filled	Funded by the Proposed Grant
Program & Service	0	0	0
Fundraising	0	0	0
Committee	0	0	0
Administrative	0	0	0
Total	0	0	0

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Program/Projects Details

Are you applying for more than one program, project or service?

If you are unsure, please contact CIP@rmwb.ca for clarification.

No

Program/Projects

Step 1: Click on the button below to enter the name of your program(s), project(s) or service(s).

Step 2: Click on the Save Draft button at the bottom of the screen.

Step 3: Click on the "Program/Project/Services Details" button below to complete the details of each Program/Project/Services. Please be sure to press submit on the current program/project/service details.

Program/Project/Services: Ensure Long Term Sustainability of Wood Buffalo Housing **Status:** Completed

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Finances

Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Please Select	No revenue for this initiative	\$0.00
		\$0.00

Revenue in Progress

Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Other (Provide Detail)	Siltstone Place Debt	\$21,512,925.00	\$21,512,925.00
		\$21,512,925.00	\$21,512,925.00

Shortfall

Total
(Total Secured Revenue - Total Expenses)
-\$21,512,925.00

Total RMWB Grant Request

Amount
Total
\$21,512,925.00

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Total Cost of Program, Project or Service

Total cost includes all costs of the entire program, project or service

\$21,512,925.00

Total Grant Request

\$21,512,925.00

Grant request as percentage of total cost of program, project or service

Click on the Save Draft button to calculate the percentage.

100%

Preferred Cash-Flow

	Amount
January/February	\$0.00
April	\$0.00
August	\$21,512,925.00
October	\$0.00
Total	\$21,512,925.00

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Attachments

Upload Strategic Plan or Business Plan

[2022-25_WBH_Strategic_Plan_with_Appendices_updated_January_2023.pdf](#)

827.8 KB - 04/03/2023 1:26PM

Total Files: 1

Financial statements for the most recent fiscal year end

Note: Year end date must fall between July 1st of last year and June 30th of this year.

[1_2022_WBHDC_Consolidated_Financial_Statements_FINAL.pdf](#)

1.7 MB - 04/03/2023 5:42PM

Total Files: 1

Please upload relevant Logic Model(s). Please contact CIP@rmwb.ca if you require a Logic Model template.

[Logic_Model_WBH.pdf](#)

50.4 KB - 04/04/2023 1:46PM

Total Files: 1

Application Summary: 2023 - 2676 - Sustaining Grant - Strategic Partners Grant

Declaration

Declaration of Board Members – In making this application, I , the undersigned, confirm:

- that I have read the appropriate Grant Guidelines;
- that I understand that this application form and all attachments shall be part of the public Council agenda and accessible through all methods that the Council agenda is available;
- that I understand that this application form and all required attachments must be completed in full and received before 2023-04-05 9:00 MT;
- that I understand the term of the Grant is January 1 to December 31, 2023 and that all expenditures must happen during this term; and
- that I am authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.
- that I understand the personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Manager, Community Partnerships and Initiatives, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780)788-2220.

Acknowledgement

I do hereby certify that to the best of my knowledge, this application contains a full and correct account of all matters stated herein.

Applicant Name

Henry Hunter

Position/Title

President and CEO

Date: 04/04/2023



Project Summary

Ensure Long Term Sustainability of Wood Buffalo Housing

Program Name

Ensure Long Term Sustainability of Wood Buffalo Housing

Beginning Date

2023-04-25

Completion Date

Note: The term of the grant is January 1 - December 31. The event and all expenditures must occur during this term.
Note: For Community Plan on Homelessness Grant, the term of the grant is April 1-March 31. The program and all expenditures must occur during this term.

2023-12-31

For this program/project/service, how many paid staff positions at your organization will this funding support?

51 Full time staff and 7 part time staff
5 Casual staff

Which objective of the Community Investment Program does this program, project, service or event attempt to address? Please select only one.

Improves Quality of Life in the Region

Please identify 2-3 outcomes you hope to see for the participants of the proposed program, project, service or event.

Please see the >Outcomes Bank to select.

Outcome 1.1 Individuals develop positively - I know how to keep me and my family safe
Outcome 1.2 Increased pathways to support services - I know what resources are available for me/my family

Project Summary

Ensure Long Term Sustainability of Wood Buffalo Housing

Identify up to 2 additional unique outcomes you hope to see for the participants of the proposed program, project, service or event in the below fields based on your organization's logic model.

Please see the >Outcomes Bank to select.

Outcome 2.1 Diverse voices are identified, involved and engaged - I feel a sense of belonging in my neighborhood/community

Please provide supporting evidence that the need you are addressing exists in the community you are serving.

Note: In your response, please include census data, references to community plan, community studies etc. that demonstrates the need.

There is certainly a need in the Wood Buffalo Region for affordable housing that is safe and secure. There is also an emerging need for larger units. Our Siltstone property, which is our newest property, was built at the encouragement of the municipality and the Province to meet the projected population increase from the Municipal Development Plan of 230,000 people by 2030. The demographic in our region has changed drastically since then. We are seeing larger families moving to our region for employment and a better way of life.

In the 2019 Housing Needs Assessment that WBH conducted in partnership with our rural and Indigenous partners, one of the key findings was that while the region is affluent, with high median incomes, meaning that despite high home prices housing for most households remains affordable. However, for households earning less than \$40,000 housing affordability is an acute issue, and approximately 770 renting households are in core housing need. We have seen this at WBH with the increase in applications for the Rent Supplement Program funding and community housing.

We are grateful to have received a one-time payment of \$5M from the RMWB in 2022 to cover our mortgage payments for that year, however our financial situation remains difficult in the face of on-going low rental rates. The municipality through WBH owns \$224 million in assets with a replacement value of over \$518 million. As of December 2022, these municipal assets and the rent supplement programs are being used to house more than 2900 community members including, children, adults and seniors.

In 2019, WBH was able to achieve approval from the province to use \$19.6M of future capital grant funding to paydown its mortgages. Then, between December of 2021 and March of 2022, WBH used \$19.7M of its investments to payout three mortgages at their renewal dates in an effort to reduce on-going cash flow deficits.

Project Summary

Ensure Long Term Sustainability of Wood Buffalo Housing

In November of 2022, the Board of Directors of WBH approved our operating budget for 2023, including the use of an additional \$12.5M of our portfolio investments to pay down four additional mortgages renewing in 2023, to mitigate significant increases in the interest rates.

WBH has been experiencing operating and cash flow deficits since 2016. Rental revenues for WBH have declined by almost 30% since the downturn in the economy in late 2014 due to rental rates that have decreased by 27% and continuing high vacancy in its affordable housing program. Despite much work to reduce controllable costs, fixed costs such as utilities, insurance, property taxes and debt service continue to be more than 60% of our total costs. Revenues do not cover our annual obligations, and this is not financially sustainable.

On January 31st 2023, WBH has outstanding long-term debt of \$38M after paying down two additional mortgages on their renewal date of January 1, 2023 using its unrestricted reserves, to mitigate rising mortgage interest rates and reduce our on-going annual debt service obligations.

To finally reach sustainability and building on all of the work WBH has completed over the past 6 years including the contribution from the Province, we would like to request that Council consider the approval of funding in the amount of \$21.5M to pay down the Siltstone Place debt. This is the most recently constructed property in WBH's affordable housing rental portfolio representing annual payments of principal and interest of \$1.5M. Construction of this property was completed in 2015 at high construction costs, just as the economic downturn began, and rental rates started to decrease significantly. At the current rental rates, WBH is not able to cover the annual payments of \$1.5M resulting in ongoing deficits.

Please explain briefly how the planned activities address the need your organization is responding to.

Paying off our Siltstone debt (\$21.5M) would eliminate another \$1.5M annually in debt service payments and WBH would return to financial sustainability. We could continue to provide affordable housing options for the people of Wood Buffalo. This will allow us to:

- o Mitigate inflationary pressures on operating costs, and projections for capital maintenance.
- o Properly fund the 20 year capital maintenance and replacement plan.
- o Consider opportunities to modify/renovate our properties to better serve the changing demographics in support of larger families.
- o Further our work through the MOUs we have with our Indigenous partners which also includes our rural communities.



Project Summary

Ensure Long Term Sustainability of Wood Buffalo Housing

Provide details of how your initiative differs from other services being offered in the community.

WBH is the housing management body for the region and we provide affordable housing, community housing, seniors housing and manage the rent supplement program. Our affordable housing program is mandated to be at least 10% below market based on CMHC market rental rate data and receives no government funding. The operations are expected to be sustained by rental revenues and we are limited by the amount of rent we can charge. These properties were built when construction costs were high and the population projection was 230,000 by 2030. Now with the lower rental rates and the economic downturn in the community it has made it difficult to service our debt and making us unsustainable in the longer term.

Please identify the target demographic of the program, project, service or event in the table below:
Please record the total number of unique participants for each demographic. This includes all participants that you anticipate will access the funded programs and services.

Target Population

Age	Target Population
Infants/Toddlers (0-3 years)	0
Preschoolers (4-5 years)	0
Children (6-12 years)	0
Youth (13-18)	0
Adults	269
Seniors	193
Families	1460
Community	8
Total	1930



Project Summary

Ensure Long Term Sustainability of Wood Buffalo Housing

Please identify the equity deserving population the program, project or service will serve:

- ☒ 2SLGBTQ+
- ☒ Indigenous
- ☒ Black
- ☒ Neurodivergent
- ☒ People with Disabilities
- ☒ Visible/Non-Visible Minority
- ☒ Newcomers, Immigrants, Refugees
- ☒ Men and boys
- ☒ Women and girls
- ☒ Other

What tools will you use to measure the outcomes of the program, project, service or event?

Surveys, Other:

Other:

Rent Supplement Data and Audited Financial Statements

Does your organization have an Outcome Measurement plan for this initiative? Please note, outcome measurement data will be collected on reports during this funding period.

- ☒ Yes
- ☐ No

Please indicate if the proposed program, project or service will do one or more of the following:

To determine if the program, project or service meets the Family and Community Support Services (FCSS) program outcomes please refer to the [FCSS Measures Bank](#) and the [FCSS Program Advice Inventory Listing](#).

Provide supports that help sustain people as active members of the community



Project Summary

Ensure Long Term Sustainability of Wood Buffalo Housing

List the community groups or organizations that will be actively involved in the program, project, service or event delivery.

Note: The grant stream is intended to promote an allied social profit sector within the Municipality.

Community Organization or Group	Role
Centre of Hope	Service Provider - Captain's Place
Salvation Army	Service Provider - START program
Autism Society of the RMWB	Service Provide - Life Skills
Support Through Housing Team	Service Provider - Centennial House
McMan Youth, Family and Community Services Association	Service Provider - Youth Group Home

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan identified by your organization?

Our request to paydown the debt on our Siltstone property will help the Municipality to achieve it's first objective, as listed in Council's 2022-2025 Strategic Plan and the RMWB's 2018-2021 Strategic Plan, of 'Fiscal Responsibility'. We share this priority and have listed it as our number one objective in our own 2022-2025 Strategic Plan. WBH is a municipal, arm's length Part 9 corporation that does not receive operational funding from the RMWB. Since we are a Part 9 of the RMWB, our assets are municipal assets. WBH has taken the municipality's original investment of \$450,000 and turned it into \$224 million in assets with a replacement value of over \$518 million, and we want to ensure those assets remain available to the people of this region. WBH's debt is also RMWB debt and we feel that fulfilling this request is in the best interest of both our organizations. Should we receive assistance from the RMWB to pay out the Siltstone Place debt, we could then become financially sustainable into the future.

Briefly highlight the programs, events, and/or initiatives that your organization is proposing to deliver with the Community Investment Program Grant.

Program Event Initiatives.

Program/Event/Initiative Name	Program/Event/Initiative Description	City/Hamlet	Duration or Frequency
Housing	Sustainable housing	RMWB	Ongoing

Logic Model - Ensure Long Term Sustainability of Wood Buffalo Housing

Social Problem <i>(what issue is this service responding to? Data? Evidence?)</i>	<p>There is an ongoing need for affordable housing in the Wood Buffalo Region. Wood Buffalo Housing has 555 households that currently receive a subsidy to assist them in paying their rent under the Rent Supplement Program, with 138 households on the waitlist seeking rental assistance. Our affordable housing rentals also assist people in accessing safe and affordable housing by offering rentals at 10% below market rates. With the increasing inflation and global financial pressures people are facing, affordable housing has never been more important than it is now. That is why it is paramount that these assets are protected and WBH is financially sustainable.</p>	
Priority Population <i>(be as specific as possible)</i>	<p>Residents of the Wood Buffalo region. Our housing is open to anyone that applies and is eligible.</p>	
Impact/Vision	<p>Vision: Wood Buffalo is a region where everyone has access to safe and affordable housing.</p> <p>Mission: We collaborate to pursue safe and sustainable housing solutions for the people of our region.</p>	
Outcomes	<p align="center">1. Financial Sustainability</p>	<p align="center">2. Continued Long-Term Provision of Affordable Housing</p>
Indicators	<p>1.1 Ability to sufficiently fund the 20-year capital maintenance and replacement plan and to top-up our capital replacement reserves.</p> <p>1.2 Balanced budgets.</p> <p>1.3 Mitigate inflationary pressures on our operating costs.</p>	<p>2.1 Well-maintained functional building.</p> <p>2.2 Balanced budgets.</p> <p>2.3 Tenant satisfaction and retention.</p> <p>2.4 Explore opportunities to modify/renovate our properties to better serve the changing demographics to support larger families.</p> <p>2.5 Further our work through the MOUs we have with our Indigenous partners which also includes our rural communities.</p>
Outputs <i>(how many or how much did we action?)</i>	<p>1. We reduced staffing cost from \$11.2M in 2014 to \$5.6M in 2022.</p> <p>2. We reduced overhead costs by 51% by improving planning, procurement, and eliminating in-house IT and discretionary spending.</p> <p>3. In 2018, with provincial approval, we were able to use Provincial future capital grant funding to pay down \$19.6M of long-term debt, reducing our annual debt service payments by approximately \$1.4M.</p> <p>4. In 2021 and 2022, WBH used unrestricted reserves of \$19.7M to paydown additional mortgages and will use another \$12.5M in 2023 to payout mortgages as they renew, to mitigate rising interest rates and reduce on-going cash flow deficits. This has reduced on-going annual principal and interest payments by \$4.8M.</p>	

Key Activities <i>(what do we need to action to reach the outcomes?)</i>	Paying off our Siltstone Place debt (\$21.5M) would eliminate another \$1.5M annually in debt service payments and WBH would return to financial sustainability.
Inputs/ Resources <i>(what do we need for the program to run? i.e., staff, space, supplies, etc.)</i>	Program is fully resourced. No additional resources are needed.



Strategic Plan 2022-2025

CORE ELEMENTS

Vision

Wood Buffalo is a region where everyone has access to safe and affordable housing.

Mission

We collaborate to pursue safe and sustainable housing solutions for the people of our region.

Core Values

The following Core Values fortify the culture of Wood Buffalo Housing (WBH). Every day, the employees, management and Board of WBH are committed to living these core values. Applying these values to everything we do ensures we deliver our services in the most effective way.

Service:	We work as a team to provide a quality customer SERVICE experience for the community and our tenants.
Respect:	We show RESPECT to each other, our tenants, our community partners, and our stakeholders.
Integrity:	We show INTEGRITY in all of our actions as we work to serve others.
Innovation:	We show INNOVATION as we strive to do an even better job for the people we serve.
Collaboration:	We show COLLABORATION as everyone contributes equally.

STRATEGIC DIRECTION

The focus of the 2022 strategic planning session was to explore how relevant our three strategic priorities were in this new post Covid-19, economically uncertain and politically polarized world we are living in. It was decided that these priorities should remain a focus for our organization. However, the means and tactics we will use to achieve them have certainly changed.

The three strategic priorities for this plan are:

1. Ensure the ***financial viability and sustainability*** of Wood Buffalo Housing.
2. ***Strategically engage stakeholders***. This includes identifying, developing and nurturing key partnerships.
3. Establish a focus on continuous improvement of ***customer service***.

1. FISCAL SUSTAINABILITY

At WBH we continue to explore best practices in business delivery and to demonstrate innovation as we strive to do an even better job for the people we serve. Fiscal sustainability is a key priority given ongoing operational deficits and environmental factors we are currently facing. We are a one resource region that is highly volatile, and we need to save when times are good to survive the lows.

Potential Outcomes of Fiscal Sustainability

- Serviceable debt
- Zero-based budgeting
- Annual budget reflects the corporate values
- Reserve fund adequate for our future capital maintenance and replacement
- Funds to renovate and improve asset utilisation

Goals

- Balance the budget by 2024
- Align the annual budget with corporate strategic direction and values
- Establish a fiscally sustainable business model
- Develop Business Plan for each building/ property asset
- Divestiture of Assets that does not fit our portfolio / mission
- Identify risks and opportunities

Measurement Targets

These targets will be set by Administration and approved by the Board

- Budget vs. actuals
- Audit report recommendations
- Vacancy rate by property
- Loss to lease (difference between lease rate and gross potential income)

Action Plans

See Appendix A

2. STAKEHOLDER ENGAGEMENT

At WBH we believe that collaboration is essential to our success, and we show respect to each other, our tenants, our community partners, and our stakeholders. Stakeholder engagement is a key component of the future success of the organization. A stakeholder engagement process will be developed to inform and enhance the vision of Wood Buffalo Housing as leading ***“a region where everyone has access to safe and affordable housing”***.

This heightened approach to stakeholder relations is imperative in view of challenges the organization has faced as a result of the economic and environmental pressures and is essential to the successful implementation of the Strategic Plan. It will be a critical part of recovery for WBH, and we must keep stakeholders close, informed and follow their trends/needs. We also need to be innovative in our approach because of the reduction of our internal resources and utilize the services of professional lobbyists who can reach the high influencers and decision makers.

Potential Outcomes

- Decreased vacancy rate that is on par with budget
- Enhanced relationships with all levels of government
- WBH is seen as the employer and housing provider of choice in the Wood Buffalo region
- WBH is seen as a valuable community partner and advocate for the people of this region
- Increased awareness that WBH is for everyone and the best option for employers to house staff

Goals

- Demonstrate value and importance of the mission to the Wood Buffalo community
- Enhance reputation and general understanding of the services provided by WBH, as well as our community impact
- Attract and retain more tenants
- Create partnerships that have reciprocal benefits
- WBH will be known as a credible source of policy advice regarding social and affordable housing
- WBH will be viewed by rural communities, industry and other community agencies as a productive and effective community partner
- Engaged, motivated, supported, and valued staff who have a sense of stability

Measurement Targets

These targets will be set by Administration

- Vacancy Rate
- Staff turnover rates
- Tenant retention/turnover/referral rates
- Business to business relationships

Stakeholder Mapping and Action Plans

See Appendix B: Stakeholder Mapping and Action Plan

Last Updated January 2023

3. CUSTOMER SERVICE

At WBH we work as a team to provide a quality customer service experience for the community and our tenants, and we show integrity in all of our actions as we work to serve others.

Customer service is a priority for the organization and will be a key component of our future success as tenants now have more choice in the market and with private landlords. However, we also need to manage the associated costs. We have to establish service level expectations and communicate those to all current and new tenants. These can be based on industry standards, and they help the tenants to better understand their own responsibilities as part of their lease.

Potential Outcomes of Customer Service Focus

- Impact community by moving beyond delivering a service upon request to addressing underlying needs
- Add value to the community in leading by example
- Create satisfied tenants who feel respected and appreciated
- Retain tenants and reduce costs
- Attract new tenants, reducing the vacancy rate and operating deficit

Goals

- Enhance the Wood Buffalo Vision as leading "a region where everyone has access to safe and affordable housing"
- Educate and promote complementary social supports for our clients
- Increased awareness of WBH reputation, services, and community impact
- Retain tenants and optimize operations and operating costs
- Attract new tenants; reduce the vacancy rate and operating deficit
- Inform Residents and Employers that WBH has options for them

Measurement Targets

These targets will be set by Administration

- Tenant retention/turnover
- Controllable v. uncontrollable factors (move out reasons)
- Prospect conversion ratio

Action Plans

See Appendix C



Applications & Corporate Office

Suite 9011
9915 Franklin Avenue
Fort McMurray, AB T9H 2K4
Phone: 780-799-4050
Toll-free in Wood Buffalo: 1-888-799-4050

Office Hours:
Monday through Friday 8:30 a.m.
to 4:30 p.m.
info@wbhousing.ca

Rotary House Seniors' Lodge

10116 Fraser Avenue
Fort McMurray, AB T9H 5E9 Phone:
780-791-1160

Office Hours:
Monday through Friday 8:30 a.m.
to 4:00 p.m.

WBHOUSING.CA

Appendix A: Fiscal Sustainability Action Plan

Appendix A: Fiscal Sustainability Action Plan

1	<p>Develop a service delivery model that helps address the challenges for rural communities.</p> <ul style="list-style-type: none"> Rural housing is difficult and costly to manage as we are doing it now. A new or better business model could be used to reduce operation costs as part of an overall community driven plan. Working with CPFN, to transfer units in Janvier and with CRDAC/Metis Region 1/Metis Alberta Housing to transfer Conklin units, and FCM to transfer affordable housing units in Fort Chipewyan.
2	Survey stakeholders for suggestions to inform budgeting.
3	Utilize zero-based budgeting to ensure fiscally viable budgets and realistic service levels.
4	Continue quarterly financial reporting, including management analysis and recommendations.
5	Continue to monitor, update, and report on Risk Register and Opportunities Register.
6	<p>Look at what we can do operationally to utilize assets more efficiently to cut overhead costs, including the possibility of divesting some assets.</p> <ul style="list-style-type: none"> With the prolonged economic downturn and high vacancy rate there may be a longer term benefit and overall operating cost reduction. However, in the current economic situation divestment of assets may result in a significant loss due to the reduction in market value of assets
7	Explore potential grants/CMHC funding under the National Housing Strategy, or grants related to environmental upgrades.
8	Continue to monitor and update the 20-year Asset Management Plan, including an in-depth review of required maintenance (update with higher inflation projection for next 5 years).
9	<p>Look at other services we can add in our buildings, like ATMs, game rooms, etc.</p> <ul style="list-style-type: none"> Added value services could help attract and retain tenants. This would require partnerships with service providers or possibly adding resources to provide services if there is a business case for doing so.
10	Ensure we are getting the best interest rates, insurance rates and mortgage renewal rates.
11	Look at rate riders on certain utilities; make application for a waiver or grant to cover these costs.
12	<p>Explore new Business to Business Opportunities.</p> <ul style="list-style-type: none"> Create mutually beneficial partnerships with community groups, local businesses, industry, etc. in an effort to reduce the vacancy by attraction and retention of tenants. Pursue partnerships to provide camp accommodations. Contractors use camp accommodation but may be open to accommodation in town. Pursue partnerships with Indigenous and rural communities who need housing for medical emergencies (long hospital stays), students, seniors/elders, etc. Pursue partnerships with businesses to offer affordable housing for employees/shared accommodations. Talk to representatives from Keyano College about possibility of housing international students. Look at new ways we can partner with cultural groups in the community. Possibility of providing office space for local social profits. Housing for displaced families/individuals.

Last Updated January 2023

13	Improve our use of our ERP System, utilizing it to help make informed decisions and implement online application client interface.
14	Continued strategic rental rate discounts. <ul style="list-style-type: none"> Strategic discounting of rental rates can help reduce or at least minimise the increase in vacancy within the affordable housing portfolio.
15	Advocate for property tax relief from the RMWB. <ul style="list-style-type: none"> Province is advocating for property tax relief as committed under Bill 78. Property tax is a significant cost to the corporation and we should explore the opportunity for a tax exemption or release.
16	Explore short-term rental opportunities, furnished units for temporary staff of local companies, etc.

Appendix B: Stakeholder Mapping and Action Plan

Appendix B: Stakeholder Mapping And Action Plan

Stakeholder	Key Results/Goals	Engagement Initiatives
Tenants	Engage and consult with current tenants about WBH’s programs and customer service standards.	Improve communications through use of the corporate web site, social media and tenant portal. Use WBH channels to engage current tenants with information about contests, promotions, Tenant Referral Program, events, etc.
	Create tenants who are ambassadors for WBH and see us as valuable to the community.	Need to ‘tell our story’; let tenants and prospective tenants know about our programs and what we do for the community.
		Create Ambassadors Committee
		Quarterly Tenant Newsletter: should include useful information about WBH, tips for tenants and community supports.
	Attract and retain more tenants.	Tenant surveys completed every two years.
		Bi-annual tenant meetings.
		Annual contests to engage tenants.
		Conduct exit surveys to determine reasons for people moving out.
		Establish a Neighbourhood Watch/ community care program so that tenants are engaged in where they live.
		Create a tenant retention program
		Promote the Tenant Referral Program.
		Offer affordable value-added services.
		Set service standard expectations for tenants at the start of their lease; inform them of reasonable turnaround timeframes for requests.
Seniors	Develop a seniors’ master development plan (current seniors’ accommodation plus Willow Square).	Establish key priorities based on the Regional Housing Needs Assessment.
	WBH will be seen as a leader in affordable housing for seniors within the region and Province.	Include key priorities for next stages of seniors' care in our Business Plan.
		Make sure Ministers and MLAs are informed on our needs and lobby government for funding.
		Inform the people of the region about the services and facilities we have available for seniors.
		Senior Staff on Advisory Boards

		Develop a program to promote aging in place at our affordable housing properties.
		Routinely engage with seniors agencies within the region.
Employees	Engaged, motivated, supported, and valued staff who have a sense of stability.	Teambuilding sessions, contests, once a quarter.
	Staff members will understand and actively support the Corporation's social responsibility mandate as it relates housing.	Weekly Updates from the President.
		Service recognition and awards.
		Customer service and other training sessions.
		Employee Referral Program.
		Ensure staff are engaged, motivated, supported, informed and valued during these challenging times.
Board	Have a well-informed Board that is equipped to advocate on behalf of the organization.	Build relationships and work with the Board to implement the strategic plan.
		Annual Board Orientation Session
		Annual Strategic Planning Workshop
		Regular PD sessions for Board members prior to meetings. Topics can include such things as effective board governance, building trust, etc.
		Weekly Updates
		Keep Board informed of all pressing issues for the Corporation.
		Provide 'Elevator Pitch' and key messages for Board.
		Quarterly social events with board and senior leadership team.
Prospective tenants/local community	Attract more tenants.	Create strategic advertising for all promotions and rental opportunities.
	Enhance reputation and general understanding of WBH programs and services.	Create consistent brand awareness radio campaigns.
	WBH will be viewed by the public as effectively meeting community social and gap housing needs.	Attend meetings and committees with local service agencies to allow more opportunities to inform them of what we do and what we have available.

	Be the go-to housing provider within the region for affordable housing.	Attend local community events and tradeshows to share information on our programs.
		Promote WBH widely as a valued social profit supporting the community, and as a leader in affordable housing. Tell our story about what we do for the people of the region.
		Create sponsorship / funding opportunities with community partners.
		Create a Business to Business strategy; form partnerships with local businesses within the region that are mutually beneficial. Explore ways we can help one another to navigate this 'new normal'.
		Create and maintain a customer service database with up to date contact information and meeting information.
Indigenous partners/rural hamlets	WBH will be viewed by as a trusted partner and expert in affordable housing management.	Establish and maintain MOUs with Indigenous groups.
	Rural and Indigenous residents will have increased access to the housing they need.	Identify expectations and ways to work together.
	The WBH board will have improved visibility within the municipality and within the rural communities served.	Utilize Regional Housing Needs Assessment to lobby for more funding.
	Rural community housing needs will be clearly articulated.	Development of locally managed housing body.
		Develop key priorities based on needs assessment.
		Effective and productive communications networks will be maintained with rural communities, other levels of government and other government agencies.
		Quarterly updates for each partner.
Other local Indigenous groups	Work together to collectively address rural subsidized housing.	Meet to determine housing needs/gaps for their groups.
		Identify and explore options for how WBH can help to address those needs/gaps.

Local businesses and commercial stakeholders	Establish WBH as housing provider of choice for their staff.	Create Business to Business Strategy that includes a list of partners that could offer mutual benefits; customer service management database.
	Ensure local businesses and stakeholders are aware of what we do and how we can help them.	Create sponsorship / funding opportunities with community partners.
		Make sales calls.
		Establish promotion/incentive packages custom for each business' needs.
Schools/colleges	College administration and students are aware of housing promotions and WBH programs.	Meet with Student Association to identify gaps in housing for students/staff.
		Build a B2B strategy for them.
		Look at partnership opportunities (i.e. student housing).
Industry	Established positive, productive partnerships with industry and community agencies that support the achievement of the WBH mission and business plan priorities.	Identify grants and draft applications.
		Meet with each company to identify gaps in housing for staff.
		Build & maintain potential partnerships for housing staff as an alternative to camps.
		Create sponsorship / funding opportunities with community partner.
		Implement master service agreements with contractors to provide the services we need on a call-off basis to ensure value for money.
Contractors	Establish positive relationships with local contractors, with clearly articulated goals and outcomes for each contractor defined.	Continue to utilize our procurement process when negotiating contracts. Ensure that all parties understand the expectations of the work for each project.
Province	The Government of Alberta will view the WBH as a credible source of policy advice regarding social and affordable housing and understand of the housing needs of our region.	Educate and inform all levels of government on the important role that WBH plays in this region, and what we need from them in order to continue providing these valuable services. Create an impact document that outlines what the region would look like without our services.
		Identify key asks for funding and key priorities, as well as possible grants.

		<p>Advocate for continued funding for community supports. (i.e., Rent Supplement)</p> <p>Continue to manage the programs within budgets.</p> <p>Meet with or correspond with local MLAs, Ministers and Deputy Ministers to ensure they are informed of our key issues.</p> <p>Engage with governments, Indigenous groups, and industry to collectively address rural subsidized housing.</p>
Federal government	The Government of Canada will view the WBH as a credible source of policy advice regarding social and affordable housing and understand the housing needs of our region.	<p>Build relationship with local MP. Setup quarterly meetings or communication to identify issues.</p> <p>Educate and inform all levels of government on the important role that WBH plays in this region, and what we need from them in order to continue providing these valuable services.</p> <p>Identify grants and draft applications.</p> <p>Establish relationship with CMHC and identify potential grants that we can apply for.</p>
RMWB	WBH will be viewed as a trusted partner and the “go to” organization. to meet community affordable and social housing needs within the municipality.	<p>Monthly Updates for Mayor, Council and CAO.</p> <p>WBH will provide timely, accurate information to the RMWB on its strategic priorities and results achieved.</p> <p>Seek ways for RMWB to advocate for funding for housing and housing supports.</p> <p>Educate and inform RMWB on the important role that WBH plays in this region, and what we need from them in order to continue providing these valuable services. Create an impact document that outlines what the region would look like without our services (from boom times to now).</p> <p>Develop key messaging for Mayor, Council and CAO so that when they attend events and meetings with key influencers they can lobby on our behalf.</p>

Local social profit agencies	Establish a relationship with local agencies that is mutually beneficial and supportive.	WBH will actively and effectively partner with other community agencies to help reduce homelessness in our community.
		Attend monthly Newcomer Interagency Network meetings, and Community Interagency Network meetings.
		Educate and promote complementary social supports for our clients.
		Engage with the various groups and committees. Cross-promote the services amongst the groups and seek any potential collaboration opportunities.
		Work with them to improve their model so that it is more effective for all stakeholders.
Other landlords	Build relationships with other landlords that is supportive and collaborative.	Work with local landlords to house tenants that we cannot accommodate.
		Collaborate on housing initiatives.
		Seek their help to lobby for extra housing supports for the people of this region.
Lenders	Financial sustainability of WBH to ensure debt is serviced.	Continually monitor the market interest rates and focus on financial sustainability.
Other Northern Communities	Establish mutually beneficial relationships with other northern communities that have similar challenges in regard to affordable housing.	Seek out ways to work together to increase our voice amongst provincial and federal funders by lobbying for similar needs/resources.
Media	Establish clear lines of communication with local and national media and be seen as a trusted source of information.	Establish a media distribution group for all news releases.
		Respond to media inquiries in an appropriate time frame and with clear information.
		Ensure we are adhering to the Media and Social Media policies and only designated spokespersons are able to be interviewed and speak on behalf of the organization.

Protective Services	Establish positive relationships with our local fire, ambulance, police, RCMP and bylaw services and be seen by these groups as adhering to all of the rules and regulations.	Ensure our properties remain in accordance with fire and safety regulations, and that annual inspections are met.
		Continue to maintain clear flow of information on any occurrences in our properties with these groups.
		Continue to meet the requirements to maintain the Crime-Free designation at our properties.
CUPE	WBH will be seen as a valued employer for our union staff and will continue to adhere to and uphold the collective agreements.	Adhere to bargaining guidelines.
		We will continue to be respectful and collaborative in our dealings with union representatives.
Other Housing Management Bodies	WBH will be seen as a leader in cooperation and collaboration amongst other housing management bodies in the province.	We will attend meetings strategically that we are invited to with other housing management bodies and the province and participate in discussion forums.

Appendix C: Customer Service Action Plan

Appendix C: Customer Service Action Plan

1	Explore ways to streamline processes. <ul style="list-style-type: none"> Establish metrics and assign priorities of what needs to be serviced first (i.e. Is it an urgent service?). Focus on efficiency of service.
2	Create a Tenant Handbook that outlines a set of acceptable behaviours and service levels standards for tenancy and maintenance. <ul style="list-style-type: none"> i.e. give examples of types of services offered and what is an acceptable turnaround timeframe for specific tasks.
3	Ensure tenant responsibilities are made known at the time of move-in.
4	Tell the story around our good “customer service”. <ul style="list-style-type: none"> Celebrate what we do well and what we do for the community, sharing our successes, etc. Look at rebranding our 'affordable' housing portfolio.
5	Get feedback on what our current tenants want, then find a way to deliver what we can (annual tenant surveys, etc.). <ul style="list-style-type: none"> Share all data collected with the team so that it can inform your plans, and communicate the information gathered back to tenants and stakeholders.
6	Explore whether there are any grants to get some of our services implemented.
7	Continue to collect stats to track service level standards (work orders, reasons for move-outs).
8	Maximize efficiencies of Yardi. <ul style="list-style-type: none"> Better continuation of information between tenants and landlord. Explore whether we can use RentCafé to setup an online maintenance schedule, garbage days, snow clearing, grass cutting, special projects so that tenants can easily lookup when tasks will be completed.
9	Implement online application client interface.
10	Create an opportunities register that outlines potential for mixed-use space within our buildings or on our properties and adding complementary services. <ul style="list-style-type: none"> Target and explore feasibility of each opportunity.
11	Provide furnished units as an option for potential tenants. <ul style="list-style-type: none"> Could present an opportunity when economic recovery begins and people are attracted to the community in pursuit of employment.
12	Develop an asset beautification plan per property over multiple years. <ul style="list-style-type: none"> This will improve the first impression of our properties and increase our ability to retain and attract tenants.

Last Updated January 2023

13	Promote the Tenant Referral Program. <ul style="list-style-type: none"> Using our current tenants, employees, and community partnerships to encourage tenant referrals could improve our ability to maintain or increase occupancy and revenues.
14	Setup a tenant ambassador and retention program. <ul style="list-style-type: none"> Could be a community watch group, beautification committee, etc. Goal is to encourage tenants to take ownership and pride in where they live. Allow tenants to have gardens, perhaps a community garden. Program could fairly reward tenants that are not eligible for current promotions. Focus plan on the realization that a residency starts the first day of contact with the office.
15	Training for Staff. <ul style="list-style-type: none"> Have focused training related to customer service, public speaking and leasing. Other training will be identified as required.
16	Look at ways we can use technology to improve our operations. <ul style="list-style-type: none"> Smart sensors/smart units Virtual inspections Verbal applications for individuals who may struggle due to language barriers, etc. Use technology to track things we do.
17	Develop a tenant engagement strategy <ul style="list-style-type: none"> Tenant BBQs Provide in-house events

Consolidated Financial Statements of

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Year ended December 31, 2022

Independent Auditor's Report

To the Board of Directors of Wood Buffalo Housing & Development Corporation

We have audited the accompanying consolidated financial statements of Wood Buffalo Housing & Development Corporation, which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2022, and the results of its operations, changes in net assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a

guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
March 21, 2023

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying consolidated financial statements of the Wood Buffalo Housing & Development Corporation (the "Corporation") are the responsibility of the Corporation's management, and have been prepared in compliance with legislation and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies followed by the Corporation are described in Note 2 to the consolidated financial statements. The preparation of the financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Corporation's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for the preparation of the consolidated financial statements. These systems are monitored and evaluated by the management.

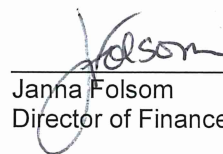
The Board of Directors meet with management and the external auditors to review the consolidated financial statements and to discuss any significant financial reporting or internal control matters prior to the Board of Directors' approval of the consolidated financial statements.

The consolidated financial statements have been audited by Deloitte LLP, independent external auditors appointed by the Corporation. The accompanying independent auditor's report outlines their responsibilities, the scope of their examination and their opinion on the Corporation's consolidated financial statements.



Henry Hunter
President/CEO

March 21, 2023



Janna Folsom
Director of Finance

March 21, 2023

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Consolidated Financial Statements
Year ended December 31, 2022

Consolidated Financial Statements

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WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Consolidated Statement of Financial Position
As at December 31, 2022

	2022	2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 6,029,755	\$ 7,304,613
Portfolio investments (Note 3)	14,804,309	25,592,929
Accounts receivable	1,529,516	1,986,531
Funds held in trust (Note 4)	7,398,445	-
Prepaid expenses and deposits	1,109,636	1,184,066
	30,871,661	36,068,139
Non-current assets:		
Mortgages, notes, and other receivables (Note 5)	3,987,903	4,243,015
Property and equipment (net) (Note 6)	219,794,770	227,011,220
Restricted cash (Note 7)	15,249,312	16,227,783
	\$269,903,646	\$283,550,157
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (Note 8)	\$ 2,983,095	\$ 2,792,229
Prepaid rent and deposits	1,534,452	1,652,178
Current portion of deferred contributions (Note 9)	3,412,242	3,212,914
Current portion of right holder agreements (Note 10)	99,200	99,200
Current portion of long-term debt (Note 11)	3,110,322	3,497,468
	11,139,311	11,253,989
Non-current liabilities:		
Deferred contributions (Note 9)	46,440	51,480
Rights holder agreements (Note 10)	776,000	875,200
Long term debt (Note 11)	43,016,599	54,782,310
Unamortized external capital contributions (Note 12)	86,532,951	89,750,716
	141,511,301	156,713,695
Contractual obligations and contingencies (Note 14)		
Net assets:		
Unrestricted	27,565,349	33,282,407
Invested in property and equipment	87,584,896	79,430,725
Restricted (Note 13)	13,242,100	14,123,330
	128,392,345	126,836,462
	\$269,903,646	\$283,550,157

See accompanying notes and schedules to the consolidated financial statements.

On behalf of the Board :

 Director  Director

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Consolidated Statement of Operations
Year ended December 31, 2022

	Budget	2022	2021
	(Note 20)		
Revenues:			
Rental properties revenue	\$ 13,194,709	\$ 15,010,574	\$ 14,391,720
Operating grants, contributions, donations (Note 9)	1,769,513	6,581,164	1,758,402
Rent supplement revenue (Note 9)	5,444,000	4,365,704	3,528,886
Amortization of external capital contributions (Note 12)	3,218,547	3,222,805	3,416,187
Other income	1,577,481	2,053,451	2,112,493
Municipal requisitions	2,054,982	1,846,391	2,072,874
Interest income	91,675	817,108	515,815
Amortization of right holder agreements (Note 10)	99,200	99,200	99,200
Loss on sale of properties under affordable home ownership	(133,302)	(251,179)	(85,581)
Total revenues	27,316,805	33,745,218	27,809,996
Operating expenses:			
Amortization	6,462,044	6,439,437	6,541,385
Repairs and maintenance	5,022,277	5,517,152	2,493,816
Utilities	4,009,716	4,134,682	4,088,048
Wages and benefits	4,191,194	3,442,944	3,961,854
Rent supplement transfers to other landlords	1,500,000	2,487,164	1,085,216
Rental properties operating expenses	2,081,992	1,889,685	1,737,674
Insurance	1,812,756	1,812,612	1,756,195
Interest on long-term debt	1,329,809	1,418,359	1,749,411
Property taxes	875,450	854,514	853,071
Office and administrative	530,804	574,943	697,798
	27,816,042	28,571,492	24,964,468
General and administration expenses (income):			
Contribution expense - modular homes (Note 16)	-	5,927,071	-
Wages and benefits	2,292,773	2,158,741	2,114,749
Loss on disposal of property and equipment	-	873,881	15,290
Office and administrative	661,177	430,073	415,469
Expenses for Covid-19 pandemic (Note 15)	218,125	117,624	218,019
Insurance	43,104	43,765	40,046
Amortization	3,578	3,568	64,423
Expenses for flood remediation (Note 6)	-	-	1,615
Insurance proceeds for flood remediation (Note 6)	-	(9,809)	-
Contribution revenue - modular homes (Note 16)	-	(5,927,071)	-
	3,218,757	3,617,843	2,869,611
Total expenses	31,034,799	32,189,335	27,834,079
(Deficiency) excess of revenues over expenditures	\$ (3,717,994)	\$ 1,555,883	\$ (24,083)

See accompanying notes and schedules to the consolidated financial statements.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Consolidated Statement of Changes in Net Assets
As at December 31, 2022

2022				
	Unrestricted	Invested in property and equipment	Restricted (Note 13)	Total
Balance, beginning of year	\$ 33,282,407	\$ 79,430,725	\$ 14,123,330	\$ 126,836,462
Deficiency of revenues over expenditures	1,555,883	-	-	1,555,883
Invested in property and equipment (net)	(8,154,171)	8,154,171	-	-
Restricted (Note 13)	881,230	-	(881,230)	-
Balance, end of year	\$ 27,565,349	\$ 87,584,896	\$ 13,242,100	\$ 128,392,345

2021				
	Unrestricted	Invested in property and equipment	Restricted (Note 13)	Total
Balance, beginning of year	\$ 44,565,079	\$ 68,478,206	\$ 13,817,260	\$ 126,860,545
Deficiency of revenues over expenditures	(24,083)	-	-	(24,083)
Invested in property and equipment (net)	(10,952,519)	10,952,519	-	-
Restricted	(306,070)	-	306,070	-
Balance, end of year	\$ 33,282,407	\$ 79,430,725	\$ 14,123,330	\$ 126,836,462

See accompanying notes to the consolidated financial statements.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Consolidated Statement of Cash Flows
Year ended December 31, 2022

	2022	2021
Operating:		
Deficiency of revenues over expenditures	\$ 1,555,883	\$ (24,083)
Items not involving cash:		
Loss on disposal of property and equipment	873,881	15,290
Transfer of land, buildings under development to repairs and maintenance (Note 6)	45,928	-
Amortization of property and equipment	6,443,005	6,605,808
Amortization of external capital contributions	(3,222,805)	(3,416,187)
Amortization of right holder agreements	(99,200)	(99,200)
Investment income	(211,380)	(343,165)
Non-cash changes in mortgages receivable (Note 2)	251,179	85,581
Change in non-cash operating working capital (Note 17)	(6,617,215)	475,137
	(980,724)	3,299,181
Financing:		
Deferred capital contributions	17,643	6,185
External capital contributions	5,040	5,040
Repayment of demand loan and long-term debt	(12,152,857)	(14,699,466)
	(12,130,174)	(14,688,241)
Capital:		
Proceeds from disposal of property and equipment (Note 6)	74,460	1,045,213
Cost of disposal of property and equipment (Note 6)	(214,079)	-
Purchase of property and equipment	(6,745)	(58,217)
	(146,364)	986,996
Investing:		
Return of principal repayments of mortgages receivable	(23,124)	(98,707)
Repayments of mortgages, notes and other receivables (Note 2)	27,057	75,789
Divestiture of portfolio investments (Note 3)	11,000,000	10,700,000
Decrease (increase) in restricted cash	978,471	(69,222)
	11,982,404	10,607,860
(Decrease) increase in cash and cash equivalents	(1,274,858)	205,796
Cash and cash equivalents, beginning of year	7,304,613	7,098,817
Cash and cash equivalents, end of year	\$ 6,029,755	\$ 7,304,613
Supplemental cash flow information:		
Interest paid	\$ 1,418,359	\$ 1,749,411
Interest received	\$ 817,108	\$ 515,815

See accompanying notes to the consolidated financial statements.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

1. Nature of Operations

Wood Buffalo Housing & Development Corporation (the "Corporation") is incorporated under the Companies Act (Alberta) as a not-for-profit Part IX corporation. The corporate structure consists of two members:

The Regional Municipality of Wood Buffalo
Chief Administrative Officer of the Regional Municipality of Wood Buffalo

The Corporation operates housing in the Regional Municipality of Wood Buffalo. As part of these activities, between 2006 and 2014, the Corporation offered equity and affordability programs to facilitate homeownership for qualifying families within the Regional Municipality of Wood Buffalo. To qualify for the programs, families met certain pre-established criteria. Employees of the Corporation could take advantage of the equity and affordability programs and were subject to similar qualification criteria as the general public. The Corporation still holds affordability loans for some of these homeowners.

In addition, the Province of Alberta appointed and authorized the Corporation to manage, administer and maintain the Rotary House Lodge, the Ayabaskaw Lodge (the "Lodge Funds"), Araubasca House and Legion Manor Seniors Housing Projects, and certain housing accommodations (the "Provincial Operations") in accordance with the requirements of the Alberta Housing Act and its regulations.

2. Significant accounting policies

The Corporation's accounting policies set out below have been applied consistently to all disclosures presented in these consolidated financial statements (the "financial statements") and reflect the following:

(a) Basis of presentation

The financial statements have been prepared by management in accordance with the PS 4200 series of the Canadian public sector accounting standards ("PSAS"). The precise determination of many assets and liabilities is dependent upon future events. Accordingly, the preparation of financial statements for a reporting period necessarily involves the use of estimates and approximations which have been made using careful judgment. Actual results could differ from those estimates. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below.

The financial statements include the accounts of the Corporation and its controlled not-for-profit organization, Condominium Corporation No. 062 2570, operating as Meadow Creek Village ("MCV"). MCV is a condominium corporation registered under the Condominium

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

2. Significant accounting policies (continued)

(a) Basis of presentation (continued)

Property Act (Alberta). MCV is a not-for-profit corporation under the Income Tax Act and as such is not subject to federal or provincial income taxes. All significant intercompany balances and transactions have been eliminated.

(b) Controlled not-for-profit organizations

The Corporation consolidates controlled not-for-profit organizations.

(c) Revenue recognition

Rental properties revenue is recognized as a result of the rental of housing units and based on the relevant tenancy period as set out in lease agreements with tenants.

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred, or benefits are conferred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions of assets other than cash are measured at fair market value.

The Corporation acts as a Housing Management Body for the Province of Alberta for the administration of the Rent Supplement Program. Rent supplement revenue is recognized as rental assistance payments are provided to eligible individuals and families each month.

Externally restricted capital contributions are recorded as deferred contributions until the amount is invested to acquire property and equipment. Amounts invested representing externally funded property and equipment are then transferred to unamortized external capital contributions. Deferred contributions related to property and equipment are recognized as revenue at the same rate as the related amortization expense of the funded property and equipment.

Amounts received under rights holder agreements have been deferred and are recognized as revenue on a straight-line basis over the 25-year life of the agreements.

Contributions of property and equipment that will not be amortized are recognized as direct increases in net assets. Contributions of materials, services or other assets that would otherwise have been purchased are recorded at their fair value.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

2. Significant accounting policies (continued)

(c) Revenue recognition (continued)

Property sales are recognized as a result of the sale of homes under the Affordable Home Ownership Program. Revenue is recognized upon execution of the legal agreements and transfer of title, which constitutes the substantial transfer of risks and rewards of ownership of a unit to the purchaser.

(d) Cost allocations

The Corporation allocates general and administrative overhead expenses to programs under management, as detailed in Schedules 1 through 6, pro rata based on the number of units.

For other costs, management has used their best judgment to allocate costs to the programs to which they believe that they most properly relate.

(e) Capitalization of costs

The Corporation capitalizes all directly attributable costs relating to properties under development, including carrying costs such as property taxes, interest on debt specifically related to the project and other costs. General and administrative overhead expenses which are not directly attributable are not capitalized. The Corporation does not have any properties under development at this time.

(f) Cash and cash equivalents

Cash and cash equivalents consist of bank deposits and investments with original maturities of three months or less.

(g) Portfolio investments

Portfolio investments consist of guaranteed investment certificates and other investments with maturities of one to two years and are recorded at amortized cost using the effective interest method.

(h) Property and equipment

Property and equipment are recorded at cost. Contributed property and equipment are recorded at fair value at the date of contribution.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

2. Significant accounting policies (continued)

(h) Property and equipment (continued)

Property and equipment are amortized over their expected useful lives using the following method and rates:

Asset	Basis	Rate
Buildings	Straight-line	25 - 40 years
Equipment	Straight-line	5 – 25 years
Computer software	Straight-line	3 years
Vehicles	Straight-line	5 years
Land improvements	Straight-line	5 years
Leasehold improvements	Straight-line	Shorter of 5 years or lease term

Land is not amortized. Buildings under development are not amortized during the development period. Amortization of buildings begins when it is 90% occupied, or once three months have lapsed from the date the Occupancy Certificate was issued, whichever occurrence takes priority, but at no time later than the mortgage take out date. Once the development period is complete, the building is amortized over the expected useful life using the rates above.

Property and equipment are written down when conditions indicate that they no longer contribute to the Corporation's ability to provide goods and services. The net write-downs are accounted for as expenses in the consolidated statement of operations.

(i) Mortgages and notes receivable

Mortgages and notes receivable are carried at amortized cost using the effective interest method. The effective interest rate is determined to be the Corporation's weighted average cost of borrowing at the time the agreement is executed. The Corporation amortizes the discount recorded on the mortgages and notes receivable each year to property sales income.

(j) Financial instruments

Financial instruments are initially measured at fair value. Financial assets are subsequently recorded at cost or amortized cost. Portfolio investments in equity instruments that are quoted in an active market are subsequently recorded at fair value. The Corporation does not currently hold portfolio investments in this category. Financial assets consist of cash and cash equivalents, accounts receivable, contributions receivable and mortgages, funds held in trust and notes receivable.

Transaction costs are recognized as part of the initial cost of financial instruments in the cost or amortized cost category. Trade-date basis of accounting is used for financial instruments.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

2. Significant accounting policies (continued)

(j) Financial instruments (continued)

Funds held in trust are recorded at cost, and as a result of a short-term transfer of funds to the Corporation's mortgage holder for a planned repayment of mortgages at their maturity date.

The Corporation measures and recognizes embedded derivatives separately from the host contract when the economic characteristics and risk of the embedded derivative are not closely related to those of the host contract, when it meets the definition of a derivative and when the entire contract is not measured at fair value. Embedded derivatives are recorded at fair value. For the year ended December 31, 2022, the Corporation does not have any derivatives that were entered into, or modified, subsequent to January 1, 2013, that need to be recorded at fair value in its financial statements nor any embedded derivatives in its contractual arrangements that must be separated from the host contract and accounted for separately.

At each financial statement date, the Corporation assesses financial assets or groups of financial assets to determine whether there is any objective evidence of impairment. If any such evidence exists, the Corporation records impairments for mortgages and notes receivable by adjusting to the lower of its cost and its estimated net recoverable value.

(k) Measurement uncertainty

Items material to the financial statements for which measurement uncertainty exists are as follows: rates of amortization, impairment of mortgages, impairment of notes and other receivables, impairment of long-lived assets, completeness of accrued liabilities, fair value of mortgages receivable on the date of origination, timing of revenue recognition and cost allocations. These estimates are reviewed periodically, and adjustments are made, as appropriate, in the consolidated statement of operations in the year they become known.

3. Portfolio investments

	2022	2021
Portfolio investments	\$ 14,804,309	\$ 25,592,929

During the year, the Corporation invested excess funds in GIC's and other investments with interest rates of between 0.65% and 2.65% (2021 – between 0.55% and 2.12%), maturing at various dates, the latest of which is in March 2024. In 2022, the Corporation divested of \$11,000,000 (2021 - \$10,700,000) and used these funds to repay one mortgage at its maturity and prepare for the repayment of two mortgages in January 2023.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

4. Funds held in trust

	2022	2021
Funds held in trust	\$ 7,398,445	\$ -

In December 2022, funds were held in trust prior to being transferred to the mortgage holder for a planned repayment of two mortgages at their maturity on January 1, 2023.

5. Mortgages, notes, and other receivables

	2022	2021
Housing affordability loans, bearing interest at rates ranging from 0% to 6% per annum, compounded semi-annually, payable in monthly installments of interest only, repayable when the borrower sells the property, secured by vendor take back mortgages on land and buildings and market appreciation guarantees (face value - \$4,417,090 (2021 - \$4,894,831))	\$ 1,997,961	\$ 2,126,717
Home equity loans, non-interest bearing, without monthly repayment terms, with principal repayable when the borrower sells the property, secured by vendor take back mortgages on land and buildings and market appreciation guarantees (face value - \$4,039,486 (2021 - \$4,385,449))	1,711,996	1,830,982
Demand promissory notes receivable, bearing interest at 6% per annum, with total payments including principal and interest ranging from \$93 to \$200 per month, representing a 25-year amortization period, secured by land and buildings in Conklin and Janvier (face value - \$121,846 (2021- \$127,674))	87,492	89,886
Demand second mortgages receivable, non-interest bearing, with total payments and forgiveness ranging from \$70 to \$169 per month, representing a 25-year amortization period, secured by land and buildings in Conklin and Janvier (face value - \$284,604 (2021- \$300,240))	190,454	195,430
	<u>\$ 3,987,903</u>	<u>\$ 4,243,015</u>

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

5. Mortgages, notes, and other receivables (continued)

The mortgages and notes receivable, which include housing affordability and home equity loans, bear interest at stated interest rates between 0% and 6% and have a 25-year amortization period.

Under the various agreements, the Corporation, upon payout of the equity and affordability loans, refunds any interest paid, and effectively provides an annual subsidy to the mortgage and note holders, representing the Corporation's weighted average rate of borrowing. The Corporation discounts the loans receivable at this rate and includes income related to these discounts in the loss on sale of properties under affordable home ownership in the consolidated statement of operations to portray the activities of the home ownership programs. These agreements also provide for some equity protection, and the Corporation is required to forgive up to the amount of the loan where the property is sold at less than the original purchase price.

As part of the Conklin and Janvier mortgages and note agreements, the Corporation offers an incentive program whereby if the mortgage and note holders make 12 consecutive payments, they are entitled to receive a refund equal to 1 month worth of payments. This benefit is recorded when earned by the mortgage and note holders.

The Corporation offers a management retention home purchase assistance plan. These loans are non-interest bearing, with principal repayments of 1% per year, and a term of ten years. As part of these agreements, the Corporation offers an incentive for the employee to stay with the Corporation by forgiving a percentage of the principal as each anniversary is achieved. Upon termination of employment, the outstanding balance of the assistance loan must be repaid by the employee within 30 days. There is no such agreement in place at this time.

During the year, the Corporation has recorded a valuation loss related to its mortgages receivable of nil (2021 – nil). The loans being paid out are not recorded at a value that is less than their recoverable value. The Corporation will review this annually.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

6. Property and equipment

2022			
	Cost	Accumulated amortization	Net book value
Land	\$ 45,924,048	\$ -	\$ 45,924,048
Buildings	254,141,578	80,626,543	173,515,035
Building equipment	1,626,151	1,307,595	318,556
Equipment	1,004,601	1,004,601	-
Computer software	1,453,649	1,453,649	-
Vehicles	531,130	531,130	-
Land improvements	283,631	283,631	-
Leasehold improvements	732,999	727,891	5,108
Land and buildings under development	32,023	-	32,023
	\$ 305,729,810	\$ 85,935,040	\$ 219,794,770
2021			
	Cost	Accumulated amortization	Net book value
Land	\$ 45,929,371	\$ -	\$ 45,929,371
Buildings	255,425,527	74,778,647	180,646,880
Building equipment	1,643,100	1,295,317	347,783
Equipment	1,004,601	1,004,038	563
Computer software	1,453,649	1,453,436	213
Vehicles	531,130	531,130	-
Land improvements	283,631	283,631	-
Leasehold improvements	732,999	724,540	8,459
Land and buildings under development	77,951	-	77,951
	\$ 307,081,959	\$ 80,070,739	\$ 227,011,220

The Corporation owns four units of affordable housing in Fort Chipewyan. During the year, the Corporation sold one of these properties at 114 Bourke Crescent to a community organization for \$70,000, resulting in a gain of \$2,262.

During the year, the Corporation demolished ten severely damaged housing units in Conklin as they were presenting a health and safety risk to the community. The net book value of these units was derecognized in the amount of \$666,524 and demolition costs of \$214,079 were expensed resulting in a loss on these properties of \$880,603.

The Corporation sold some fully amortized equipment during the year, providing a gain to the corporation of \$4,460, and transferred \$45,928 from land and buildings under development to repairs and maintenance in the consolidated statement of operations.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

6. Property and equipment (continued)

On April 26, 2020, Fort McMurray was impacted by flooding resulting in close to 13,000 residents being evacuated. The buildings owned by the Corporation that were affected by this event were: Rotary House, Edgewater Court, 10117 King Street, Marshall House, Centennial House, and the Borealis Business Centre. All damages were remediated by insurance. Included in general and administration income in the consolidated statement of operations are insurance claims, which were finalized during the year in the amount of \$9,809 (2021 – expense of \$1,615).

7. Restricted cash

	2022	2021
Tenant security deposits	\$ 926,171	\$ 912,931
Commercial security deposits	283,394	286,786
Externally restricted replacement reserves	7,046,445	6,646,608
Internally restricted replacement reserves	2,520,605	4,007,706
Rotary House and Ayabaskaw Lodges	2,168,900	2,117,881
Capital funds related to Parsons Creek	848,331	830,688
Alberta Seniors, Community and Social Services – rent supplement funds	1,455,466	1,425,183
	<u>\$ 15,249,312</u>	<u>\$ 16,227,783</u>

Tenant security deposits are held in trust accounts that bear interest at the Royal Bank of Canada prime rate less 1.9% (2021 – prime less 1.9%).

Reserves related to the Rotary House and Ayabaskaw Lodges, capital funds related to Parsons Creek and Alberta Seniors, Community and Social Services rent supplement funds are restricted pursuant to funding guidelines which outline the use of funding disbursements.

During the year, the Corporation restricted an additional \$120,000 (2021 - \$120,000) for Rotary House and Ayabaskaw Lodges and transferred \$68,980 (2021 – \$202,095) for non-recurring maintenance costs included in the consolidated statement of operations.

Under the terms of the mortgage agreements with the lenders, the Corporation deposits 4% of the gross income of the related properties into the restricted replacement reserves account. This amount is reserved for major capital repairs. Withdrawals require prior approval by the lenders following submission of paid invoices for approved major capital repairs.

During the year the Corporation internally restricted an additional \$850,363 (2021 - \$133,306) for future capital reserves based on lifecycle studies completed on its properties and designated cash balances to fund this reserve. Funds were transferred to undertake non-recurring maintenance in the amount of \$2,326,956 (2021 - \$414,982). These costs are included in the consolidated statement of operations.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

8. Accounts payable and accrued liabilities

	2022	2021
Trade accounts payable and accrued liabilities	\$ 2,301,180	\$ 2,178,677
Payroll obligations	582,876	588,020
Construction holdbacks	99,039	25,532
	<u>\$ 2,983,095</u>	<u>\$ 2,792,229</u>

Included in trade accounts payable and accrued liabilities is \$ 1,132 (2021 - \$1,319) due to the Regional Municipality of Wood Buffalo for utilities.

9. Deferred contributions

Changes in the deferred contributions are as follows:

	2022	2021
Balance, beginning of year	\$ 3,264,394	\$ 2,415,557
Amounts received and receivable during the year	11,146,196	6,141,165
Amounts recognized as rent supplement revenue	(4,365,704)	(3,528,886)
Amounts recognized as revenue in the year	(6,581,164)	(1,758,402)
Transferred to unamortized external capital contributions (Note 12)	(5,040)	(5,040)
Balance, end of year	3,458,682	3,264,394
Current portion of deferred contributions	3,412,242	3,212,914
	<u>\$ 46,440</u>	<u>\$ 51,480</u>

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

9. Deferred contributions (continued)

Deferred contributions are comprised of the following:

	2022	2021
Deferred operating contributions:		
Province of Alberta:		
Rent Supplement Program	\$ 2,353,996	\$ 2,172,095
Fort McMurray Allowance	120,704	119,433
Alberta Seniors, Community and Social Services	65,331	67,745
Other amounts	9,214	11,648
	2,549,245	2,370,921
Regional Municipality of Wood Buffalo:		
Sustainable Remote Housing:		
Conklin	46,440	51,480
	2,595,685	2,422,401
Deferred capital contributions:		
Alberta Affordable Housing Initiative:		
Parson's Creek	862,997	841,993
	862,997	841,993
	\$ 3,458,682	\$ 3,264,394

The sustainable remote housing grants related to the development and sale of housing in Conklin are being amortized into income over the lives of the related mortgages (see Note 5).

10. Rights holder agreements

The rights holders include:

Royal Canadian Mounted Police	18 units
Northern Lights Health Region	18 units
Fort McMurray School Division	18 units
Fort McMurray Roman Catholic Separate School Division	18 units
Regional Municipality of Wood Buffalo	18 units

In 2006, in exchange for contributions received by the Corporation totaling \$1,800,000 from certain entities within the Regional Municipality of Wood Buffalo (the "rights holders"), the Corporation granted rights holders the right to refer tenants for certain vacant units in a new apartment project at 101 Plamondon Drive for a 25-year period.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

10. Rights holder agreements (continued)

In 2008, in exchange for contributions received by the Corporation totaling \$640,000 from certain rights holders, the Corporation granted rights holders the right to refer tenants for certain vacant units in a new apartment project at 210 Millennium Gate for a 25-year period. The rights holders include:

Northern Lights Health Region	14 units
Greater North Central Francophone Education Regions No. 2	2 units

In 2009, in exchange for contributions received by the Corporation totaling \$40,000 from a rights holder, the Corporation granted a rights holder the right to refer tenants for certain vacant units in an apartment project at 210 Millennium Gate for a 25-year period. The rights holder is:

Greater North Central Francophone Education Regions No. 2	1 unit
---	--------

The Corporation has the sole right to accept or reject the proposed tenants based on the Corporation's pre-established criteria. The rights holders have first right of refusal to certain vacant units and if there is no proposed or accepted tenant, the rights holder can lease the unit for a one-year term so that the unit remains available for a future referred tenant, subject to acceptance by the Corporation's acceptance criteria. If there is no proposed or accepted tenant, and the rights holder does not exercise its option to lease the unit, then the Corporation can lease the unit to another tenant for a one-year lease.

The rights holders can assign or sell its rights under the agreements and have the right to both terminate the agreements and have the right of first refusal to renew the agreements after 25 years under new terms and conditions. If the Corporation commits an act of default under the agreements, the contributions become repayable. The agreements do not convey any interest in the project land and buildings to the rights holders and regular monthly rental payments are required under any unit rented.

	2022	2021
Rights holder agreements, beginning of year	\$ 974,400	\$ 1,073,600
Amortization of rights holder agreements	(99,200)	(99,200)
Rights holder agreements, end of year	875,200	974,400
Current portion of rights holder agreements	(99,200)	(99,200)
	\$ 776,000	\$ 875,200

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

11. Long-term debt

	2022	2021
Commercial mortgages with weighted average interest of 2.6%, principal and interest payments of \$392,468 per month, maturities from 2022 to 2030, are secured by specific land and buildings pledged as collateral (2022 net book value - \$173,136,039; 2021 net book value - \$178,866,104)	\$ 45,676,921	\$ 57,829,778
Regional Municipality of Wood Buffalo, non-interest bearing loan with repayment due in full 1 year after completion of the 30-year amortization period of the Edgewater Court Phases 1-3 mortgages, at carrying amount	450,000	450,000
	46,126,921	58,279,778
Current portion of long-term debt	(3,110,322)	(3,497,468)
	\$ 43,016,599	\$ 54,782,310

The long-term debt is also collateralized by property and equipment and a general assignment of rents, leases and sales proceeds, deposits, and all other payments on the housing projects.

The Corporation has issued letters of credit in favour of the Regional Municipality of Wood Buffalo as security for property development in the Municipality. The total value of the letters of credit outstanding at December 31, 2022 is \$377,348 (2021 - \$377,348). The letters of credit reduce the Corporation's amount it could otherwise borrow under its revolving demand loans. These letters of credit will renew annually if the work is not completed.

Contractual principal repayments of long-term obligations over the next five years and thereafter are as follows:

Year ending December 31:	
2023	\$ 14,940,261
2024	2,060,857
2025	2,116,528
2026	21,042,660
2027	933,923
2028 and thereafter	4,582,692
	\$ 45,676,921

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

11. Long-term debt (continued)

Principal balances maturing would either be refinanced or paid in full at the date of maturity and are included in principal payments due in the year of maturity.

12. Unamortized external capital contributions

Unamortized external capital contributions represent the external funding for property and equipment additions and will be recognized as revenue in future years as the assets are amortized.

	2022	2021
Balance, beginning of year	\$ 89,750,716	\$ 93,161,863
Transferred from deferred contributions	5,040	5,040
Amounts amortized to revenue	(3,222,805)	(3,416,187)
	\$ 86,532,951	\$ 89,750,716

13. Restricted net assets

As a financing requirement, the Corporation has restricted replacement reserves (see Note 7). In addition, the Board of Directors has internally restricted amounts related to fully owned properties. The following amounts during the year are restricted for future capital needs:

	2021	Transfer (to) from unrestricted net assets	2022
Lodge Funds - capital replacement	\$ 2,117,881	\$ (69,476)	\$ 2,048,405
Internally restricted – owned properties	5,358,841	(1,210,819)	4,148,022
Externally restricted capital replacement	6,646,608	399,065	7,045,673
	\$ 14,123,330	\$ (881,230)	\$ 13,242,100

14. Contractual obligations and contingencies

The Corporation rents its premises under an operating month-to-month basis lease agreement.

The Corporation has a number of other contractual obligations and commitments, all of which arose in the normal course of business and do not amount to significant financial obligations.

In the ordinary course of operations, various claims and lawsuits are brought against the Corporation. While it is not possible to estimate the ultimate liability, if any, with respect to pending claims and lawsuits, the Corporation's management is satisfied that they will not result in a material adverse impact on the Corporation's Consolidated Statement of Financial Position.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

15. Covid-19 Pandemic

In March 2020, the World Health Organization declared a global pandemic related to the COVID-19 virus. This event is significantly impacting economies on a global, national and local basis. The Corporation expects these events has had an impact on its operations. During the year, the Corporation incurred the following additional expenses related to the pandemic:

	2022	2021
Janitorial and other supplies	\$ 117,624	\$ 132,456
Wages and benefits	-	65,881
Office and administrative expenses	-	17,772
Personal protective equipment	-	1,910
	\$ 117,624	\$ 218,019

16. Related party transactions

As per corporate policy, all employees, including management personnel, are encouraged to participate in the affordable homeownership programs offered by the Corporation. Should they choose to participate, employees of the Corporation are subject to similar terms and conditions of the programs as anyone else who participates in the program.

During the year, the Corporation had various transactions during the normal course of business with the Regional Municipality of Wood Buffalo. The following table summarizes those transactions:

	2022	2021
Utilities paid by the Corporation	\$ 1,022,238	\$ 944,039
Property taxes paid by the Corporation	860,799	754,618
Municipal requisitions received by the Corporation	1,846,391	2,072,874

During the year the Corporation received a one-time contribution of \$5,000,000 (2021 – nil) from the Regional Municipality of Wood Buffalo as funding to cover its mortgage principal and interest payments for the year. These payments are included in operating grants, contributions and donations revenue the consolidated statement of operations.

In addition, during the year the Corporation received a contribution of used modular homes from the Regional Municipality of Wood Buffalo. The homes were transferred to the Corporation at no cost. In turn the Corporation contributed these homes to community partners in the rural communities of Janvier, Chard, Fort McKay and Fort Chipewyan with the cost of transportation donated by the Regional Municipality of Wood Buffalo. Contribution revenue of \$5,927,071 (2021 – nil) was recorded on the consolidated statement of operations using the fair market value of the

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

16. Related party transactions (continued)

homes, plus the cost incurred to transport these homes to the rural communities. Contribution expense of \$5,927,071 (2021 – nil) was expensed in the consolidated statement of operations, representing the Corporation's contribution of the modular homes to the rural communities.

17. Changes in non-cash operating working capital

	2022	2021
Accounts receivable	\$ 457,015	\$ (10,024)
Accounts payable and accrued liabilities	190,866	(614,862)
Deferred contributions	176,645	842,652
Prepaid expenses	74,430	89,819
Contributions receivable	-	50,250
Prepaid rent and deposits	(117,726)	117,302
Funds held in trust	(7,398,445)	-
	<u>\$ (6,617,215)</u>	<u>\$ 475,137</u>

18. Local authorities pension plan

The Corporation's employees participate in the Local Authorities Pension Plan ("LAPP"), which is one of the plans covered by the Alberta Public Sector Pension Plans Act. LAPP is funded by employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year in which they become due. The Corporation is required to make current service contributions to LAPP of 8.45% (2021 – 9.39%) of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 12.80% (2021 – 13.84%) on pensionable earnings above this amount. The Corporation's employees are required to make current service contributions of 7.45% (2021 – 8.39%) of pensionable salary up to the year's maximum pensionable salary and 11.80% (2021 – 12.84%) on pensionable salary above this amount. Total current services contributions by the Corporation to LAPP in 2022 were \$337,090 (2021 - \$383,943). Total current service contributions by the employees of the Corporation to LAPP in 2022 were \$302,076 (2021 - \$347,525).

19. Financial risks and concentration of credit risk

The Corporation's financial instruments consist of cash and cash equivalents, portfolio investments, accounts receivable, contributions receivable, mortgages, notes, and other receivables, restricted cash, demand loans, accounts payable and accrued liabilities, long-term debt and amounts due to the Regional Municipality of Wood Buffalo. The Corporation is exposed to certain financial risks, including credit risk, liquidity risk, market price risk and interest rate risk as follows below.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

19. Financial risks and concentration of credit risk (continued)

(a) Credit risk

Credit risk is the risk of financial loss to the Corporation if a customer or party to a financial instrument fails to meet its contractual obligation and arises principally from the Corporation's cash and cash equivalents, portfolio investments, accounts receivable, contributions receivable, deposits and mortgages and notes receivable. The maximum amount of credit risk exposure is limited to the carrying value of the balances recorded in these financial statements.

The Corporation manages its exposure to credit risk on cash and cash equivalents by placing these financial instruments with Canadian chartered banks along with their related investment management companies, and by holding investments that are fully guaranteed by the Credit Union Deposit Insurance Corporation.

With respect to accounts receivable and mortgages and notes receivable, the Corporation monitors the credit risk and credit rating of all customers on a regular basis. Aged receivable balances are constantly monitored and an allowance for credit losses is provided in the period in which the losses become known. Balances are considered for impairment on a case-by-case basis when they are over 90 days past due or if there is an indication that a customer will default.

(b) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they become due.

On a day-to-day basis, the Corporation reduces its liquidity risk by monitoring forecasted and actual cash flows to ensure it will have sufficient liquidity to meet its liabilities. All accounts payable and accrued liabilities are due within the current operating period. For contractual debt repayments see note 11 and for financial commitments see note 14.

(c) Market risk

Market price risk is the risk that the value of an instrument will fluctuate as a result of changes in the market prices, whether those changes are caused by factors specific to an individual investment, its issuer or all factors affecting all instruments traded in the market. All of the Corporation's investments are carried at amortized cost.

(d) Interest rate risk

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation is subject to interest rate risk arising primarily from fluctuations in rates on its cash and cash equivalents, demand loans and long-term debt.

The Corporation's debt is composed of fixed rate, long-term instruments and is not materially affected by short-term interest rate fluctuations. Accounts receivable, mortgages and notes

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Notes to Consolidated Financial Statements
Year ended December 31, 2022

19. Financial risks and concentration of credit risk (continued)

receivable are also not materially affected by market interest rate fluctuations. Cash and cash equivalents of \$6,029,755 (2021 - \$7,304,613) and portfolio investments of \$14,804,309 (2021 – \$25,592,929) are affected by interest rate fluctuations. Should the interest rate increase or decrease by 0.5%, interest income would correspondingly increase or decrease by \$104,170 (2021 - \$164,488).

20. Budget and approval of financial statements

The 2022 budget was approved by the Board of Directors on November 23, 2021. Budget amounts for 2022 were prepared on an amortized cost basis.

The 2022 budget for the controlled entity was approved by its Board of Directors on November 25, 2021. Budget amounts for 2022 were prepared on an amortized cost basis.

The 2022 financial statements were approved by the Board of Directors on March 21, 2023.

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Schedule 1 - Statement of Operations by Function
Year ended December 31, 2022

	Budget (Note 20)	2022	2021
Revenues:			
General and Administration (Schedule 2)	\$ 62,400	\$ 270,413	\$ 103,693
Housing:			
Lodge Funds (Schedule 3)	3,104,746	2,783,907	3,175,385
Near Market Housing (Schedule 4)	19,634,638	24,697,449	19,923,751
Provincial Operations (Schedule 5)	3,569,744	4,496,672	2,929,617
	26,371,528	32,248,441	26,132,446
Financing and Other Activities (Schedule 6)	736,763	1,129,704	1,354,248
Controlled entity (Schedule 7)	208,514	367,073	323,302
	27,316,805	33,745,218	27,809,996
Expenses:			
General and Administration (Schedule 2)	62,400	271,473	103,602
Housing:			
Lodge Funds (Schedule 3)	3,056,728	2,763,523	3,076,252
Near Market Housing (Schedule 4)	22,919,044	22,576,953	20,282,068
Provincial Operations (Schedule 5)	3,601,031	4,558,019	2,966,451
	29,639,203	30,169,968	26,428,373
Financing and Other Activities (Schedule 6)	829,914	667,245	827,016
Controlled entity (Schedule 7)	347,557	370,426	343,766
	30,816,674	31,207,639	27,599,155
(Deficit) surplus before the undernoted items	(3,499,869)	2,537,579	210,841
Contribution expense - modular homes (Note 16)	-	5,927,071	-
Expenses for Covid-19 pandemic (Note 15)	218,125	117,624	218,019
Loss on disposal of property and equipment	-	873,881	15,290
Expenses for flood remediation (Note 6)	-	-	1,615
Insurance proceeds for flood remediation (Note 6)	-	(9,809)	-
Contribution revenue - modular homes (Note 16)	-	(5,927,071)	-
(Deficiency) excess of revenues over expenditures	\$ (3,717,994)	\$ 1,555,883	\$ (24,083)

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Schedule 2 - General and Administration
Year ended December 31, 2022

	Budget (Note 20)	2022	2021
Revenues:			
Interest income	\$ -	\$ 207,946	\$ 39,564
Operating grants and contributions	62,400	62,400	63,548
Other income	-	67	581
	62,400	270,413	103,693
General and Administration expenses (transfer):			
Wages and benefits - administration	2,292,773	2,158,741	2,114,749
Office and administrative	661,177	430,073	415,469
Insurance	43,104	43,765	40,046
Amortization	3,578	3,568	64,423
Administrative costs transferred to other projects	(2,938,232)	(2,364,674)	(2,531,085)
	62,400	271,473	103,602
(Deficit) surplus before the undernoted items	-	(1,060)	91
Expenses for Covid-19 pandemic (Note 15)	-	-	91
Gain on disposal of property and equipment	-	(1,060)	-
Excess of revenues over expenditures	\$ -	\$ -	\$ -

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Schedule 3 - Lodge Funds
Year ended December 31, 2022

	Budget (Note 20)	2022	2021
Revenues:			
Municipal requisitions	\$ 2,054,982	\$ 1,846,391	\$ 2,072,874
Operating grants, contributions and donations	413,728	418,495	548,560
Rental properties revenue	506,856	406,011	433,286
Amortization of external capital contributions	63,992	63,992	100,992
Other income	65,188	49,018	19,673
	3,104,746	2,783,907	3,175,385
Expenses:			
Wages and benefits	2,184,284	1,851,966	2,196,913
Repairs and maintenance	157,484	258,585	106,481
Rental properties operating expenses	232,268	210,430	221,658
Utilities	155,049	151,609	136,521
Corporate allocation of administrative costs	118,938	97,869	135,254
Amortization	76,704	76,705	150,695
Office and administrative	87,277	70,504	85,473
Insurance	44,724	45,855	43,257
	3,056,728	2,763,523	3,076,252
Surplus before the undernoted items	48,018	20,384	99,133
Expenses for Covid-19 pandemic (Note 15)	600	-	49,792
Excess of revenues over expenditures	\$ 47,418	\$ 20,384	\$ 49,341

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Schedule 4 - Near Market Housing (formerly "Affordable Housing")
Year ended December 31, 2022

	Budget (Note 20)	2022	2021
Revenues:			
Rental properties revenue	\$ 11,668,900	\$ 13,516,806	\$ 12,816,362
Operating grants contributions and donations (Note 17)	-	5,000,000	108,770
Amortization of external capital contributions	2,968,722	3,018,302	3,169,084
Rent supplement revenue	3,944,000	1,878,540	2,443,670
Other income	953,816	1,115,028	1,279,565
Amortization of rights holder agreements	99,200	99,200	99,200
Interest income	-	69,573	7,100
	19,634,638	24,697,449	19,923,751
Expenses:			
Amortization	5,961,924	5,983,966	6,039,451
Repairs and maintenance	4,564,176	4,897,294	2,118,380
Utilities	3,429,708	3,550,223	3,495,090
Corporate allocation of administrative costs	2,213,036	1,739,600	1,826,948
Insurance	1,558,704	1,599,455	1,518,898
Interest on long-term debt	1,329,809	1,418,359	1,749,411
Rental properties operating expenses	1,582,499	1,398,157	1,191,937
Wages and benefits	1,180,031	843,737	1,103,487
Property taxes	817,036	804,976	816,163
Office and administrative	282,121	341,186	422,303
	22,919,044	22,576,953	20,282,068
(Deficit) surplus before the undernoted	(3,284,406)	2,120,496	(358,317)
Recovery of expenses for flood remediation (Note 6)	-	-	(6,913)
Loss (gain) disposal of property and equipment	-	874,941	(7,027)
Expenses for Covid-19 pandemic (Note 15)	163,025	114,210	131,110
Insurance proceeds for flood remediation (Note 6)	-	(1,437)	-
(Deficiency) excess of revenues over expenditures	\$ (3,447,431)	\$ 1,132,782	\$ (475,487)

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Schedule 5 - Provincial Operations
Year ended December 31, 2022

	Budget (Note 20)	2022	2021
Revenues:			
Rent supplement revenue	\$ 1,500,000	\$ 2,487,164	\$ 1,085,216
Operating grants, contributions and donations	1,293,385	1,100,269	1,037,524
Rental properties revenue	575,388	634,961	602,066
Other income	200,971	274,278	204,811
	3,569,744	4,496,672	2,929,617
Expenses:			
Rent supplement transfers to other landlords	1,500,000	2,487,164	1,085,216
Wages and benefits	826,879	747,241	661,454
Utilities	310,261	320,091	312,032
Repairs and maintenance	258,117	307,396	199,217
Corporate allocation of administrative costs	298,870	300,255	240,451
Rental properties operating expenses	207,625	195,419	275,633
Amortization	85,787	85,780	89,287
Office and administrative	91,486	91,314	81,261
Insurance	14,448	14,983	14,342
Property taxes	7,558	8,376	7,558
	3,601,031	4,558,019	2,966,451
Surplus (deficit) before the undernoted	(31,287)	(61,347)	(36,834)
Expenses for Covid-19 pandemic (Note 15)	54,500	3,414	37,026
Recovery of expenses for flood remediation (Note 6)	-	-	(601)
Insurance proceeds for flood remediation (Note 6)	-	(12,879)	-
Deficiency of revenues over expenditures	\$ (85,787)	\$ (51,882)	\$ (73,259)

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Schedule 6 - Financing and Other Activities (formerly "Financing and Sales")
Year ended December 31, 2022

	Budget (Note 20)	2022	2021
Revenues:			
Interest income	\$ 90,525	\$ 506,195	\$ 455,610
Rental properties revenue	433,565	422,065	533,636
Other income	160,142	312,112	304,472
Amortization of external capital contributions	185,833	140,511	146,111
Loss on sale of properties under affordable home ownership	(133,302)	(251,179)	(85,581)
	736,763	1,129,704	1,354,248
Expenses:			
Amortization	305,016	260,373	229,339
Corporate allocation of administrative costs	307,388	226,950	328,432
Insurance	80,400	65,760	80,755
Property taxes	50,796	41,122	29,309
Utilities	62,924	37,396	85,071
Office and administrative	11,290	17,065	58,676
Rental properties operating expenses	5,600	15,236	4,189
Repairs and maintenance	6,500	3,343	11,245
	829,914	667,245	827,016
(Deficit) surplus before the undernoted	(93,151)	462,459	527,232
Contribution expense - modular homes (Note 16)	-	5,927,071	-
Insurance proceeds for flood remediation (Note 6)	-	4,507	-
Loss on disposition of assets	-	-	22,317
Expenses for flood remediation (Note 6)	-	-	9,129
Contribution revenue - modular homes (Note 16)	-	(5,927,071)	-
(Deficiency) excess of revenues over expenditures	\$ (93,151)	\$ 457,952	\$ 495,786

WOOD BUFFALO HOUSING & DEVELOPMENT CORPORATION

Schedule 7 - Controlled Entity, Condominium Corporation No. 062 2570
Year ended December 31, 2022

	Budget (Note 20)	2022	2021
Revenues:			
Other income	\$ 197,364	\$ 302,948	\$ 303,391
Interest income	1,150	33,394	13,541
Rental properties revenue	10,000	30,731	6,370
	208,514	367,073	323,302
Expenses:			
Insurance	114,480	86,559	98,943
Utilities	51,774	75,363	59,334
Rental properties operating expenses	54,000	70,443	44,257
Office and administrative	58,630	54,874	50,085
Repairs and maintenance	36,000	50,534	58,493
Amortization	32,613	32,613	32,613
Property taxes	60	40	41
	347,557	370,426	343,766
Deficiency of revenues over expenditures	\$ (139,043)	\$ (3,353)	\$ (20,464)

COMMUNITY
INVESTMENT PROGRAM

Sustaining Grant

2023 Guidelines



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Purpose of the Grant

The Sustaining Grant provides funding to registered non-profit organizations to support programs and services that align with the goals identified by the Municipality through the Regional Municipality of Wood Buffalo Strategic Plan.

Pre-Application Meetings and Support

During the Call for Applications, Community Investment Program (CIP) staff are available to answer any questions.

A pre-application meeting is encouraged for applicants looking for assistance. During a pre-application meeting, CIP staff will review eligibility, how the grant process works, accessing and completing applications in the CIP Grant Portal, and other key information.

To schedule a pre-application meeting, you may send a request to CIP@rmwb.ca.

If possible, please provide:

- organization name
- a brief description of what you plan to apply for
- your availability for a virtual meeting

Application Process

Stage 1

1. 2023 Grant Applications will be submitted through the CIP Grant Portal. CIP will notify you via email when the application is available in the CIP Grant Portal. Log in to your CIP Grant Portal account and complete the application.
2. Submit the application, including required attachments, related budgets for January-December of the grant year, and Financial Statements of the most recent fiscal year end (Year-end date must fall between July 1, 2021, and June 30, 2022). The CIP Grant Portal will accept applications until 4:30 p.m. on **September 16, 2022**.
3. Contact CIP@rmwb.ca if you have any questions or need clarification.

Stage 2

1. If clarification on the submitted application is required, you will receive an email notifying you that revisions have been requested. Please log in to the CIP Grant Portal to provide clarifications.
2. Administration will review the application and supporting documents in alignment with the evaluation criteria to ensure eligibility and make recommendations to Council. Organizations will be notified of Administration's recommendation to Council prior to the Council meeting.
3. Organizations which are recommended to receive funding must be prepared to deliver a presentation to Council as the final stage of the application process. A presentation template and further details will be provided prior to the Council meeting. The final decision will be made by Council during the Council meeting.
4. Applicants will be notified of Council's decision following the Council meeting.

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Truth and Reconciliation (TRC)

Special consideration will be given to applicants whose planned programs, projects or events that support or inspire reconciliation as set out in the [TRC's Calls to Action Report](#). Programs, projects, and/or events in this regard should promote Indigenous community healing, language, and cultural restoration.

Applications must:

- identify the Call to Action and explain how it will be addressed by the program activities or event
- demonstrate that the Indigenous community being served has expressed support for, and has been actively engaged in the discussion, planning, execution, participation and evaluation to the program, project, or event if an application pertaining to Truth and Reconciliation is submitted by a non-Indigenous organization

To learn more about Truth and Reconciliation in Wood Buffalo, please access the [Indigenous and Rural Relations webpage](#).

Contact Information

If you have any questions or would like clarification, please contact CIP@rmwb.ca or PULSE at **780-743-7000** or toll-free at **1-800-973-9663**.

Eligibility

The Applicant must:

- be a registered non-profit organization
- have resided or has documented history of operating within the Regional Boundary for at least one year prior to applying
- have less than one year's worth of operating expenses in their unrestricted net assets, as reflected in the financial statements of the most recent fiscal period prior to application or the total unrestricted net assets held by the Applicant is less than \$50,000
- offer programs/services within the Regional Boundary
- provide programs and/or services that align with the strategic services outlined in the section below
- have submitted all required reports, financial statements, or uncommitted grant proceeds from any previous Community Investment Program Grant

The Community Investment Program will not fund:

- programs or facilities for activities which are mandated or responsibility of the Federal or Provincial governments, including but not limited to programs and facilities of health care, education, religious activities, housing and childcare
- more than 80% of the budget of the programs and or service

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Expected Deliverables

A successful Applicant will be required to:

- improve the quality of life for residents in Wood Buffalo through providing one of the following strategic services:
 1. Collection, preservation, or display of regional heritage and culture in a museum setting
 2. Act as a collective voice for:
 - i. development of the arts community
 - ii. progression of interests of the social profit sector
 - iii. advancement of cultural diversity
 - iv. promotion of the economic diversification of the Municipality
 3. A strategic service that is of benefit to the entire region, as set out in a Service Delivery Agreement
- complete and/or upload the following in the CIP Grant Portal:
 - Certificate of Insurance within 30 calendar days of execution of grant agreement
 - Six-Month Report highlighting ongoing successes and challenges as well as progress of outcome measurement plan
 - Final Report demonstrating the positive impact of the funded programs and services through account of organization's collected outcome measures
 - Attachments including examples of how the organization publicly recognized the funding considerations provided by the Regional Municipality of Wood Buffalo. Refer to [Logos](#) and the [Logo Standards Guide](#) for usage
 - Financial Statements. Specific financial reporting requirements are determined by the following grant thresholds:
 - < \$100,000 – Summary of Revenue and Expenditures
 - \$100,000 - \$499,999 – Review Engagement Financial Statements
 - >\$500,000 – Audited Financial Statements

Disclosure of Information

Information contained in the submitted application will be part of the public Council agenda and accessible through all methods that the Council agenda is available.

A condition of accepting funding is that the Municipality has the authority to examine Recipients' records at any time to ensure funds are being used in the manner originally agreed upon. Any funds not used as described in the agreement may have to be returned.

Council reserves the right to allocate Community Investment Program Grants in such a manner as deemed to be in the best interest of the Municipality (Community Investment Program Policy FIN-220, Section 2.1.2).

Sustaining Grant

COMMUNITY
INVESTMENT PROGRAM

Key Dates

During Call for Applications	Information Sessions with CIP upon request (contact CIP@rmwb.ca)
July 20, 2022	Call for Applications Opens
September 16, 2022	Call for Applications Closes – deadline to submit your application is 4:30 p.m. MST.
September 19 – 30, 2022	Application clarification with CIP staff
TBD	Applicant Presentation Preparation
TBD	Council Meeting and Final Decisions
TBD	Decision Letters and further information provided
Within 30 days of CIP receiving signed Grant Agreement	Grant Distribution
Within 30 days of execution of Grant Agreement	Certificate of Insurance submitted by Applicant
July 31, 2023	Recipient submits 6 Month Report
February 28 / April 30, 2024	Recipient submits Final Report
120 days following the fiscal year end of the Organization	Recipient submits Financial Statements

Details of the Council Meeting will be provided at a later date.

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Definitions

Applicant – Any group, club, individual or organization incorporated as a non-profit, charitable or Part IX Corporation, or registered as a society under the Alberta Societies Act and is in good standing under its relevant constating legislation.

Audited Financial Statements – Means a review of the Organization's financial statements by an independent Chartered Professional Accountant (CPA), including but not limited to the Grant. The Financial statements are to be prepared in accordance with generally accepted accounting principles for not-for-profit organizations. In accordance with section 200 of the CPA Canada Handbook – Assurance an audit provides is an "expression of an opinion by the auditor on whether the financial statements are prepared, in all material respects, in accordance with an applicable financial reporting framework." The audit of the financial statements must be approved by the Board of Directors and signed by the chair and treasurer. The Organization must retain all supporting agreements, invoices, and receipts. The Organization must provide the audited financial statements upon finalization, accompanied by the CPA's audit engagement report where the value of the Grant is \$500,000 or more.

Certificate of Insurance – For details on the level of insurance required, please contact CIP.

Council – Mayor and Council of the Regional Municipality of Wood Buffalo.

Grant – Transfer of monies from the Municipality to an applicant, group or organization for a project that meets the specific grant program requirements.

Grant Programs – Funding programs created to directly administer grants to applicants under specific guidelines (i.e., Community Impact Grant, Games Legacy Fund, Community Plan on Homelessness Funding).

Municipality – The Regional Municipality of Wood Buffalo.

Recipient – Successful grant applicant who receives funding from the Municipality.

Regional Boundary – The physical area of the Municipality that includes any lands comprising of First Nation Reserve located within the Municipality's geographical boundaries.

Review Engagement Financial Statements – a review of the Organization's financial statements by an independent Chartered Professional Accountant (CPA), including but not limited to the Grant. The Financial statements are to be prepared in accordance with generally accepted accounting principles for not-for-profit organizations. In accordance with section 8100 of the CPA Canada Handbook – Assurance (as amended): "Reviews are distinguishable from audits in that the scope of a review is less than that of an audit and therefore the level of assurance provided is lower." The review of the financial statements must be approved by the Board of Directors and signed by the chair and treasurer. The Organization must retain all supporting agreements, invoices, and receipts. The Organization must provide the reviewed financial statements upon finalization, accompanied by the CPA's review engagement report where the value of the Grant is more than \$100,000, but less than \$500,000.

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Societies Act – A society may be incorporated under this Act to promote any benevolent, philanthropic, patriotic, religious, charitable, artistic, literary, educational, social, professional, recreational, sporting or any other useful object, but not for the purpose of carrying on any trade or business.

Term – The effective date and duration of the agreement.

Unrestricted Net Assets – Accumulated surplus that the board has not set aside for a particular purpose, as reflected on the organization's financial statements and/or board meeting minutes.

For more information, please visit the Community Investment Program website at www.rmwb.ca/CIP.

Community Investment Program
Community and Protective Services
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
CIP@rmwb.ca

COUNCIL POLICY



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Document Name: Community Investment Program

Department Name: Community Services

Document Number: FIN-220

Effective Date: April 1, 2021

Next Revision Date: July 2022

STRATEGIC PLAN LINKAGE

Strategic Priority 1 – Responsible Government

Strategic Priority 2 – Downtown Revitalization

Strategic Priority 3 – Regional Economic Development

Strategic Priority 4 – Rural and Indigenous Communities and Partnerships

PURPOSE AND OBJECTIVE

The objective of this Policy is to:

- (a) establish the Community Investment Program;
- (b) identify budgeting and accounting requirements related to Grants; and
- (c) determine Grant eligibility under the CIP Policy.

The objective of the Community Investment Program is to improve the quality of life of residents, communities and the region as a whole by:

- (a) providing Grants to registered non-profit organizations that contribute positively to Municipal goals and strategic directions;
- (b) providing subsidized funding to Municipal owned facilities that provide opportunities for residents to engage in recreation, leisure, events, culture, and heritage; and
- (c) supporting and enhancing the development of athletes and artists in the region.

GENERAL PRINCIPLES

1. Definitions:

- 1.1. "Applicant" means any group, club, individual or organization incorporated as a non-profit, charitable or Part IX Corporation, or registered as a society under the Alberta Societies Act and is in good standing under its relevant constating legislation.
- 1.2. "Community Investment Program (CIP)" means the program that administers Grant Programs.

- 1.3. "Capital" means an enhancement, development or renovation of public use facilities that are accessible, affordable and inclusive, providing broad opportunity for community members; includes planning, construction, land or equipment purchase; where the capital asset will belong to the Applicant.
- 1.4. "Grant" means a transfer of monies from the Municipality to an Applicant for a project or a purpose according to the requirements outlined by a specific Grant Program.
- 1.5. "Grant Program" means a funding program created to directly administer Grants under specific guidelines.
- 1.6. "Guidelines" means the process or direction given by the Municipality to the Applicant or Recipient to follow relating to eligibility, application process, program deadlines, receipt of funds and reporting criteria under the Grant Program.
- 1.7. "Multi-year Grant Agreement" means an agreement for services, programs or events over a period of time greater than a year. A multi-year agreement may provide that performance under the terms of the agreement during the second and subsequent years contingent upon the allocation of funds.
- 1.8. "Municipal Boundary" means the geographic area of the Municipality and shall include any lands comprising any First Nation Reserve or Métis settlement located within the Municipality's external boundaries.
- 1.9. "Recipient" means an Applicant that is approved by the Municipality to receive a Grant.

2. Responsibilities:

2.1. Council:

- 2.1.1. approve any amendments to this Policy;
- 2.1.2. approve the Grant allocations for each Grant Program;
- 2.1.3. approve new Grant Programs and Grant Program maximums; and
- 2.1.4. Council may review and approve grant requests, in excess of the maximums stated in the Guidelines, by any grant applicant.

2.2. Chief Administrative Officer:

- 2.2.1. recommend any amendments to this Policy; and
- 2.2.2. support the implementation of this Policy.

3. General Procedures:

3.1. Eligibility:

Funding will only be provided to an Applicant that:

- 3.1.1. has resided or has documented history of operating within the Municipal Boundary for at least one year;
- 3.1.2. conforms with the Guidelines of the applied for Grant Program;
- 3.1.3. where the Applicant is a group, club or incorporated organization, it:
 - 3.1.3.1. does not hold unrestricted net assets in excess of the organization's annual operating expenses, as reflected in the financial statements of the most recent fiscal period prior to application; or
 - 3.1.3.2. the total unrestricted net assets held by the Applicant is less than \$50,000;
- 3.1.4. completes and submits all required Grant Program application documentation by the stated deadlines; and
- 3.1.5. the Applicant is in good standing with the Municipality.

3.2. What the Community Investment Program will not fund:

- 3.2.1 Individuals (with the exception of Games Legacy);
- 3.2.2 For-profit organizations;
- 3.2.3 Political organizations;
- 3.2.4 Applicants that have overdue or incomplete accounting or reporting relating to any Grant previously awarded by Municipality;
- 3.2.5 Federal and Provincial governments, and affiliated bodies;
- 3.2.6 Funding for programs or facilities for activities which are the mandate or responsibility of the Federal or Provincial governments, including but not limited to programs and facilities of health care, education, religious activities, housing, and childcare;
- 3.2.7 Debt retirement, depreciation or financing charges;
- 3.2.8 Retroactive payments (with the exception of Games Legacy Grants). These are activities or costs incurred before Grants are approved; or
- 3.2.9 More than 80% of the budget of the program, project, event, service or facility operations.

3.3. Application and Assessment Process:

All eligible applications will be assessed against the following criteria:

- 3.3.1. Anticipated positive community impact aligned to the Municipal Strategic Plan. Applicants must demonstrate how their application positively contributes to the quality of life of residents and what is different as a result of their work.

3.3.2. Evidence of community support. This support could include:

- 3.3.2.1. additional financial and non-financial resources being leveraged from other sources;
- 3.3.2.2. details of the number of volunteers that will be involved in the work, and the number of hours they will bring; and
- 3.3.2.3. collaboration or partnership with other organizations

3.3.3. Sound organizational track record. This considers if the Applicant has the ability, skills and capacity to undertake the work and has undertaken similar work in the past.

3.3.4. Activities do not unnecessarily duplicate successful efforts that already exist in the community.

3.3.5. Sustainability of the organization and activity, as applicable.

3.3.6. The amount of funding requested by Applicants and the funding available in the program.

3.3.7. Approval processes will be consistent with the specific Guidelines of the Grant Program applied for.

3.3.8. Applicants requesting a Grant from any Grant Program may be required to make a presentation to Council.

3.3.9. Grants will be disbursed to Recipients in accordance with the terms and conditions of a Grant agreement, in a form and content approved by the Municipality, between the Municipality and the Recipient.

3.3.10. Multi-year Grant Agreements will be issued based on service requirements and program deliverables. Applicants for the Multi-Year Grant agreements will be required to submit annual budgets to Council for approval.

3.4. Reserve Funds:

3.4.1. The Municipality will only use the interest earned on the Games Legacy Reserve Fund to supplement the Games Legacy Grant.

3.4.2. The Municipality may use the Community Initiative Reserve to fund the CIP each year. In accordance with Bylaw No. 02.032 Community Initiatives Reserve, the allocation of these funds will be presented to Council annually.

3.5. Communications and Grant Recognition:

3.5.1. Recipients will recognize the Municipality, if required under the Grant Program, as a funding partner in any official communications.

- 3.5.2. Where the Recipient has received a Capital grant, a commemorative plaque or sign may be required to be displayed at the facility, site, or on the equipment, acknowledging the support from the Municipality.

3.6. Monitoring and Reporting:

- 3.6.1. The Municipality will evaluate the outcomes, as outlined in the Grant agreement between the Municipality and the Recipient, to ensure accountability for use of funds and monitor how the desired goals were achieved.
- 3.6.2. Any reporting requirements, as stated in the Grant Programs, not met by the Recipient may result in cancellation of the Grant or ineligibility to apply for and receive Grants in the future.
- 3.6.3. All unexpended funds or funds not used for the intended purpose must be returned to the Municipality, unless the Municipality approves, in writing, their use for another purpose.

4. Applicability of Policy:

The following funding requests are not subject to this Policy:

- 4.1. Exceptional funding requests that do not fall within the eligibility Guidelines of approved Grant Programs or exceed approved budget limits within the Guidelines. Requests of this nature may either:
 - 4.1.1. be brought forward to Council by the CIP Branch at the annual budget approval process for additional consideration and possible incorporation;
 - 4.1.2. be brought forward to Council by the CIP Branch for consideration under exceptional circumstances and be approved by Council as an over-expenditure in the current budget year; or
 - 4.1.3. be denied.

5. Funding Limitations:

5.1. Municipal Facility Operating Grant

- 5.1.1. The Municipal Facility Operating Grant provides funding to registered non-profit organizations that operate and maintain municipally-owned facilities. Facilities shall be operated in accordance with the Operating Agreement between the Municipality and the Recipient.
- 5.1.2. Applicants must present their annual budgets to Council during the annual Operating Budget process.
- 5.1.3. The actual amount of the Grants is subject to the availability of the funds.

5.2. Community Sustaining Grant

- 5.2.1. The Community Sustaining Grant provides funding to registered non-profit organizations that provide strategic services that contribute toward the strategic priorities identified by the Municipality through the Municipal Strategic Plan.
- 5.2.2. Applicants requesting \$250,000 or more, and new Applicants, shall be required to present their annual budgets to Council during the annual operating budget process.
- 5.2.3. Applicants requesting less than \$250,000 may be required to present their annual budgets to Council during the annual operating budget process.
- 5.2.4. The actual amount of the Grants is subject to the availability of the funds.

5.3. Community Capital Grant

- 5.3.1. In addition to the criteria set out in in Section 3 – General Procedures, Community Capital Grants are subject to the following funding limitations:
 - 5.3.1.1. up to 50% of total planning and design costs for the capital project;
 - 5.3.1.2. up to 50% of total construction costs for the capital project; and
 - 5.3.1.3. up to 50% of total land purchase costs for the capital project.
- 5.3.2. The actual amount of the Grants is subject to the availability of the funds.

5.4. Community Impact Grant

- 5.4.1. Applicants shall only submit one application form per stream and shall only receive one Community Impact Grant, per call for Applications.
- 5.4.2. Grant funding may be requested up to a maximum amount that varies depending on the stream, as follows:
 - 5.4.2.1. Community Programs and Projects – maximum \$80,000;
 - 5.4.2.2. Community Events – maximum \$20,000; and
 - 5.4.2.3. New Events – maximum \$50,000.
- 5.4.3. The actual amount of the Grants is subject to the availability of the funds. A Community Impact Grant budget will be proposed to Council during the annual operating budget process, and allocations to Applicants will be recommended to Council no later than January 31 of each fiscal period.
- 5.4.4. Community Impact Grants will be recommended to Council based on a maximum percentage of the budget of the program, project, event, service

or facility operations. The maximum percentage is set to ensure sustainability of the Community Impact Grant and foster a reduction of reliance on the Grants over time. The maximum percentage shall be set as follows:

5.4.4.1. Fiscal period 2021: 80% maximum;

5.4.4.2. Fiscal period 2022: 75% maximum; and

5.4.4.3. Fiscal period 2023: 70% maximum.

5.5. Games Legacy Grant

5.5.1. Applicants shall only submit one application form and shall only receive one Games Legacy Grant, per call for Applications;

5.5.2. Applicants may apply for more than one activity, program or competition;

5.5.3. The actual amount of the Grants is subject to the availability of the funds. A Games Legacy Grant budget will be proposed to Council during the annual operating budget process, and allocations to Applicants will be recommended to Council no later than January 31 of each fiscal period.

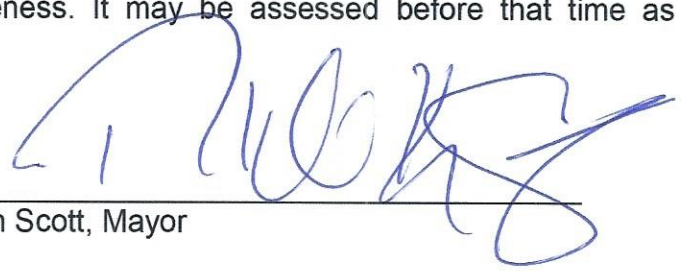
5.5.4. Games Legacy Grants will be recommended based on the following maximums:

5.5.4.1. Maximum grant for individuals or coaches will not exceed \$1,500; and

5.5.4.2. Maximum grant teams or groups will not exceed \$3,000.

APPROVAL

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time as necessary.



Don Scott, Mayor



Jade Brown, Chief Legislative Officer

Date

SUPPORTING REFERENCES AND POSITION RESPONSIBLE

Legal References: *Societies Act*, R.S.A 2000, c. S-14

Cross References: Community Investment Program Administrative Procedure FIN-220-P01

Position Responsible: Director, Community Services

COUNCIL POLICY DETAILS AND REVISION HISTORY

Date	Action	Description
October 2019	Minor Revision	Add Community Capital Grants



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: FireSmart / Forest Resource Improvement Association of Alberta Grant Application Support

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT the Mayor be authorized on behalf of Council to provide letters of support for the Forest Resource Improvement Association of Alberta, in support of the Regional Emergency Services, FireSmart Wood Buffalo team applications for vegetation / fuel management funding in each Anzac, Fort Chipewyan, and Janvier.

Summary:

FireSmart Wood Buffalo is seeking a Municipal Council Resolution indicating support for applications to the Forest Resource Improvement Association of Alberta (FRIAA) for vegetation management and fuel reduction projects in the communities of Anzac, Fort Chipewyan, and Janvier.

The Regional Municipality of Wood Buffalo (RMWB) has incorporated the seven disciplines of FireSmart Canada's nationally recognized program as a tool to manage the risk of wildfire. Using the adopted 2022 Wildfire Mitigation Strategy (November 7, 2022), and in alignment with Mayor and Council's Strategic Plan, the FireSmart Wood Buffalo program commenced the application process to FRIAA. In order to move to the next stage of this application process, FRIAA requires a Council Resolution demonstrating the RMWB's official support of the applications.

Background:

FireSmart is a national program with the overarching goal of reducing the risk of wildfire damage to communities. This is achieved through the application and practice of the seven disciplines: Emergency Planning, Education, Legislation, Development, Vegetation Management, Interagency Cooperation and Cross-Training.

The Regional Municipality of Wood Buffalo (RMWB) has incorporated FireSmart Canada's nationally recognized program as a tool to manage the risk of wildfire in the Region in creating our own FireSmart Wood Buffalo program.

Since the Horse River Wildfire in 2016, a commitment to a Wildfire Mitigation Strategy has proven to be effective in reducing the impact of wildfire on our communities. A new and updated Wildfire Mitigation Strategy (2022-2025) was prepared for Mayor and Council's consideration and adopted, which balances areas of mitigation, preparedness, response, and recovery.

On January 19, 2023, the FireSmart Wood Buffalo team submitted three expression of interest projects as part of the FRIAA grant application process; Fort Chipewyan Vegetation Management; Anzac Fuels Reduction Project; Janvier Fuels Reduction Project. Each will now move into a full proposal application for funding.

Budget/Financial Implications:

The impact of wildfire across Alberta and Canada continues to be a major concern, resulting in the government signaling that the current grant funding models are not effective in reducing the impact of wildfires on communities. As noted in a previous Council report, the application process for the FRIAA grants for FireSmart funding has been adjusted to include a requirement that grant recipients adhere to the following elements:

The Plan: That municipalities commit to a prescribed plan - for us, this is the Wildfire Mitigation Strategy.

The Commitment: Municipality's commitment to organizational support - for us, this is our FireSmart Team and the work we've done in the last five years that has demonstrated our commitment.

The Execution: "the how" that our plans will be implemented - for us, this is our transition to implementing a local, community focused, grass roots approach to the FireSmart program.

Vegetation maintenance is of utmost importance to our Region and will be partially funded through FRIAA using a total of \$174,560 approved in 2022, which will employ contractor services to address roughly 11 hectares of new forest treatment in the urban service area (Fort McMurray).

The three identified projects seeking final funding approval for work will also employ contractor services to address 14.23 hectares of vegetation maintenance in Fort Chipewyan (as identified by Councilor Cardinal during budget 2023 sessions) at \$142,300; fuel reduction of 7.1 hectares in Anzac seeking \$113,600; and vegetation management of 8.69 hectares in Janvier requesting \$139,040 in grant funding.

The FRIAA grant is the single source of provincial funding that is dedicated to the application of FireSmart principles. The cost of using contracted services for vegetation management continues to rise resulting in a reduced reach of what the funding can accomplish in risk mitigation. With this reality, the five-year goals of the Wildfire Mitigation Strategy are in jeopardy of not being met.

Rationale for Recommendation:

Wildfire remains the number one risk in the Region, and the boreal forest continues to regenerate. With public safety as the priority, implementation of the Wildfire Mitigation Strategy using vegetation management and fuel reduction projects is an integral part of the maintenance program.

Our current FireSmart Wood Buffalo program is broadly recognized within our Region both in the rural and urban communities. This was evidenced during this past wildfire season in Fort Chipewyan and most recently during the wildfire beside the Morgan Heights neighborhood.

Following the 2022 Wildfire Mitigation Strategy as a guiding document, the funding applied for through the FRIAA for vegetation management and fuel reduction align with the goals set therein and will assist in the maintenance of and new treatments in the approximately 400 hectares of forest within the Region that were identified.

Strategic Plan Values:

Fiscal Management
Building Partnerships



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: 2023 Q1 Progress Report - Council's Strategic Plan 2022-2025

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT the Q1 Progress Report - Council's Strategic Plan 2022-2025, be accepted as information.

Summary:

The First Quarter (Q1) 2023 Progress Report (Progress Report, Attachment 1) provides an overview of progress made between January and March of 2023. The intent of the Progress Report is to highlight progress to date associated with the milestones and actions of Council's Strategic Plan, 2022-2025 (Council's Strategic Plan).

Background:

On December 13, 2022 Council unanimously approved Administration's approach to implementing Council's Strategic Plan and Administration's proposed quarterly reporting schedule.

Administration from various areas of the organization formed five (5) interdepartmental program working groups that defined tasks which contribute to meeting Council's expectation for delivery of all 28 milestones and actions included in Council's Strategic Plan. Tasks were developed through collective conversations that focused on identifying what steps need to be taken to make real change and progress towards each milestone and action.

The working groups identified a total of 155 tasks that are at various stages of implementation, as outlined below. Please note, the status of 'In Progress' or 'Completed' has only been indicated if Administration was confident that meaningful progress was demonstrated to be underway.

Council's Values	# of Tasks	Completed	In Progress	Not Started
Fiscal Management (FM)	40	3%	30%	67%
Building Partnerships (BP)	41	0%	27%	73%
Rural and Indigenous Communities & Relationships (RI)	19	6%	26%	68%
Local Economy (LE)	18	39%	33%	28%
Downtown Visualization (DV)	37	8%	32%	60%
Total	155			

Budget/Financial Implications:

The Operating and Capital budgets approved by Council in 2022 contain the resources necessary to accomplish the tasks being completed throughout 2023.

Strategic Plan Values:

Fiscal Management
 Building Partnerships
 Rural and Indigenous Communities and Relationships
 Local Economy
 Downtown Visualization

Attachments:

1. 2023 Q1 Progress Report

2. 2023 Q1 Strategic Plan Task List

2023 Council's Strategic Plan 2022-2025 Q1 Progress Report Presentation

2023 Q1 PROGRESS REPORT

COUNCIL'S STRATEGIC PLAN 2022-2025



REGIONAL MUNICIPALITY
OF WOOD BUFFALO



MESSAGE FROM CAO PAUL THORKELSSON

I'm pleased to present the 2023, first quarter report detailing Administration's progress on Council's 2022-2025 Strategic Plan. The Regional Municipality of Wood Buffalo has had an active few months with many exciting projects and initiatives that aligned closely to Council's Plan. Here are a few highlights:

WinterPLAY 2023

Our annual winter festival was a great success thanks to the various community and corporate partners, staff and event organizers who came together to deliver an action-packed week of fun for everyone. Ice sculptures, Indigenous storytelling, dog sled rides and of course, "Shoot Out on the Snye", were a few of the fun activities available to the public.

Collaborating with Indigenous communities

In February, Council signed a Municipal Services Agreement with the Athabasca Chipewyan First Nation, marking a significant step towards the creation of the first urban reserve in Alberta.

The Municipality has also worked to implement the Calls to Action and incorporate truth and reconciliation into its organizational structure in collaboration with Indigenous communities and organizations. It's still early in our journey to reconciliation and we will continue to move forward on these important commitments.

Our people; our greatest asset

When I look at all that has been accomplished so far, I am humbled to work alongside Council, my colleagues in Administration and the various municipal departments. Earlier this year, we received Alberta's Top 75 Employer Award which is a testament to the caliber of employees that show up every day to deliver the programs and services residents need.

Council's Strategic Plan is Administration's guiding document and the progress towards the milestones and actions that we have achieved so far are foundational to our future as a region. I am proud of what we have accomplished by working together.

Sincerely,
Paul Thorkelsson, Chief Administrative Officer

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.



Members of our transit operations team proudly display Alberta's Top 75 Employers award.

WE VALUE FISCAL MANAGEMENT (FM)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

FM1b: Invest in the Health and Safety of our Employees

- Named one of Alberta's Top 75 Employers in 2023. The Municipality received top marks for its support of wellness in the workplace.
- Two Joint Health and Safety Committees were established.
- Winter Wellness Ambassadors supported drop-in wellness events for staff at seven (7) different office locations and one via virtual session.
- Training options have continued to expand beyond traditional classroom style learning to include virtual, online, self-directed, and brief learning opportunities that can be completed in 15 minutes or less.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- An Internal Audit Charter that defines the Internal Audit's purpose, authority, responsibility, and position within the organization was approved along with the 2023-2024 Internal Audit Plan.

Q1 2023 OVERALL FM TASK PROGRESS

■ Completed (3%) ■ In Progress (30%) ■ Not Started (67%)



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.



Emergency exercise conducted by Suncor
March 21, 2023.

WE VALUE BUILDING PARTNERSHIPS (BP)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

BP1: Host or attend regular meetings throughout the Region

- Administration continued to further refine the standard process for consistently monitoring, measuring, and reporting meeting data. Meeting categories were identified to allow for shared understanding and additional detail for future reporting.

BP4: Actively work together with large industry to share information, focus on regional priorities, develop infrastructure and cultural project partnerships

- The Regional Emergency Coordination Centre was put into action as municipal staff joined provincial and industry representatives in an emergency exercise conducted by Suncor.

BP6: Support opportunities and community partnerships that help promote a positive image of Wood Buffalo

- The Municipality provided four million dollars for the Arctic Winter Games Host Society and supported shared services. Two Council members volunteered as board directors and staff participated as volunteers.
- The Heritage Resources Management Plan was approved by Council.
- Council approved \$92,100 in funding from the Emerging Issues Reserve to Fort McMurray Heritage Society for its 2023 Sustaining Grant to fund a Blueberry Festival and Christmas in the Village event.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Mayor Bowman proclaimed March 21, 2023, as the International Day for the Elimination of Racial Discrimination in the Region.

Q1 2023 OVERALL BP TASK PROGRESS

■ Completed (0%) ■ In Progress (27%) ■ Not Started (73%)



WE VALUE RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS (RI)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

RI2: 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)

- Truth and Reconciliation Champions have been identified across the organization and will meet quarterly to identify ways to work together to further advance the municipal response to truth and reconciliation.
- One additional Protocol Agreement was signed, bringing the total number of protocol agreements signed to 10.
- Administration supported a red dress educational art gallery during the Arctic Winter Games. Individuals learned about MMEIP from local experts and the MMEIP taskforce.
- The art exhibition, Honour and Remember, located on the main floor of the Jubilee Building was curated by Jes Croucher of Pawâmiw Creative. Honour and Remember tells the story of Missing or Murdered and Exploited Indigenous Peoples from an Indigenous perspective.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Administration partnered with Mikisew Cree First Nation for National Indigenous Languages Day by supplying language resources that emphasize the importance of strengthening and revitalizing Cree and Dene.

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.



Honour & Remember display in the lobby of Jubilee Building.

Q1 2023 OVERALL RI TASK PROGRESS

■ Completed (6%) ■ In Progress (26%) ■ Not Started (68%)



WE VALUE LOCAL ECONOMY (LE)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

LE1: Establish reporting metrics for economic development and tourism to ensure maximum accountability, transparency and clarity for Council and taxpayers

- Reporting metrics and key performance indicators were incorporated into the 2023 grant funding agreement. Progress reports from Fort McMurray Wood Buffalo Economic Development and Tourism have been received by Administration. Council also received a quarterly update and presentation.

LE3: Establish a Business Advisory Committee

- Council appointed members to the newly established Wood Buffalo Pro-Business Advisory Committee. The new committee met in January and March.

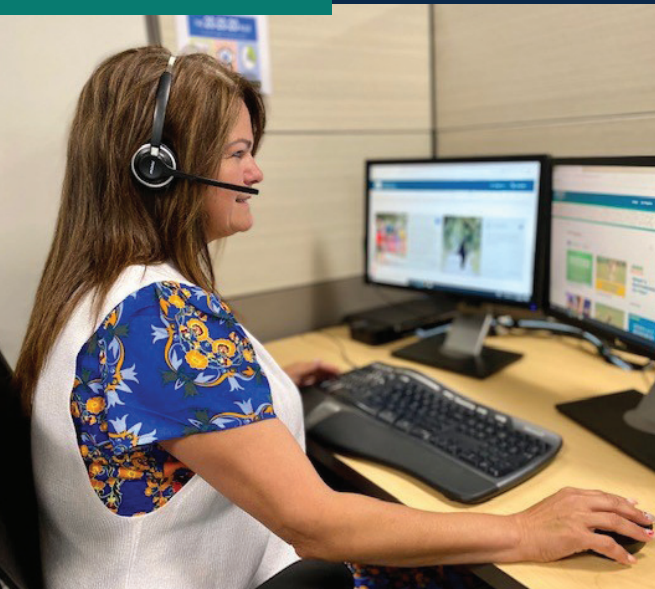
LE4: Advocate and partner with all levels of government to deliver consistent and accessible broadband services

- Administration worked with TELUS through the Rural Broadband - Southern Hamlets capital projects delivery timeline to ensure successful completion of broadband services in Southern Hamlets and Indigenous communities.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The Supply Chain Management Department partnered with the Fort McMurray Chamber of Commerce, Fort McMurray Construction Association and the Northeastern Alberta Aboriginal Business Association to host and provide an overview of the Municipality's 2023 Capital Program. This overview provided high-level project details, inclusive of the planned procurement strategy, budget range and anticipated posting quarter for Engineering Services, Environmental Services and Public Works capital projects.

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.



In Q1 2023, the Pulse team responded to over 14 000 calls.

Q1 2023 OVERALL LE TASK PROGRESS

■ Completed (39%) ■ In Progress (33%) ■ Not Started (28%)



WE VALUE DOWNTOWN VISUALIZATION (DV)

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.



Spices Indian Restaurant, recipient of a downtown revitalization Patio Grant.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

DV2: Ensure a review and update of the Downtown Area Redevelopment Plan is completed

- A revised Downtown Area Redevelopment Plan is complete and is currently being reviewed internally and via public engagement.

DV4: Approve, enhance, and enforce bylaws and beautification standards

- The Community Standards Bylaw assists Bylaw Enforcement officers to address nuisance property and other community standards concerns. Bylaw Services dealt with 38 case files during the first quarter and all 38 properties came into compliance through either education or enforcement.

DV5: Incentivize private investment in the downtown

- A total of 15 Downtown Revitalization Incentive Program applications were received in the first quarter of 2023, \$147,575 was committed to five applications with \$173,084 paid to nine applicants who finished their renovations.

DV7: Complete waterfront beautification

- In response to Council direction, the current design for the waterfront project was reviewed through two workshops with the Wood Buffalo Waterfront Advisory Committee. The waterfront committee continues to meet monthly.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Council passed a motion for the Municipality to dispose of 20 and 24 Riedel Street to the Fort McMurray Boys' and Girls' Club.

Q1 2023 OVERALL DV TASK PROGRESS

■ Completed (8%) ■ In Progress (32%) ■ Not Started (60%)



APPENDIX 1 - ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

FM1b: Invest in the health and safety of our employees

- Mandatory training for municipal employees has been enhanced in 2023 through a partnership with Keyano College. The Municipality has expanded training for Supervisors and Managers to include a Management and Supervision Certificate.

FM5: Ensure government grants are fully utilized

- Council endorsed the Alberta Community Partnership grant application to fund the four phases of the Unlocking the Full Potential of Alberta's Midsized Cities Initiative.

BUILDING PARTNERSHIPS (BP)

BP1: Host or attend regular meetings throughout the region. Below are the details:

- Council was invited to attend 65 meetings
- Council was scheduled to host 39 meetings
- There was a total of 104 meetings in the Council's calendar
 - Community Events/Engagement - 33
 - Conferences/Conventions/Symposiums - 3
 - Council/Committee Meetings - 14
 - Cultural Events - 8
 - Government Engagements (other levels of govt) - 20
 - Networking Events/Fundraisers - 10
 - Stakeholders/Industry Engagements - 5
 - Political Functions - 0
 - Training - 11
 - Of the 104 meetings included in Council's calendar, nine (9) were Indigenous focused.

BP3: Establish an anti-racism bylaw and policy

- Members of Council and Administration participated in a community engagement session hosted by ACI Argyle Communications on behalf of the Government of Alberta. Experiences and ideas were shared on how issues of racism and discrimination might best be addressed.
- The Community and Protective Services department established a scope of work for the Equity and Inclusion Framework. This framework is intended to inform the development of an anti-racism policy and bylaw.
- Inclusion coach consultants were selected to work with local businesses and organizations to assist them in becoming more equitable and inclusive employers. The consultants are funded through a grant from the Government of Alberta.
- Over 30 municipal staff took part in Inclusive Leadership Training. Other training offered internally include sessions about Unconscious Bias, Age Friendly and Accessibility Awareness, and Accessibility 101.

- In support of International Day for the Elimination of Racial Discrimination, the Municipality hosted a movie screening Discrimination, the Municipality hosted a movie screening of the film "Get Out" followed by a panel discussion about racism and the impacts on the wellbeing of those targeted.
- The Municipality hosted a youth anti-racism working group to support collaborative efforts to address racism.
- Staff attended Government of Alberta focus groups and engagements on hate incidents, hate crimes, anti-racism and also participated in the Alberta Hate Crimes Committee Symposium.

BP6: Support opportunities and community partnerships that help promote a positive image of Wood Buffalo

- Council's Excellence Awards were presented for Citizen of the Year, Everyday Hero, Indigenous Advocate and Youth. These residents were celebrated for their significant contributions to the region.
- More than 250 residents participated in public engagement events hosted in a dozen urban neighbourhoods and most rural communities in the region. The online engagement portal, Participate Wood Buffalo received over 12,000 visits, with approximately 1,500 people participating in one of five different projects.
- Artists across Canada were invited to lead projects for the 2023 igNIGHT public art exhibition
- The 2023-2024 Policing Priorities were identified through community feedback in February. Each year the Municipality partners with Wood Buffalo RCMP to help align policing priorities with people who live, work and play in the region.
- The Municipality partnered with Wood Buffalo RCMP for a new engagement initiative, Ask a Cop a Question intended to continue building positive relationships between youth and officers. Panel discussions were co-hosted by grades seven and eight students and questions were answered by local officers. There were 10 schools that participated in the series, including three from rural communities.
- Mayor Bowman proclaimed March 27, 2023, as World Theatre Day in the region.
- Mayor Bowman proclaimed March as Alberta Francophonie month in the region.
- Council accepted the 2023 Public Artwork Plan as information. The Work Plan supports a variety of program areas and projects that aim to build artist capacity and increase opportunities for regional artists.
- A celebration was hosted for the completion and formal presentation of Call of the Wild, the Saprae Creek Estates Public Art Bench located at the skatepark on the premise of Vista Ridge. The event was a formal showcasing of the art bench with the artist Amy Keller-Rempp.
- Pulse is our direct link to residents. With over 14,000 inquiries to date in 2023, this service provide the RMWB with real time information on key topics that are important to the community. The information also helped Administration prioritize areas of concern and respond accordingly.
- Mayor Bowman proclaimed March 31, 2023, as Transgender Day of Visibility in the region.
- Council approved the 2023 Sustaining and Capital Grant requests totaling \$1M for the Rotary Club of Fort McMurray with conditions. Funding will support operations of the Rotary Links Golf Course.
- Point in Time (PiT) Count 2022 results were published on www.rmwb.ca. There were 162 individuals experiencing homelessness when the count was conducted on September 26-27, 2022. This is a 19% reduction since 2018, when the last PiT Count was conducted.
- A Directors' Table and Managers' Table consisting of staff were formed to integrate anti-racism and diversity, equity and inclusion efforts more broadly across the organization.

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

RI2: 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)

- Administration presented an update on the response to the Truth and Reconciliation Commission's (TRC) Calls to Action. The update reported on progress made in 2022 and shared the results of a third-party benchmarking report on the RMWB's commitment. Out of the 57 Canadian municipalities examined, the RMWB had identified the most TRC Calls to Action for a population of its size.
- A flag raising ceremony was hosted at the front of the Jubilee Building. It featured an Indigenous honour song, followed by singing of the national anthem in Cree and English as five flags representing Canada, Alberta, RMWB, Treaty 8 and Métis were raised.
- A partnership was in place to facilitate two Elders participation for the WinterPLAY opening ceremonies. Elder Robert Cree provided a prayer and honor song, and Elder Horace Adams sang the National Anthem in Dene. Fort McKay First Nation provided Dene game demonstrations for the public. The RMWB Tipi was on display throughout the event, with support from Tapway Contracting Inc.
- Ribbon skirt programs were hosted in Janvier and Conklin, whereby residents could sign up to learn the art of ribbon skirt making.
- Administration participated in Cultural Awareness Training hosted by Indigenous Tourism Alberta. Indigenous Hand Games were demonstrated and enjoyed by the participants.
- MMEIP gatherings took place in Janvier, Fort McMurray 468 First Nation, Fort Chipewyan and Fort McKay.
- Administration attended a press conference with the MMEIP Taskforce in Edmonton to support raising awareness.

RI4: Honour, acknowledge and commemorate residential school confirmations of gravesites, survivors, and their families.

- Administration supported the installation of a visual residential schools display during the 2023 Arctic Winter Games. The display reflected a 100-year timeline on the creation and implementation of the residential school system in Canada. Attendees were welcome to explore the installation then participate in a hands on learning and reflection opportunity.

LOCAL ECONOMY (LE)

LE2: Support development of a rural tourism engagement strategy

- A representative from Administration travelled to Fort Chipewyan to participate with Indigenous Tourism Alberta and Fort McMurray Wood Buffalo Economic Development and Tourism to increase tourism awareness in the region. The Municipal Tipi was erected and highlighted during the visit.

LE5: Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)

- Council held a public hearing and approved Bylaw No. 23/003, to amend the Land Use Bylaw and the Timberlea Area Structure Plan to allow a commercial development at 110 Prospect Drive. The municipality is committed to supporting the local economy and local business development and growth, and this step facilitates this in a responsible, community-oriented way.
- Council passed a resolution directing Administration to review the design from 2016 for the Northside Twin Arena at Abraham's Landing.
- The Planning and Development process review implementation plan is underway. Initial implementation focused on re-organizing permit types within the departments system to help improve the customer experience. Changes included; moving permit conditions to the top of the application, adjusted language on the e-permitting website and an improved fee schedule.
- Council approved the establishment of transit service in the Quarry Ridge subdivision in Fort McMurray and they also approved \$200,000 to be allocated from the Capital Infrastructure Reserve to fund upgrades to Quarry Ridge Drive to accommodate the service.

DOWNTOWN VISUALIZATION (DV)

DV1: Support the creation of a strategy for downtown that identifies and coordinates municipal investment and improvements

- The Wood Buffalo Downtown Revitalization Advisory Committee presented their Annual Report as information to Council.
- The ribbon was cut and regional flags were raised at Kiyām Community Park! Community leaders and more than 100 people were in attendance to celebrate the official opening of the park and raising of the flags. Public Art is reflected around the park. In the heart of Kiyām Community Park are two unique benches. The benches are sister benches from ones in Anzac and Sapræ Creek Estates.
- Council adopted the Wood Buffalo Wayfinding Strategy which provides an approach for developing wayfinding plans, including directional signage in the neighborhoods and communities within the region.

DV6: Conclude flood mitigation infrastructure investments

- Council held a special meeting on Monday, January 23 and residents had the opportunity to provide their input on proposed plans for flood mitigation in Draper. Council approved Flood Accommodation as the flood mitigation option for the community of Draper.
- Temporary workspace agreements and permanent easements with property owners continue to be put in place to support both the temporary/seasonal flood mitigation measures and permanent flood measures.



2023 Q1 Council's Strategic Plan Task List

Fiscal Management (FM)		
FM1a: Evaluate and implement an organizational review		
Task #	Task List	Task Progress
FM1a-1	Develop a scope of work	In Progress
FM1a-2	Initiate the process to select a consultant	Completed
FM1a-3	Complete organizational review	Not Started
FM1a-4	Draft a final report	Not Started
FM1a-5	Present final report to Council	Not Started
FM1a-6	Implement recommendations	Not Started
FM1a-7	Monitor and report progress of implementation	Not Started
FM1a-8	Record lessons learned	Not Started
FM1b: Invest in the health and safety of our employees		
Task #	Task List	Task Progress
FM1b-1	Complete a consolidated summary of municipal health initiatives	In Progress
FM1b-2	Complete a consolidated summary of municipal safety initiatives	In Progress
FM1b-3	Engage the Joint Health and Safety Committee(s) to identify additional projects or initiatives	In Progress
FM1b-4	Implement existing health and safety initiatives and programs that are not already active	In Progress
FM1b-5	Promote existing initiatives and programs	In Progress
FM1b-6	Assess training and learning opportunities	In Progress
FM1b-7	Identify any gaps in the existing training and learning programs	Not Started
FM1b-8	Develop or enhance training and learning programs	Not Started
FM1b-9	Implement new or enhanced training and learning programs	Not Started
FM2: 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		
Task #	Task List	Task Progress
FM2-1	Develop a suggested approach	Not Started
FM2-2	Confirm planned approach with Council	Not Started
FM2-3	Develop a scope of work	Not Started
FM2-4	Initiate the process to select a Consultant to support development of a Council covenant	Not Started
FM2-5	Draft a covenant for review with Council	Not Started
FM2-6	Finalize Council covenant	Not Started
FM3: Direct the implementation of a community resilience strategy		
Task #	Task List	Task Progress
FM3-1	Confirm a shared understanding of the term resiliency	In Progress
FM3-2	Share and educate municipal departments on their role in resiliency	In Progress
FM3-3	Revise capital business case process to improve risk informed decision making to Council, so they can prioritize in alignment with strategies and resilience of municipal services	In Progress
FM3-4	Provide a methodology and/or a tool for reporting on continuity of operations readiness by municipal services annually	Not Started
FM3-5	Finalize tools, documentation and education to support annual reporting	Not Started
FM3-6	Review and report on continuity of operations readiness by completing a municipal continuity scorecard	Not Started
FM3-7	Develop a process and methodology for land use governance and policy	Not Started

FM4: Confirm and/or develop service standards through strategic budget workshops

Task #	Task List	Task Progress
FM4-1	Review and confirm existing service standards	Not Started
FM4-2	Schedule annual budget workshops	In Progress
FM4-3	Confirm budget workshop outcomes annually with Council	Not Started
FM4-4	Establish a feedback mechanism during budget workshops with Council to support next steps	Not Started

FM5: Ensure government grants are fully utilized

Task #	Task List	Task Progress
FM5-1	Confirm a shared understanding of the terms: grants, fully utilized	Not Started
FM5-2	Review current status of grant research, # of applications and amount of funding approved, received, spent or returned each year	In Progress
FM5-3	Identify opportunities to adjust existing documentation, processes, forms, procedures to best position the organization to fully utilize government grants	Not Started
FM5-4	Confirm reporting measures, preferred format and frequency	Not Started
FM5-5	Update or create a standard operating procedure that includes reporting	Not Started
FM5-6	Increase staff awareness, education and training regarding grants and grant processes	Not Started

Building Partnerships (BP)

BP1: Host or attend regular meetings throughout the region

Task #	Task List	Task Progress
BP1-1	Confirm a shared understanding of the terms: meetings, hosting, attending	In Progress
BP1-2	Review existing guiding documents, directives, processes and standard operating procedures	In Progress
BP1-3	Draft revised workflow and standard operating procedure	Not Started
BP1-4	Finalize workflow and standard operating procedure through a collaborative working group	Not Started
BP1-5	Communicate finalized standard operating procedure	Not Started
BP1-6	Monitor, report and consider revision of the standard operating procedure	Not Started

BP2: Participate as Council in meetings with Indigenous leaders and communities

Task #	Task List	Task Progress
BP2-1	Confirm a shared understanding of the terms: meetings, participation, communities, Council, Indigenous leaders	In Progress
BP2-2	Review existing guiding documents, directives, processes, standard operating procedures and acknowledge relationship based communication	In Progress
BP2-3	Draft a revised workflow and standard operating procedure(s)	Not Started
BP2-4	Review and finalize standard operating procedure(s) and workflow through the collaborative working group	Not Started
BP2-5	Communicate finalized standard operating procedure(s)	Not Started
BP2-6	Monitor, report and consider revision of the standard operating procedures	Not Started

BP3: Establish an anti-racism bylaw and policy

Task #	Task List	Task Progress
BP3-1	Review existing examples of policies in other communities	In Progress
BP3-2	Draft anti-racism policy	Not Started
BP3-3	Approve anti-racism policy	Not Started
BP3-4	Review existing examples of Bylaws in other communities	Not Started
BP3-5	Draft anti-racism Bylaw	Not Started
BP3-6	Approve anti-racism Bylaw	Not Started

BP4: Actively work together with large industry to share information, focus on regional priorities, develop infrastructure and cultural project partnerships

Task #	Task List	Task Progress
BP4-1	Confirm a shared understanding of the terms: large industry, regional priorities, cultural project partnerships	In Progress
BP4-2	Confirm and document current relationship interceptions between administration and large industry	Not Started
BP4-3	Identify and document joint regional priorities	Not Started
BP4-4	Draft an engagement plan with consideration of gaps or opportunities for improvement	Not Started
BP4-5	Finalize engagement plan through a collaborative working group	Not Started
BP4-6	Communicate finalized engagement plan	Not Started
BP4-7	Monitor, report and consider revision of engagement plan	Not Started

BP5: Confirm best practices for consistent communication and feedback between Council and Administration

Task #	Task List	Task Progress
BP5-1	Conduct benchmarking and consider best practices	In Progress
BP5-2	Review existing directives, processes, policies and practices on how Council receives information and provides feedback	In Progress
BP5-3	Develop suggested approach	Not Started
BP5-4	Confirm planned approach with Council	Not Started
BP5-5	Draft standard operating procedure	Not Started
BP5-6	Finalize standard operating procedure	Not Started
BP5-7	Communicate finalized standard operating procedure	Not Started
BP5-8	Monitor, report and consider revision of the standard operating procedure	Not Started

BP6: Support opportunities and community partnerships that help promote a positive image of Wood Buffalo

Task #	Task List	Task Progress
BP6-1	Confirm a shared understanding of the terms: opportunities, community partnerships, promote a positive image	In Progress
BP6-2	Review existing guiding documents, directives, processes, standard operating procedures and permits	Not Started
BP6-3	Identify opportunities for efficiencies or reduced barriers	Not Started
BP6-4	Draft revised workflow and standard operating procedure	Not Started
BP6-5	Monitor, report and consider revision of workflow and standard operating procedure	Not Started
BP6-6	Report on the number of applications to the Community Investment Program that are aligned to this milestone	Not Started
BP6-7	Support opportunities to host events and conferences that attract participants from outside of the region	In Progress
BP6-8	Support opportunities that promote a positive image of Wood Buffalo	In Progress

Rural and Indigenous Communities and Relationships (RI)

RI1: Create and enhance reconciliation spaces

Task #	Task List	Task Progress
RI1-1	Confirm a shared understanding of the term reconciliation space(s)	In Progress
RI1-2	Establish a Reconciliation Working Group	In Progress
RI1-3	Create reconciliation space(s)	In Progress
RI1-4	Enhance reconciliation space(s)	In Progress

RI1-5	Report the number of reconciliation spaces that have been created or enhanced	Not Started
RI2: 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)		
Task #	Task List	Task Progress
RI2-1	Confirm the number of training opportunities currently available to municipal employees	Not Started
RI2-2	Confirm current attendance rate for mandatory staff training	Not Started
RI2-3	Document education opportunities (acknowledge relationship based conversations and experience based learning)	Not Started
RI2-4	Advance education and training opportunities available to municipal employees	Not Started
RI2-5	Participate in Missing or Murdered and Exploited Indigenous Peoples Task Force meetings and implement the local action plan	Not Started
RI2-6	Report on implementation of a local action plan that is inclusive of Missing or Murdered and Exploited Indigenous Peoples	Not Started
RI2-7	Report annually on the Municipal Responses to Truth and Reconciliation in Wood Buffalo	Completed
RI3: Commemorate, document, and raise awareness to ensure significant events impacting relationships with Indigenous Peoples are recognized, remembered and honoured		
Task #	Task List	Task Progress
RI3-1	Confirm a shared understanding of the terms: commemorate, document, significant events	Not Started
RI3-2	Host and participate in local events that raise awareness	In Progress
RI3-3	Complete a schedule of significant events	Not Started
RI3-4	Confirm the extent to which the municipality should commemorate, document and raise awareness	Not Started
RI3-5	Track the amount of data published and number of stories amplified that contribute to raising awareness	Not Started
RI4: Honor, acknowledge and commemorate residential school confirmations of gravesites, survivors, and their families		
Task #	Task List	Task Progress
RI4-1	Confirm a shared understanding of the terms: commemorate, honor, acknowledge	Not Started
RI4-2	Engage communities to better understand how the municipality can contribute to acknowledging and commemorating	Not Started
Local Economy (LE)		
LE1: Establish reporting metrics for economic development and tourism to ensure maximum accountability, transparency and clarity for Council and taxpayers		
Task #	Task List	Task Progress
LE1-1	Update Community Investment Program funding agreement	Completed
LE1-2	Update municipal internal review process for Community Investment Program fund disbursement	Completed
LE1-3	Review reporting metrics in alignment with the funding agreement	In Progress
LE2: Support development of a rural tourism engagement strategy		
Task #	Task List	Task Progress
LE2-1	Confirm and document what type of support Fort McMurray Wood Buffalo Economic Development and Tourism needs	In Progress

LE2-2	Provide Fort McMurray Wood Buffalo Economic Development and Tourism with current municipal approaches for engagement	Not Started
LE2-3	Monitor opportunities for support based on Fort McMurray Wood Buffalo Economic Development and Tourism established quarterly reporting	Not Started
LE3: Establish a Business Advisory Committee		
Task #	Task List	Task Progress
LE3-1	Draft the section of the consolidated committees Bylaw in partnership with business organizations	Completed
LE3-2	Present Bylaw to Council	Completed
LE3-3	Approve Bylaw	Completed
LE4: Advocate and partner with all levels of government to deliver consistent and accessible broadband services		
Task #	Task List	Task Progress
LE4-1	Establish a partnership with TELUS to deliver consistent and accessible broadband services	Completed
LE4-2	Complete necessary construction work with service offerings available to all residents.	In Progress
LE4-2a	Conklin Metis/Conklin	In Progress
LE4-2b	Willow Lake Metis Nation and Anzac	In Progress
LE4-2c	Fort McKay First Nation and McKay Metis Nation	In Progress
LE4-2d	Fort McMurray 468 First Nation and Anzac	In Progress
LE4-2e	Gregoire Lake Estates	Completed
LE4-2f	Chard Metis Nation and Chipewyan Prairie First Nation and Janvier	In Progress
LE4-2g	Draper	In Progress
LE4-3	Complete rural broadband project to provide high speed internet services to Fort Chipewyan	Not Started
LE4-3a	Establish partnership with Telecommunications Provider in Fort Chipewyan to deliver consistent and accessible broadband services.	Not Started
LE4-6	Continue to explore all provincial and federal grant funding opportunities	In Progress
LE5: Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)		
Task #	Task List	Task Progress
LE5-1	Present Planning and Development process review report and recommendations to Council	Completed
LE5-2	Implement Planning and Development process review recommendations	In Progress
LE5-3	Monitor Planning and Development process review progress	In Progress
LE5-4	Prioritize adjustments that support a pro-business environment	Not Started
LE5-5	Implement priority adjustments that support a pro-business environment	Not Started
Downtown Visualization (DV)		
DV1: Support the creation of a strategy for downtown that identifies and coordinates municipal investment and improvements		
Task #	Task List	Task Progress
DV1-1	Confirm a shared understanding of the term strategy	Not Started
DV1-2	Identify existing municipal investments and improvements	Not Started
DV1-3	Coordinate existing municipal investments and improvements	In Progress
DV1-4	Create a strategy and implementation plan	Not Started
DV1-5	Present strategy to Chief Administrative Officer and/or Council	Not Started
DV1-6	Implement the strategy	Not Started

DV2: Ensure a review and update of the Downtown Area Redevelopment Plan is completed

Task #	Task List	Task Progress
DV2-1	Review all sections of the current City Centre Area Redevelopment Plan	Completed
DV2-2	Complete background document review	Completed
DV2-3	Create an initial draft of the Downtown Area Redevelopment Plan	Completed
DV2-4	Conduct engagements	In Progress
DV2-5	Create a final draft of the Downtown Area Redevelopment Plan	Not Started
DV2-6	Approve Downtown Area Redevelopment Plan	Not Started

DV3: Support the creation of detailed land map for future downtown planning that guides the public and businesses on the vision for downtown

Task #	Task List	Task Progress
DV3-1	Update the Downtown Area Redevelopment Plan to include concept land map(s)	Not Started
DV3-2	Review the current Land Use Bylaw relevant to downtown	Not Started
DV3-3	Create initial draft of the updated Land Use Bylaw relevant to downtown	Not Started
DV3-4	Conduct engagements	Not Started
DV3-5	Create final draft of the updated Land Use Bylaw relevant to downtown	Not Started
DV3-6	Present amendments to the Land Use Bylaw to Council (including detailed zoning land use map)	Not Started

DV4: Approve, enhance, and enforce bylaws and beautification standards

Task #	Task List	Task Progress
DV4-1	Confirm a shared understanding of the terms: enforce, beautification	In Progress
DV4-2	Complete a review of all Bylaws and identify those that have any connection to a beautification standard	Not Started
DV4-3	Confirm which Bylaws require further enhancement and identify new or emerging Bylaws	Not Started
DV4-4	Conduct engagements as required	Not Started
DV4-5	Develop a plan for enforcing Bylaws	In Progress
DV4-6	Enforce Bylaws	In Progress

DV5: Incentivize private investment in the downtown

Task #	Task List	Task Progress
DV5-1	Continue to implement the current Downtown Revitalization Incentive Program	In Progress
DV5-2	Evaluate existing Downtown Revitalization Incentive Program	In Progress
DV5-3	Make adjustments to the existing Downtown Revitalization Incentive Program, Policy and Administrative Directive	Not Started
DV5-4	Implement new or adjusted incentives	Not Started

DV6: Conclude flood mitigation infrastructure investments

Task #	Task List	Task Progress
DV6-1	Report quarterly progress to Council	In Progress
DV6-2	Revise approach for Flood Program	In Progress
DV6-3	Conduct monthly project meetings	Not Started

DV7: Complete waterfront beautification

Task #	Task List	Task Progress
DV7-1	Review the current design for the Waterfront Park Project	In Progress
DV7-2	Eliminate any unnecessary elements from the current design	In Progress

DV7-3	Steward toward a project that remains in alignment with the engagement feedback from the Indigenous Communities	In Progress
DV7-4	Present updated design to Council as soon as possible	Not Started
DV7-5	Confirm Council's direction for next steps	Not Started
DV7-6	Implement Council's direction	Not Started

2023 Q1 Progress Report Council's Strategic Plan 2022-2025

Presenter: Kelly Hansen, Director

Department: Strategic Planning and Program Management

Meeting Date: April 25, 2023



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

OVERVIEW



- Annual Reporting Schedule
- Organizational Approach
- Q1 Progress Report
- Next Steps

2023 Q1 Progress Report



ANNUAL REPORTING SCHEDULE

April	• 2023 Q1 Quarterly Progress Report
July	• 2023 Q2 Quarterly Progress Report
October	• 2023 Q3 Quarterly Progress Report
December	• 2023 Q4 Quarterly Progress Report



ORGANIZATIONAL APPROACH

- Five (5) Interdepartmental Working Groups.
- Lead(s) and Contributing departments named.
- 155 tasks identified to support delivery of 28 milestones and actions.
- Implemented a consistent approach for monitoring the measurable and defined indicators of progress.



Q1 PROGRESS REPORT

2023 Q1 Progress Report

5



FISCAL MANAGEMENT (FM) HIGHLIGHTS

Q1 2023 OVERALL FM TASK PROGRESS

■ Completed (3%) ■ In Progress (30%) ■ Not Started (67%)



- Organizational Review Request for Proposal was posted and has closed.
- Named one of Alberta's Top 75 Employers in 2023.
- The Joint Health and Safety Committees were established.
- Winter Wellness Ambassadors supported drop-in wellness events for staff.
- Employee training options continued to expand outside the classroom.



FISCAL MANAGEMENT HIGHLIGHTS



Pink Shirt Day



Alberta's Top 75 Employers Award



BUILDING PARTNERSHIPS HIGHLIGHTS

Q1 2023 OVERALL BP TASK PROGRESS

■ Completed (0%) ■ In Progress (27%) ■ Not Started (73%)



- Administration refined processes for consistently monitoring, measuring and reporting meeting data.
- Administration actively worked with Industry.
- Heritage Resource Management Plan approved.
- Blueberry Festival and Christmas in the village events were supported.
- International Day for Elimination of Racial Discrimination was proclaimed.



BUILDING PARTNERSHIPS HIGHLIGHTS



Council's Excellence Awards



Shoot out on the Snye



RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS HIGHLIGHTS

Q1 2023 OVERALL RI TASK PROGRESS

■ Completed (6%) ■ In Progress (26%) ■ Not Started (68%)



- Truth and Reconciliation Champions have been identified.
- One additional Protocol agreement was signed, bringing the total to 10.
- A Red Dress Educational art gallery was supported during the Arctic Winter Games.
- The art exhibition, Honour and Remember was installed.
- Council signed a Municipal Services Agreement with the Athabasca Chipewyan First Nation, marking a significant step towards the creation of the first urban reserve in Alberta.



RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS HIGHLIGHTS



National Indigenous Peoples Day



2023 Arctic Winter Games



LOCAL ECONOMY HIGHLIGHTS

Q1 2023 OVERALL LE TASK PROGRESS

■ Completed (39%) ■ In Progress (33%) ■ Not Started (28%)



- Reporting metrics were established with Economic Development and Tourism.
- Members were appointed to the Pro-Business Advisory Committee.
- Rural broadband projects progressed.
- Administration partnered with community organizations to host an overview of the Municipality's 2023 Capital Program.



LOCAL ECONOMY HIGHLIGHTS



Customer Service Excellence



DOWNTOWN VISUALIZATION HIGHLIGHTS

Q1 2023 OVERALL DV TASK PROGRESS

■ Completed (8%) ■ In Progress (32%) ■ Not Started (60%)



- Final Downtown Area Redevelopment Plan has been drafted.
- The Community Standards Bylaw was enforced.
- The Downtown Revitalization Incentive Program makes a positive impact.
- Wood Buffalo Waterfront Advisory Committee have completed two (2) workshops to continue progress.



DOWNTOWN VISUALIZATION HIGHLIGHTS



Downtown Revitalization Incentives Program

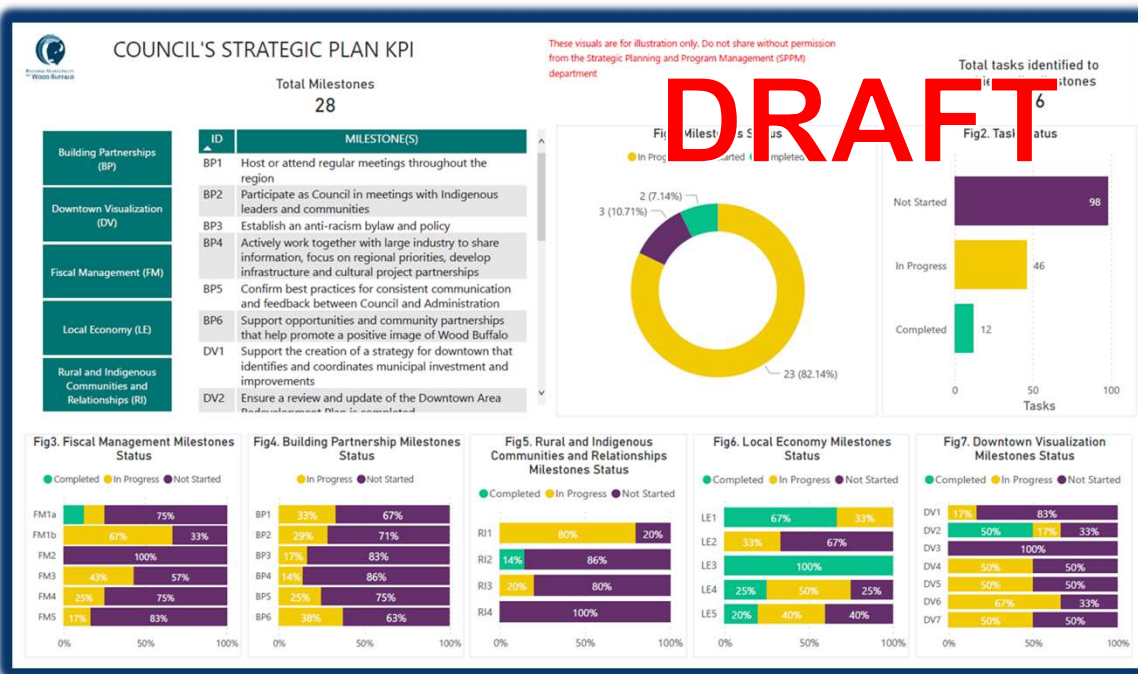
2023 Q1 Progress Report



Kiyām Community Park Opening



NEXT STEPS



- Continue to manage, monitor and report collectively on each of the five (5) areas that Council values.
- Continue quarterly reporting.
- Finalize interactive progress monitoring tool.
- Incorporate adjustments as required by Council.



Thank You



REGIONAL MUNICIPALITY
OF WOOD BUFFALO



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: Capital Budget Amendments

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT the 2023 Capital Budget Amendment as summarized on Attachment 1 (2023 Capital Budget Amendment – Budget Amendment, dated April 25, 2023), be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2023 Capital Budget Amendment – Budget Amendment - Project Cash Flow Summary, dated April 25, 2023), be approved.

Summary:

Administration has identified one (1) capital project to be submitted for Capital Budget amendment consideration. Council is the approving authority for the Capital Budget, subject to the provisions of the Fiscal Responsibility Policy (FIN-160).

This Capital Budget amendment will result in a net increase of approximately \$2,800,000 to the 2023 and thereafter Capital Budget, as outlined in the Budget Net Change Summary. However, there are sufficient savings under the Thickwood Perimeter Sewer project to offset the \$2,800,000 budget increase, if approved.

Background:

Approval for an additional \$2,800,000 in funding is required to award the construction tender package to the lowest qualified bidder for the Forest Road Deep Utilities Upgrades - Construction project. The cash flow for the project has also been updated to better align with the construction schedule.

Budget/Financial Implications:

The net increase in funding of \$2,800,000 is from the 2023 and thereafter budget, which will be offset by savings from the Thickwood Perimeter Sewer project.

The full budget impact of this amendment will be incorporated in the 2023 Budget upon

Council approval; Attachments 1 - 3 illustrate this impact.

Attachment 1 shows the net budget impact of the amendment. The original approved budget and the revised budget is presented with the net budget impact by project and funding source.

Attachment 2 shows the cash flow changes by funding sources. Since multi-year projects are pre-approved over the life of project development, amendments to the cash flows of these projects also require pre-budget approval.

Attachment 3 summarizes the impact of cash flows and the source of funding from the proposed amendment for 2023 and thereafter. This is reflected below in the Budget Net Change Summary.

Budget Net Change Summary

	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves	Other Sources	Debenture
2023 & Prior	\$ 3,000,000	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -
2024 & Thereafter	\$ (200,000)	\$ -	\$ -	\$ (200,000)	\$ -	\$ -
Reconciled net change	\$ 2,800,000	\$ -	\$ -	\$ 2,800,000	\$ -	\$ -

Rationale for Recommendation:

The rationale for the amendment of the project is included in the attached Capital Budget Amendment Form (Attachment 4).

Strategic Plan Values:

Fiscal Management

Attachments:

- 1. 2023 Capital Budget Amendment - Project Amendment**
- 2. 2023 Capital Budget Amendment - Project Amendment - Cash Flow Summary**
- 3. Cash Flow by Funding Source**
- 4. Capital Budget Amendment Form**

Regional Municipality of Wood Buffalo
2023 Capital Budget Amendment - Budget Amendment
April 25, 2023

Attachment 1

Legend:

First year of a multi year project
Other than first year of a multi year project
Single year project

S/N	Project Description	Type	Sponsor Department	Year of original approval	Total Project Cost	Federal Grants	Provincial Grants	Reserves	Other Sources	Debenture	Att.
ORIGINAL PROJECT BUDGET											
1	Silin Forest Road Deep Utilities Upgrades - Construction	Budget Amendment	Environment Services	2023	19,000,000	4,000,000	-	15,000,000	-	-	4
Total Original Capital Project Budget					\$ 19,000,000	\$ 4,000,000	\$ -	\$ 15,000,000	\$ -	\$ -	
REVISED PROJECT BUDGET											
1	Silin Forest Road Deep Utilities Upgrades - Construction	Budget Amendment	Environment Services	2023	21,800,000	4,000,000	-	17,800,000	-	-	4
Total Revised Capital Project Budget					\$ 21,800,000	\$ 4,000,000	\$ -	\$ 17,800,000	\$ -	\$ -	
NET BUDGET IMPACT											
1	Silin Forest Road Deep Utilities Upgrades - Construction	Budget Amendment	Environment Services	2023	2,800,000	-	-	2,800,000	-	-	4
Net Increase/(Decrease) Required on Existing Projects					\$ 2,800,000	\$ -	\$ -	\$ 2,800,000	\$ -	\$ -	

Regional Municipality of Wood Buffalo
 2023 Capital Budget Amendment - Budget Amendment - Cash Flow Summary
 April 25, 2023

Attachment 2

Legend:

First year of a multi year project
Other than first year of a multi year project
Single year project

					Cash flow				
S/N	Project Description	Original Approval Year	Funding Source	Total Budget (Accumulative)	2023 & Prior	2024	2025	Thereafter	Att
1	ORIGINAL PROJECT BUDGET								4
	Silin Forest Road Deep Utilities Upgrades - Construction	2023	Grant and CIR	19,000,000	4,000,000	11,500,000	3,500,000	-	
	Total Original Capital Project Budget (a)			\$ 19,000,000	\$ 4,000,000	\$ 11,500,000	\$ 3,500,000	\$ -	
1	REVISED PROJECT BUDGET								4
	Silin Forest Road Deep Utilities Upgrades - Construction	2023	Grant and CIR	21,800,000	7,000,000	9,000,000	5,200,000	600,000	
	Total Revised Project Budget (b)			\$ 21,800,000	\$ 7,000,000	\$ 9,000,000	\$ 5,200,000	\$ 600,000	
1	NET BUDGET IMPACT								4
	Silin Forest Road Deep Utilities Upgrades - Construction	2023	Grant and CIR	2,800,000	3,000,000	(2,500,000)	1,700,000	600,000	
	Net Increase/(Decrease) Required on Existing Projects			\$ 2,800,000	\$ 3,000,000	\$ (2,500,000)	\$ 1,700,000	\$ 600,000	

Regional Municipality of Wood Buffalo
Cash Flow by Funding Sources, by Year
April 25, 2023

Attachment 3

	Funding Sources					
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources	Debentures
Original Funding Sources						
2023 and prior	4,000,000	4,000,000	-	-	-	-
2024	11,500,000	-	-	11,500,000	-	-
2025	3,500,000	-	-	3,500,000	-	-
Thereafter	-	-	-	-	-	-
Original Funding Sources Total (a)	\$ 19,000,000	\$ 4,000,000	\$ -	\$ 15,000,000	\$ -	\$ -
Revised Funding Sources						
2023 and prior	7,000,000	4,000,000	-	3,000,000	-	-
2024	9,000,000	-	-	9,000,000	-	-
2025	5,200,000	-	-	5,200,000	-	-
Thereafter	600,000	-	-	600,000	-	-
Revised Funding Sources Total (b)	\$ 21,800,000	\$ 4,000,000	\$ -	\$ 17,800,000	\$ -	\$ -
Revision / Difference (b) - (a)	\$ 2,800,000	\$ -	\$ -	\$ 2,800,000	\$ -	\$ -
Net Change by year						
2023 and prior	3,000,000	-	-	3,000,000	-	-
2024	(2,500,000)	-	-	(2,500,000)	-	-
2025	1,700,000	-	-	1,700,000	-	-
Thereafter	600,000	-	-	600,000	-	-
Reconciled net change	\$ 2,800,000	\$ -	\$ -	\$ 2,800,000	\$ -	\$ -

Attachment: 3. Cash Flow by Funding Source (Capital Budget Amendments)

<div style="display: inline-block; vertical-align: middle;"> REGIONAL MUNICIPALITY OF WOOD BUFFALO </div>		CAPITAL BUDGET AMENDMENT Fiscal				
CURRENT PROJECT NAME: Silin Forest Road Deep Utilities Upgrades - Construction AMENDED PROJECT NAME:						
		Group I/O	Revenue I/O	Expense I/O	Project Amendment	
ORDER CODES (if assigned):		0342023	701507	602515		
CURRENT PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2023 & Prior	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -
2024	11,500,000	-	-	11,500,000	-	-
2025	3,500,000	-	-	3,500,000	-	-
2026	-	-	-	-	-	-
2027	-	-	-	-	-	-
2028	-	-	-	-	-	-
2029	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 19,000,000	\$ 4,000,000	\$ -	\$ 15,000,000	\$ -	\$ -
CURRENT COST AND COMMITMENT						
	<i>As at</i>	<i>Current Budget</i>	<i>Actual to Date</i>	<i>Commitments</i>	<i>Available</i>	
	3/21/2023	\$ 19,000,000	\$ -	\$ 19,000,000	\$ -	
DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT						
<p>The project is for phase 3 of the Thickwood Perimeter Sewer Program(TPS). It is for the infrastructure improvement of water, sanitary and storm systems in the Thickwood neighbourhood. This multi-year program (TPS) will help reduce the impact of sewer backups for homes across the Thickwood network, while also improving the resiliency of the sanitary, water and storm sewers throughout the community.</p> <p>Tender closed on March 16, 2023 and four bids were received. This amendment is to address the shortfall of \$2,689,391.92 to proceed with the award of the contract to the lowest compliant bidder and \$50,000 for Paleontological Monitoring, for a total of \$2,739,391.92. (Amendment request rounded to \$2,800,000.)</p> <p>The cashflow adjustment is aligned with the construction schedule.</p>						
THIS IS A REQUEST TO USE CONTINGENCY FUNDS - <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No						0
AMENDED PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2023 & Prior	\$ 7,000,000	\$ 4,000,000	\$ -	\$ 3,000,000	\$ -	\$ -
2024	9,000,000	-	-	9,000,000	-	-
2025	5,200,000	-	-	5,200,000	-	-
2026	600,000	-	-	600,000	-	-
2027	-	-	-	-	-	-
2028	-	-	-	-	-	-
2029	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 21,800,000	\$ 4,000,000	\$ -	\$ 17,800,000	\$ -	\$ -
Budget Change						
TOTAL	\$ 2,800,000	\$ -	\$ -	\$ 2,800,000	\$ -	\$ -
FISCAL RESPONSIBILITY POLICY CRITERIA:						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes or N/A, No, respectively.						

Last updated: March 2023



COUNCIL REPORT

Meeting Date: April 25, 2023

Subject: Royal Canadian Mounted Police Retroactive Salary Cost

APPROVALS:

Paul Thorkelsson

Director

Chief Administrative Officer

Recommended Motion:

THAT \$5,231,383.77 be transferred from the Emerging Issues Reserve in accordance with Council Policy FIN-160, Fiscal Responsibility, and paid to the Royal Canadian Mounted Police to satisfy its retroactive salary invoice in full.

Summary:

The Government of Canada signed the first collective agreement regarding the Royal Canadian Mounted Police (RCMP) regular members and reservists with the National Police Federation (NPF) on August 6, 2021, which resulted in a retroactive salary cost increase for April 1, 2017, to March 31, 2021.

Background:

On August 6, 2021, the Federal Government and NPF signed a collective agreement for Regular Members employed with the RCMP. These negotiations included economic and market adjustments for six (6) years beginning on April 1, 2017, and were set as follows:

Effective Date	Economic Increase	Market Adjustments
April 1, 2017	1.75%	1.50%
April 1, 2018	1.75%	1.50%
April 1, 2019	1.75%	2.50%
April 1, 2020	1.75%	1.75%

COUNCIL REPORT – Royal Canadian Mounted Police Retroactive Salary Cost

April 1, 2021	1.75%	1.50%
April 1, 2022	1.75%	2.27%

These adjustments have seen the salary for a first-class constable increase from \$86,110 to \$106,576.

On December 23, 2021, the Municipality received correspondence from the RCMP outlining the impact of the raise on the RCMP 2021-2022 fiscal year and Administration budgeted accordingly in 2022 and 2023 budget process' to reflect the changes.

On February 28, 2022, a letter was received in the Mayor's Office from the Federal Government Public Safety Department outlining the impact of the pay raises and providing an estimated range for the Municipality's retroactive costs for the federal fiscal years of 2017-2018 to 2020-2021. The Federal Government identified its commitment to seek the views of those jurisdictions impacted by the pay raise. From March to June 2022, Public Safety Canada and the RCMP engaged over 100 contract jurisdictions and 180 representatives, including municipal associations. During the engagements, several jurisdictions requested that the Federal Government consider remission of these retroactive costs, or failing that, provide for flexible payment terms.

On March 29, 2023, a letter was received in the Mayor's Office from the Federal Government Public Safety Department advising that a decision had been reached and that all contract jurisdictions that require it will be offered an extended time of up to two (2) years to pay the retroactive payments. The Federal Government directed the RCMP to proceed immediately with invoicing the contract jurisdictions. Administration received this invoice from the RCMP on March 30, 2023 (Attachment 1 & 2).

Budget/Financial Implications:

The total financial implication is \$5,231,383.77. These funds are being requested in the full amount from the Emerging Issues Reserve.

The Government of Canada has reached a decision and will offer all Contract jurisdictions wishing to avail themselves of the additional time to pay will be asked to agree to a payment schedule, which will end no later than March 31, 2025.

Rationale for Recommendation:

In accordance with Article 11 of the Municipal Police Service Agreement, the Municipality is responsible for paying Canada the cost of providing and maintaining the Municipal Police service within the Regional Municipality of Wood Buffalo. Administration recommends that the identified retroactive salary increase amount be paid from the Emerging issues reserves as per Council Policy FIN-160, Fiscal Responsibility.

Strategic Plan Values:

Fiscal Management
Building Partnerships

Attachments:

- 1. K-Division Invoice #7005099 - National Police Federation Retro Pay**
- 2. National Police Federation Retroactive Pay Raise Calculation**



Royal Canadian
Mounted Police

Gendarmerie royale
du Canada

CITY OF FORT MCMURRAY
PO# 4500045024
9909 FRANKLIN AVE
FORT MCMURRAY, AB
T9H 2K4

ORIGINATOR - EXPÉDITEUR

THE COMMISSIONER
ROYAL CANADIAN MOUNTED POLICE
ATTN: CONTRACT POLICING FINANCE
BLDG M1-2ND FLOOR MAILSTOP 22
73 LEIKIN DRIVE
OTTAWA ONTARIO K1A 0R2

INVOICE - FACTURE		6.8.a
7005099		
Quote this number on all correspondence Numéro à rappeler dans toute correspondance		
Invoice Date/Date de facturation: 2023/03/31 Due Date/Date D'échéance: 2023/05/15		
Bill To - Facturé à 10972		
Terms of payment - Terms de paiement NET 45 DAYS - DATE OF RECEIPT PAYABLE SOUS 45 JOURS		
For Further information contact: - Pour de plus renseignements communiquer avec: Divisional Representative/Représentant Divisionnaire		
Electronic Funds Transfer Payment Notification to be sent to: Notification de transfert électronique de fonds à envoyer à: PCCRPYMT_NOTIFICATION@rcmp-grc.gc.ca		
Mail Cheque or money order (payable to Receiver General for Canada) to :	Envoyer votre chèque ou mandat (à l'ordre du Receveur Général du Canada) à: EXPÉDITEUR	
ORIGINATOR		

DESCRIPTION

Amount/Montant

NPF Retro Pay Apr 1 2017 # Mar 31 2021

\$ 5,231,383.77

Direct Deposit payment for this invoice is to be directed to the following banking

information: / Le paiement par dépôts directs pour cette facture doit être adressé à la compte bancaire suivante:

Bank Number/ Numéro de banque: 815

Transit Number/ Numéro de transport en commun: 98000

Beneficiary Name/ Nom du bénéficiaire: 030-25636-RCMP

Beneficiary Account Number/ Numéro de compte bénéficiaire: 097-038-4

Description/Description: RCMP invoice #/ # Facture de la GRC

Please ensure that a payment advice is sent via email to the following email address:/Les clients sont priés d'envoyer un avis de paiement électronique à l'adresse de courriel suivante :

PCCRPYMT_NOTIFICATION@rcmp-grc.gc.ca

Intra / N° Intra 0300	GST/HST Number - Numéro de TPS/TVH 121491807	TOTAL: \$ 5,231,383.77
Reference - Référence GS-753-ALTA-23		Payable in Canadian Funds Payable en devise Canadienne
Verified Correct - Vérifié Conforme HEIDI SARIA		Authorized by - Autorisation par NOOR KASSIF

Canada

NPF April 1, 2017 to March 31, 2021 Retroactive Pay Raise Calculation

NWR Region - K Division

Wood Buffalo (#10972)

	Rate	2017-18	2018-19	2019-20	2020-21	Total
CI030- Pay-Members¹						
110 - Regular Time - Members (Pensionable)		11,641,150	11,194,097	11,198,344	11,453,880	45,487,471
113 - Acting Pay - Members		91,010	31,543	97,049	(6,970)	212,632
114 - Service Pay - Members (Pensionable)		195,169	194,069	192,660	206,011	787,919
1131 - Cadet Trainer Allowance - Members		24,723	14,227	20,960	23,476	83,386
1194 - Regular Time - Reservists		-	-	-	-	-
Sub-total CI030 - Pay-Members		11,952,052	11,433,936	11,509,012	11,676,397	46,571,395
CI031- Extra Duty Pay-Members¹						
111 - Overtime - Members		731,031	793,662	760,752	758,685	3,044,130
1110 - Operational Availability - Members		73,659	68,117	41,706	52,243	235,725
1168 - Immediate Operational Readiness - Members		881	3,285	4,616	4,991	13,773
Sub-total CI031 - Extra Duty Pay-Members		805,571	865,064	807,074	815,919	3,293,642
Total Expenditures with Pay Raise Implications		12,757,622	12,299,001	12,316,087	12,492,316	49,865,014
Cumulative Pay Raise Rate by Year		3.28%	6.66%	11.24%	15.17%	
1. Total Economic Increase and Market Adjustment²		417,945	818,981	1,384,076	1,894,520	4,515,522
2. Pension Costs³						
110 - Regular Time - Members (Pensionable)		11,641,150	11,194,097	11,198,344	11,453,880	45,487,471
114 - Service Pay - Members (Pensionable)		195,169	194,069	192,660	206,011	787,919
Total Expenditures for Pensionable GLs		11,836,319	11,388,166	11,391,004	11,659,891	46,275,351
Total Pay Raises for Pensionable GLs		387,763	758,329	1,280,115	1,768,280	4,194,487
2. Total Retroactive Pension Costs	19.44%	75,381	147,419	248,854	343,753	815,413
3. Administration Costs⁴						
Actual Total Members (NCOs, Officers, CMs) FTEs		140.39	133.71	134.51	138.25	
Divisional Administration per Capita		264	605	1,108	1,552	
Regional Administration per Capita		-	-	-	-	
Total Administration per capita		264	605	1,108	1,552	
3. Total Retroactive Administration Costs		37,083	80,945	149,066	214,625	481,719
4. Adjustments⁵		-	-	-	-	-
Total Retroactive Pay Raise Costs at 100%						5,812,649
Total Retroactive Pay Raise Costs at Contract Share	90%					5,231,384

Note 1:

On an exceptional basis and based on feedback received by CMC, Canada will base the prior year (April 1, 2017 to March 31, 2021) retroactive billing on the actual costs incurred by the jurisdiction in each of the affected fiscal years.

The actual costs incurred will be adjusted to remove all costs related to employees excluded from the NPF collective bargaining (such as Officers and Civilian Members). As a result, the annual expenditures in the above GLs would be lower than what was reported in each year's reconciliation due to the exclusion of Officer and Civilian member costs since they will represent only pay expenditures for members represented by the NPF.

Note 2:

The cumulative pay raise by year is 3.28% for 2017-18, 6.66% for 2018-19, 11.24% for 2019-20, and 15.17% for 2020-21. Recalculating the above figures using the cumulative pay rates will result in immaterial variances due to rounding.

Note 3:

The retroactive pay calculated on pensionable general ledgers (110 and 114) will result in retroactive pension costs at the 19.44% pension rate. The use of the 2021-22 pension panel approved rate is appropriate in the case of retroactive costs; since, pension contributions are made when remuneration is paid to employees.

Note 4:

In line with the exceptional billing methodology, this is the retroactive pay raise impact of RMs in Regional/Divisional Core Administration and Special leave cost centres that are recorded in GLs 110,113,114,1131,1194, 111,1110 and 1168. As noted in the cost components table, GLs 116,127, and 1156 will be billed as actuals in the 2021-22 Divisional/Regional administration rate and therefore are excluded from this calculation.

Note 5:

This figure captures the retroactive pay raises impact on costs such as but not limited to Integrated teams in British Columbia, where applicable.

Note 6:

Figures may not add up due to rounding.