



Wood Buffalo Waterfront Advisory Committee

Special Meeting

Conducted Electronically via MS Teams

Thursday, October 1, 2020
5:00 PM

Agenda

Public Participation for October 1, 2020 Special Wood Buffalo Waterfront Advisory Committee Meeting

Wood Buffalo Waterfront Advisory Committee (Committee) will be conducting the Special October 1, 2020 Meeting through electronic communications in accordance with the Meeting Procedures (COVID-19 Suppression) Regulation, Order in Council 99/2020.

- Anyone wishing to participate in the meeting is encouraged to do so by registering to speak as a delegate by way of teleconference or by submitting their delegation comments by email.
- To participate by teleconference:
 - Anyone wishing to speak by teleconference to an item on the October 1, 2020 Special Wood Buffalo Downtown Waterfront Advisory Committee Meeting Agenda must pre-register by 12 noon, October 1, 2020.
 - To register to speak via teleconference, please email boardsandcommittees@rmwb.ca or call 780-743-7001 with your name, the phone number that you will be dialing in from and an email address that you can be reached at prior to and during the meeting.
 - You must provide the name of the agenda item that you wish to speak to.
 - All registrants will be emailed the details on how to participate prior to the start of the meeting.
 - Each registrant will be given a maximum of **5 minutes** to address the Committee.
- To make written submissions as a delegation before or during the live meeting:
 - Please email boardsandcommittees@rmwb.ca You must include your name for the record.
 - You must provide the name of the agenda item that you wish to speak to in the subject line.
 - Please note that email comments for an agenda item must be received prior to the start of that item during the meeting. *Emails that are received after the agenda item has been introduced or are not relevant to an agenda item, will not become part of the record of this meeting.*
 - All written submissions are **public** and will be shared with the Committee verbally on the record during the course of the meeting.
 - Each submission will be shared verbally with the Committee for a maximum of **5 minutes**.

The personal information on this form is collected under the authority of Section 33 (a) & (c) of the Alberta Freedom of Information and Protection of Privacy Act. The personal information will be used as contact information. If you have any questions about the collection or use of this information contact the Chief Legislative Officer, Legislative Services, 7th Floor Jubilee Building, 9909 Franklin Ave. T9H 2K4, or call (780) 743-7001.

1. Call to Order

2. Presentation

2.1. Kim Rizzi re: 2022 Arctic Winter Games

2.2. Karen Puga and Annalee Adair re: Public Art Plan and the Waterfront

3. New and Unfinished Business

3.1. Updates

- Waterfront Group and Self-Guided Tour - Round Table Comments
- Matthew Hough, Deputy Chief Administrative Officer re: Flood Recovery/COVID 19 Current Status
- Waterfront RFP
- Working Groups

3.2. 2021 Priority Actions and Consider Potential 2021 Recommendations

Adjournment

Regional Municipality of Wood Buffalo 2018-2021

Strategic Plan



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Our Vision

A vibrant, sustainable region we are proud to call home.



Our Mission

Delivering excellence – every day.



Our Values

Accountability

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

Customer Service

We respond to our residents in an informed, timely and respectful manner.

Integrity

We act in an honest and trustworthy manner, demonstrating respect for one another and the conviction to do what is ethical.

Our People

We know, support and trust one another. We care about the growth and safety of our co-workers and ourselves.

Sharing Information

We listen to others and seek to understand their perspectives. We share information proactively, explaining the reasons for our decisions and the lessons learned from our actions.

Working Together

We are inclusive, collaborate to achieve common goals, work through our differences and enjoy a healthy camaraderie with our colleagues.

Introduction

In January 2018, the Council of the Regional Municipality of Wood Buffalo (RMWB) approved the Strategic Plan that will guide the Municipality from 2018-2021.

The 2018-2021 RMWB Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. The plan includes four key strategic priorities identified as critical areas to address to achieve this goal:

- Responsible government
- Downtown revitalization
- Regional economic development
- Rural and Indigenous communities and partnerships

The Municipal Strategic Plan was developed as a collaborative effort between Council and Administration, providing long-term focus and direction for municipal services and programs. This “road map” to the future outlines the steps the Municipality will take during this time, as well as the key performance indicators that will measure success.

Through its stated mission of delivering excellence every day, the Regional Municipality of Wood Buffalo will seek to implement strategies and initiatives to meet the vision. Each strategy aligns with one of the strategic priorities, contributing to a robust plan created to foster the continued development of a region we are proud to call home.

Responsible Government



Strategy & Initiative #1a – Fiscal Responsibility

Develop a longer term fiscal strategy that incorporates sustainment of infrastructure, programs and services.

Actions

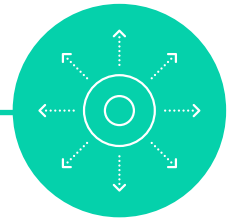
Present a fiscal strategy for Council adoption.

Key Performance Indicators

Council adoption of fiscal strategy.

Strategy & Initiative #1b – Shared Services

Review potential areas to adopt a shared services model for Council consideration.



Actions

Present overview and analysis of shared services candidates.

Key Performance Indicators

Shared services business case supported by Council.



Strategy & Initiative #1c – Fiscally Responsible Budgets and Financial Plans

Develop and present budgets and financial plans that demonstrate fiscal responsibility.

Actions

Present progressive budget reductions for Council approval.

Key Performance Indicators

Council approval of budgets and financial plans that support the tax rate ratio as mandated by the provincial government.

Strategy & Initiative #1d – Asset Management



Develop a comprehensive asset management plan including funding strategies to sustain municipal assets.

Actions

Council workshop and policy development to occur in 2018. Project is in progress

Key Performance Indicators

Asset Management Plan in place by end of 2018.



Strategy & Initiative #1e – Developing Our People

Increase opportunities for employees at all levels to develop their skills and abilities, enabling them to deliver excellence everyday.

Actions

Increase training options & accessibility and facilitate developmental work experience opportunities.

Develop a succession planning strategy, including mechanisms for the assessment and development of future leaders.

Key Performance Indicators

Access to & participation in training increases. Barriers to work experience opportunities removed (where feasible), potential work experience opportunities identified and supporting guidelines developed.

Performance development & feedback discussion for unionized employees implemented and performance management program for exempt employees reviewed.

Succession processes established to determine & create competency profiles for key roles, to identify high performance/high potential employees, and to plan for succession.

Strategy & Initiative #1f – Foster equality, diversity and inclusion in the region



Celebrate and support regional equality, diversity and inclusion.

Actions

Support the implementation of the Diversity & Inclusion Community Plan, identify and adopt aging with dignity practices in the region, continue to support Community Plan to end Homelessness initiatives to reduce homelessness in the region, and support the development of a community poverty reduction strategy in the region.

Key Performance Indicators

Maintain Canadian Coalition of Municipalities Against Racism and Discrimination designation; track implementation of the guidelines set out by the World Health Organization Age Friendly Cities designation; track progress of the community plan to end homelessness; regional poverty profile completed.



Strategy & Initiative #1g – Accessibility

Ensure Engineering Servicing standards are in place for Barrier Free access and Facility Assessments are in place to identify gaps in accessibility.

Actions

Implement accessibility retrofits using existing capital and operating budgets.

Key Performance Indicators

Facility Assessments completed by 2019. Ongoing accessibility retrofit through capital program once gaps are identified by the assessment.

Strategy & Initiative #1h – Intergovernmental Relations



Create and implement a strategy to work with different levels of government, advocating for the region on key community issues, and focusing on the delivery and success of Council's Strategic Priorities.

Actions

Secure Government Relations support to provide guidance on strategy and tactics.

Develop Government Relations strategy.

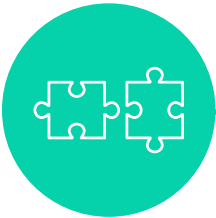
Identify key advocacy issues and acquire understanding of areas Council would like to focus on.

Develop relationships within Provincial and Federal levels of government.

Ongoing advocacy, information sharing, and advising.

Key Performance Indicators

While challenging to measure as ongoing, general success will be understood in strength of relationships for sharing information and collaboration; specific successes will be achieved based on specific issues.



Strategy & Initiative #1i – **Partnerships with Social Profits**

Develop and Implement a Social Sustainability Plan through collaborative community partnerships that will outline social sustainability priorities which each community partner and key stakeholder, including the Municipality, can use to align policies, strategies, and actions. This will support decision making and resource allocation to maintain quality of life for current and future residents.

Actions

Review existing documents and analyze data. Engage community and create a Social sustainability plan, then implement and evaluate progress.

Lead Community Investment Program.

Key Performance Indicators

Adoption of the plan by Council and key community partners.

Strategy & Initiative #1j – **Implement Lessons Learned (2016 Wildfire Review)**

Implement recommendations from the 2016 Horse River Wildfire Lessons Learned Report.



Actions

Divide 14 recommendations into 67 action items, identify action item leads and resources, and communicate progress.

Key Performance Indicators

Track progress through a project management dashboard based on the 67 action items.



Strategy & Initiative #1k – Wildfire Recovery

Reconstruction of our community to address and repair wildfire damages.

Actions

Completion of repairs due to fire, demolition and rebuild.

Transition of Recovery Task Force to normal operations.

Continue to address any administrative barriers faced by residents.

Key Performance Indicators

Achieve 80% rebuild to initiate and complete repairs of municipal infrastructure in rebuild areas; complete Firebreak and Trail Restoration Project; complete Hazardous Tree Removal; complete Street Sign Replacement; complete fencing repairs; monitor and repair slope and erosion control issues; replace survey pins; complete Bike Park Rehabilitation and complete Underground Services Damage Repairs.

Ensure all Disaster Recovery Program (DRP) projects have been initiated and are transitioned to other departments allowing the Recovery Task Force to disband by the end of 2018.

Strategy & Initiative #1l – Public Engagement Strategy

Develop and implement a plan to encourage civic participation and dialogue that will support decision-making processes by the Municipality as it relates to programming, services, projects, policies, and initiatives, and embrace values such as collaboration, information sharing, and accountability.



Actions

Complete Public Engagement Framework.

Educate RMWB internally on Public Engagement Policy, Administrative Directive, and Framework and ensure all are consistently applied to all capital projects and other initiatives.

Develop Public Engagement Strategy, implement Strategy and assess on an ongoing basis.

Create an online engagement portal.

Develop and administer general citizen satisfaction survey.

Provide engagement opportunities including surveys, town halls and online engagement.

Key Performance Indicators

Completion of Public Engagement Framework and launching of online engagement portal thereby establishing an engaged community, measuring progress through a community satisfaction survey.



Strategy & Initiative #1m – Youth

Encourage youth engagement and active citizenship.

Actions

Create opportunities for youth and encourage youth engagement.

Key Performance Indicators

Increased participation in Mayor's Advisory Council on Youth and increased youth presence at engagement opportunities.

Strategy & Initiative #1n – Whistleblower Initiative

Ensure best practices are followed with respect to whistleblower complaints.

Actions

Review and update whistleblower policy.

Key Performance Indicators

Report presented to Council providing results of review.



Downtown Revitalization

Strategy & Initiative #2a – Encourage Development in the Downtown

Investigate land development initiatives to spur revitalization activity in the downtown

Actions

Determine current land value.
Robust engagement with community.
Review Downtown Steering Committee Recommendations.
Investigate development incentive initiatives.

Key Performance Indicators

Updated Land Use Bylaw.
Updated City Centre Area Redevelopment Plan.
Completed engagement and communications plan.



Strategy & Initiative #2b – Establish Municipal Land Inventory

Finalize Acquisition/Disposition policy, build inventory of RMWB land and determine development opportunities.

Actions

Bring Acquisition/Disposition Policy to Council for approval.

Key Performance Indicators

Established Land Inventory and current value.
Acquisition & Disposition updated and approved by Council.



Strategy & Initiative #2c – Incentives to Update Store Fronts

Benchmark larger urban centres for initiatives and explore tax incentive for revitalization (BRZ Zone).

Actions

Investigate other Municipalities of our size (Grand Prairie) and larger urban centres.

Key Performance Indicators

Initiative usage, public engagement, economic development.





Strategy & Initiative #2d – Clear Land Use Plans and Regulations

Engage community to clearly articulate and educate residents on RMWB land use plans and regulations.

Actions

Work with Communications Branch to develop/refresh land use Communication Plans.

Identify regulatory framework to ensure implementation of The Cannabis Act.

Key Performance Indicators

Clear, robust engagement plan for the Land Use Bylaw and City centre Redevelopment Plan.

Plan amendments to the Land Use Bylaw and City centre Area Redevelopment Plan.

Finalized Communication Plan.

Increased development activity/applications.

Clearly articulated regulations for implementation of The Cannabis Act.



Strategy & Initiative #2e – Riverfront Master Planning & Revitalization

Revitalize riverfront to encourage park space development and activity.

Actions

Continue Capital Projects in the area.

Review and implement Waterfront Steering Committee recommendations where applicable.

Remediate any potentially contaminated sites owned by the RMWB.

Create opportunities for small business development, arts, culture and recreation.

Key Performance Indicators

Completed remediation of necessary parcels of land along Clearwater River.

Implemented recommendations of the Waterfront Steering Committee.

Updated Land Use Bylaw.

Updated City Centre Area Development Plan.

Strategy & Initiative #2f – Review of the Municipal Development Plan(MDP)

Finalize workplan to review MDP and complete necessary amendments.

Actions

Finalize workplan and project charter with CAO in Q1, 2018.

Begin review and update of MDP.

Key Performance Indicators

Updated MDP approved by Council.





Strategy & Initiative #2g – Aging in Place Facility

Support development of an Aging in Place facility on the Willow Square site, when the Government of Alberta (Ministry of Seniors and Housing) proceeds with such a development to a scope and design that meets with the approval of the Advisory Committee on Aging (ACoA).

Actions

Advocate to Alberta Seniors and Housing to move forward with an Aging in Place project at the Willow Square site adjacent to the Continuing Care Centre. Planning and Development staff will steward permit applications to ensure progress.

Key Performance Indicators

Alberta Infrastructure completes the construction of the Continuing Care Centre by 2020 and Alberta Treasury approves an Alberta Seniors and Housing Aging in Place project at the Willow Square site.

Regional Economic Development



Strategy & Initiative #3a – Work with Industry and Suppliers – Fly In, Fly Out

Support Wood Buffalo Steering Group and participate on Wood Buffalo Working Group within the Terms of Reference (yet to be adopted). Collaborate with Oil Sands Community Alliance and other stakeholders to develop a plan and strategies to balance negative economic and community impacts of Fly In, Fly Out.

Actions

Create regional brand recognition and work to enhance image, attract labour through promotion of the region, and incorporate these strategies in the economic development strategic plan. Develop further actions dependent on the Terms of Reference once adopted.

Key Performance Indicators

Airport activity and hotel occupancy rate.

Strategy & Initiative #3b – Business Attraction and Incentives

Attend Real Estate Forums, International Council of Shopping Centres and trade shows to showcase investment opportunities in the region and meet prospective investors and developers.



Actions

Ensure regional presence at Global Petroleum Show, Oil & Gas Trade Show, Real Estate Investment Forum in Edmonton, Quebec, Toronto, Vancouver and Winnipeg, and International Council of Shopping Centres Conference (ICSC).

Develop incentive strategies to be incorporated into economic development strategic plan.

Key Performance Indicators

Developer leads and business investment.



Strategy & Initiative #3c – **Small Business Incubator**

Collaborate with the Regional Innovation Network to establish an incubator space at Keyano College to support and foster the growth of innovation and technology in the region.

Actions

Collaborate to establish innovation and technology incubator at Keyano College.

Key Performance Indicators

Increased small business start-up.
Increased existing small business growth.
Increased technological advances.
Increased businesses exporting/importing.

Strategy & Initiative #3d – **Economic Gardening and Pop Up Stores**

Establish Market Places to promote local crafts and entrepreneurs and artisans.

Actions

Establish Market Places at the Urban Market, MacDonald Island Park, Public Markets and other areas where seasonal activities may flourish.

Key Performance Indicators

Increased events.
Increased businesses.



Strategy & Initiative #3e – **Shop Local Program**

Implement a Marketing Plan to encourage residents to shop locally.

Actions

Develop a “shop local” marketing campaign and establish workshops within the business community to increase acumen and creation of a strong local brand.
Review procurement policy.

Key Performance Indicators

Completed Business Satisfaction Survey.
Increased local business start-ups.
Growth of local businesses.
More opportunities for the Municipality to obtain goods and services locally.



Strategy & Initiative #3f – Support Arts and Culture

Develop and implement an Arts and Culture Plan through collaborative partnerships that will outline priorities that each community partner and key stakeholder, including the Municipality, can use to align policies, strategies, and actions to support decision making and resource allocation to maintain a vibrant, sustainable community and quality of life for current and future residents. Host and attract major multi-sport and cultural events that support arts and culture development, contribute to increased tourism and generate prosperity for the region along with improved reputation and branding.

Actions

Develop a scope of work and establish a community based advisory committee, including partners such as the Arts Council Wood Buffalo, to guide the development process for an Arts and Culture Master Plan from project start to implementation and evaluation.

Serve as the host region for the 2018 Alberta Winter Games (AWG) in partnership with the 2018 Alberta Winter Games Host Society and community stakeholders.

Through the Public Art Committee and with engagement of community partners, develop a comprehensive, multi-year public art plan and implementation guide that will define the region's vision for public art in accordance with previously adopted policy and guiding documents.

Utilize the Public Art Program to celebrate our region's history through meaningful public art that celebrates our rich past.

Provide opportunities for access to collaborative, creative spaces for artists, in addition to places where community-based art works can be displayed.

Explore opportunities for joint usage agreements within existing arts and culture facilities to foster increased collaboration and operational support.

Explore partnerships with Keyano College.

Key Performance Indicators

Adoption of plan by Council and community partners.

Host a successful 2018 Alberta Winter Games from February 16 - 19 in the region.

Complete an Economic Impact Assessment with results demonstrating a positive community impact as a result of hosting the Games.

Adoption of the plan by the Public Art Committee and Council.

Implementation of the Artist in Residency Program, Street Banner Program and Art in Motion.

Rural and Indigenous Communities and Partnerships

Strategy & Initiative #4a – Truth and Reconciliation Commission Calls to Action

Implement the calls to action that the Municipality has the jurisdiction to influence.

Actions

Engage internal working committee and the community at large to oversee and follow through on calls to action where the Municipality has jurisdiction and the capacity to influence. Provide lead support and governance in recommended actions and provide updates to Council on progress.

Key Performance Indicators

Provide progress report to Council and CAO.

Number of calls to action achieved annually.



Strategy & Initiative #4b – Indigenous Consultation

Develop an Indigenous consultation policy.

Actions

Engage First Nation and Métis partners and the Alberta Aboriginal Consultation Office.

Develop a Consultation Policy for Council consideration.

Key Performance Indicators

Scope Developed and Request for Qualification tendered.

Predetermined percentage of rural and Indigenous partners engaged.

Predetermined percentage of positive feedback from stakeholders received.

Document presented to Council.



Strategy & Initiative #4c – Delivery of Water and Sewer Servicing

Current capital project is in place to deliver Rural Water and Sewer Services (RWSS) to rural communities. To date the current budget requests in both capital and operational will cover the costs for these initiatives.

Actions

RWSS project continues to progress according to timeline.

Key Performance Indicators

Water and Sewer piped services for South Rural communities 2019-2020.

Strategy & Initiative #4d – Amalgamation Review

Complete a third party review for presentation to Council that will include achievable outcomes for strengthening rural and Indigenous relationships.



Actions

Meaningful/collaborative engagement with community groups to have a clear understanding of the review objectives.

Customer service survey to residents.

Key Performance Indicators

Scope developed and Request for Qualification tendered, tracking percentage of rural, Indigenous and urban partners engaged, and present completed document to council.



Strategy & Initiative #4e – Emergency Management

Implement community-based emergency preparedness and work collaboratively with Indigenous and Rural Relations and rural communities to ensure awareness of community events.

Actions

Engage communities, identify hazards, assess demographics, develop unique plans, and share with the communities.

Key Performance Indicators

Development of the community-level plans with validation through ongoing community engagement.

Strategy & Initiative #4f – Inclusion and Partnerships (Rural Coalition)

Increase the inclusion of rural and Indigenous perspectives within initiatives and service delivery processes where there are common interests.



Actions

Continue relationship development with rural and Indigenous partners through a Rural Engagement Strategy, developing an annual stakeholder/partner feedback survey, attending monthly community meetings, developing a Memorandum of Understanding and increasing accessibility and use of rural offices.

Key Performance Indicators

Number of stakeholder/partner meetings and implementation of Engagement Strategy, with community partners feeling engaged (positive annual feedback received) and rural offices demonstrating increased use on an annual basis.



Strategy & Initiative #4g – Advocate for Rural and Indigenous communities

Support the CAO in strategy development for Regional rural and Indigenous communities advocacy.

Actions

Collaborate with Indigenous and rural communities on areas of concerns in rural and Indigenous communities and meet with Indigenous and rural communities to gain understanding of these areas.

Develop strategy on behalf of CAO to advocate for areas of concern and support CAO in implementation of plan with ongoing updating to ensure plan and issues remain relevant.

Key Performance Indicators

While challenging to measure as ongoing, general success will be understood in strength of relationships for sharing information and collaboration; specific successes will be achieved based on specific issues.

Strategy & Initiative #4h – Transportation Strategy



Overpass at Hardin Street and Highway 63; Removal of traffic signals on Hwy 63 at Morrison; Morrison street to become a 4-lane street to connect to Prairie Loop Boulevard; On street parking strategies for residential communities; Four lane Prairie Loop Boulevard between Riedel and Franklin Ave.; Complete Saline Park egress access route; Continue the coordination with the Province of the East Clearwater Hwy – tie Highway 881 to East Athabasca Hwy; Secondary egress routes out of the rural hamlets; Downtown transit terminal Hub; Downtown Parkade to relieve parking congestion to the downtown core and Return responsibility of Highway 63, Highway 69, Highway 881 and Winter Roads (Laloche and Fort Chipewyan) to Alberta Transportation jurisdiction.

Actions

Continue projects already in place and develop work plans to ensure other projects move forward.

Key Performance Indicators

Coordination with Provincial Jurisdiction for projects associated with Provincially owned roadways 2018 – 2020. Advance Capital Projects identified 2018 – 2021.



Strategy & Initiative #4i – Rural Operational Efficiencies & Cost Savings

Implement a revised rural servicing strategy. This new servicing strategy would leverage combined resources between Public Works & Environmental Services and allow more effective delivery of core services including: Roads/Streets, Parks/Trails, and Waste & Sewer.

Actions

Determine organizational structure for rural servicing, review buildings to determine suitable locations for staff and equipment, review all equipment to see if equipment can be utilized in multiple role, establish timelines and implement plan.

Key Performance Indicators

Budget year/end of year review.



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

DOWNTOWN REVITALIZATION IN OUR COMMUNITY

PUBLIC ENGAGEMENT SUMMARY
MAY – SEPTEMBER, 2019

rmwb.ca/downtown



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

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Executive Summary

Downtown revitalization is a priority in the Regional Municipality of Wood Buffalo's 2018 -2021 Strategic Plan. Success in achieving this priority depends on a variety of stakeholders working together to achieve goals that continue to improve quality of life for residents. The community has invested a significant amount of volunteer time and the Municipality has invested resources in projects, programs, services and initiatives in preparation for a refreshed, revitalized downtown area.

With community ambassadors by our side during public engagement that took place between May - September 2019, we created a dialogue with people across the region to help understand what people have in mind when it comes to downtown Fort McMurray.

A regional engagement strategy was implemented; and included:

- One-on-one meetings with more than 100 stakeholder representatives, community organizations and individuals including members of Council and Municipal staff.
- 24 public engagement sessions (approximately 1,000 residents attended the public engagement sessions).
- 1,200 public surveys completed by residents.

Most respondents were between the ages of 25 and 44. Engagement opportunities were shared on the Municipality's website and other communication platforms. Downtown revitalization led the Municipality's statistics for online engagement during June, July and September. The topic and the engagement opportunities were reported in the media during the engagement period.

This information will be used to initiate the creation of the community's downtown vision and help guide recommendations for next steps and long-term planning.

The 2018 Census indicated a regional population size of 78,832 residents, excluding project accommodations counts. Based on the population

size, a minimum valid sample would include approximately 650 residents and through this consultation process more than 1,200 were engaged.

Respondents completed a series of eleven (11) survey questions (see appendix A) and provided general comments starting with their thoughts about where the physical boundary is. The information below provides insights into what we heard people say.

When respondents were asked about the physical boundary of Fort McMurray's downtown, more than 74% said that "downtown" includes the area(s) around Morrison Street (to the north) and King Street (to the south), with Highway 63 forming the western boundary and the Clearwater River providing the eastern boundary. Respondents primarily associated downtown with Franklin Avenue and highlighted the waterfront as a unique focal point within the boundary. Fewer than half of participants consider MacDonald Island Park to be part of "downtown" and even fewer consider Waterways to be part of "downtown".

Next, respondents indicated eight reasons that they currently access downtown. The answers below are in order of the greatest number of responses to the least from left to right.

- Recreation and entertainment
- Shopping
- Business reasons
- Work
- Other
- Living downtown
- Healthcare
- School

A series of open-ended survey questions were also asked as part of the survey and generally, the feedback about overall downtown revitalization was positive. Many people expressed concern that downtown is lacking things for people to do. Given that most of the population and new retail and service providers are located on the northside

of Fort McMurray; revitalization of downtown will require creative ways to attract people to downtown and increase investor confidence. There is also an impression that the Municipality has not followed through on past promises and continues to expand services on the northside of Fort McMurray which makes some people concerned about revitalization efforts. It is important that part of revitalization should include rebuilding the trust between residents and the Municipality.

When asked what are the top three to five things that would encourage people to spend more time in Fort McMurray's downtown? The responses in order of the most responses to least were:

- Retail and shopping
- Restaurants and cafes
- Waterfront development
- Improved cleanliness
- Sense of personal safety and security

When asked where you live in the region? The responses in order of the most responses to least were from left to right were:

- | | |
|---------------------------|----------------|
| 1. Timberlea | 2. Thickwood |
| 3. Lower Townsite | 4. Beacon Hill |
| 5. Abasand | 6. Gregoire |
| 7. Saprae Creek Estates | 8. Waterways |
| 9. Anzac | 10. Janvier |
| 11. Gregoire Lake Estates | 12. Draper |
| 13. Fort McKay | 14. Conklin |
| 15. Fort Chipewyan | |

The top recurring survey themes that emerged overall are:

- Create a strong sense of place that feels welcoming, safe and attracts people downtown.
- Enhance beautification and community cleanliness.

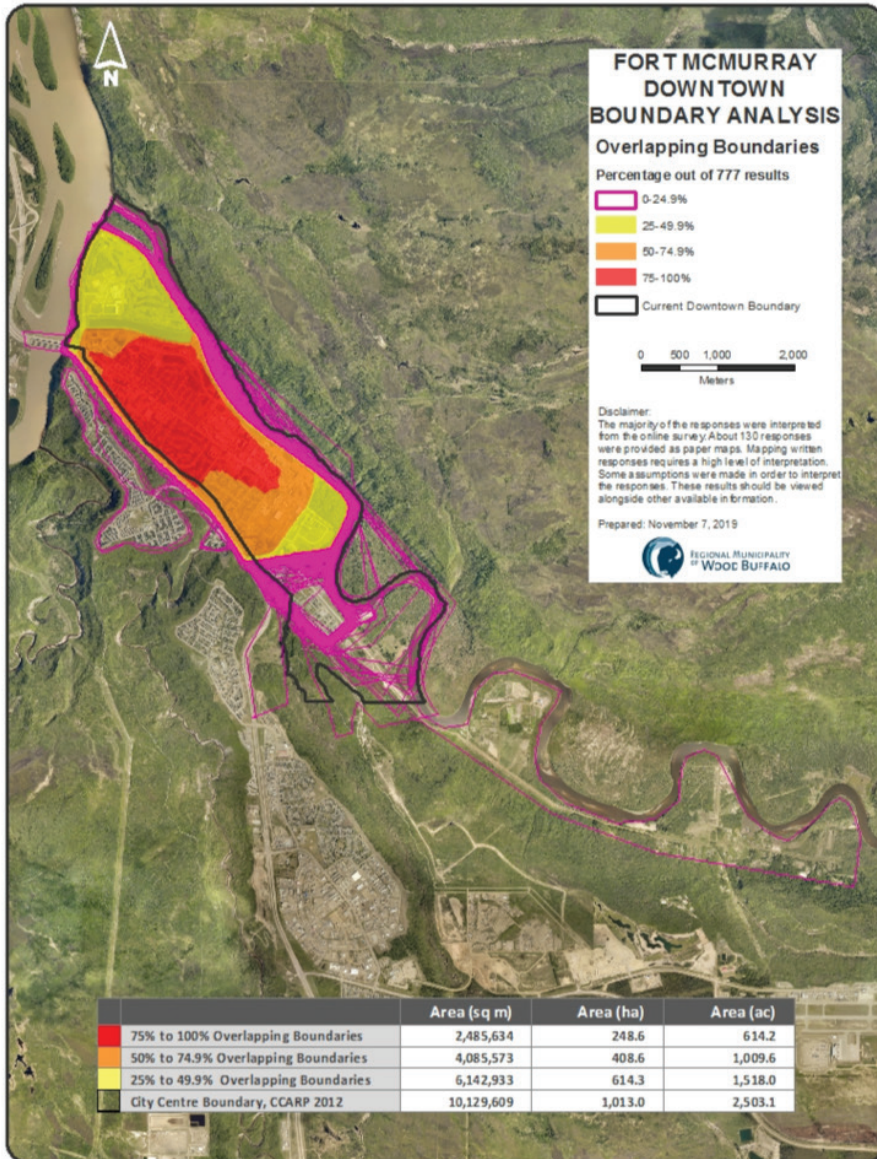
- Establish the waterfront as a focal point.
- Increase the amount of cultural and recreation festivals, events and programs.
- Maintain public and private buildings, landscapes and open spaces in ways that reflect pride of ownership.
- Address homelessness (poverty) and panhandling in public areas.
- Attract new businesses and identify strategies to retain existing ones.
- Identify strategies to address vacant buildings and vacant storefronts.
- Update the look, feel and character of downtown buildings on main streets.
- Identify a uniform design theme for streetscape works, wayfinding signage, banners, seasonal decorations and public art on main streets.
- Create an attractive, and well-connected pedestrian friendly downtown supported by convenient parking and access to an increased density of new businesses in a single area.
- Stimulate development of facilities that offer a range of unique attractions in densified areas and maximize the use of underutilized public and private lands.

It is recommended that this report be read fully to understand the connections between each of the recurring themes and the comments reflected in each of the categories.

Response Summary by Survey Question

Question 1

Please indicate by major street names (or general areas) that you consider to be the physical boundary of Fort McMurray's downtown? Where does downtown begin for you and where does it end?



The majority (>74%) of respondents confirmed that "downtown" includes the area(s) around Morrison Street (to the north) and King Street (to the south), with Highway 63 forming the western boundary and the Clearwater River providing the eastern boundary.

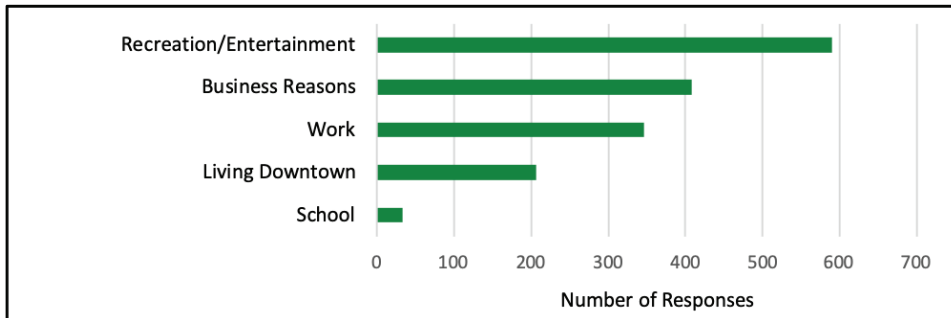
Respondents primarily associated downtown with Franklin Avenue and highlighted the waterfront as a unique focal point within the boundary. In terms of specific streets that define downtown; the beginning and end of downtown along Franklin Avenue varied between Morrison Street and King Street but one commonality was that the general area around the Jubilee Building was always included.

Fewer than half considered MacDonald Island Park to be part of "downtown" and even fewer consider Waterways to be part of "downtown".

Question 2

Why do you go downtown right now?

Respondents were asked to select “all that apply” from a list of options to indicate reasons they currently go downtown. Below are the responses:

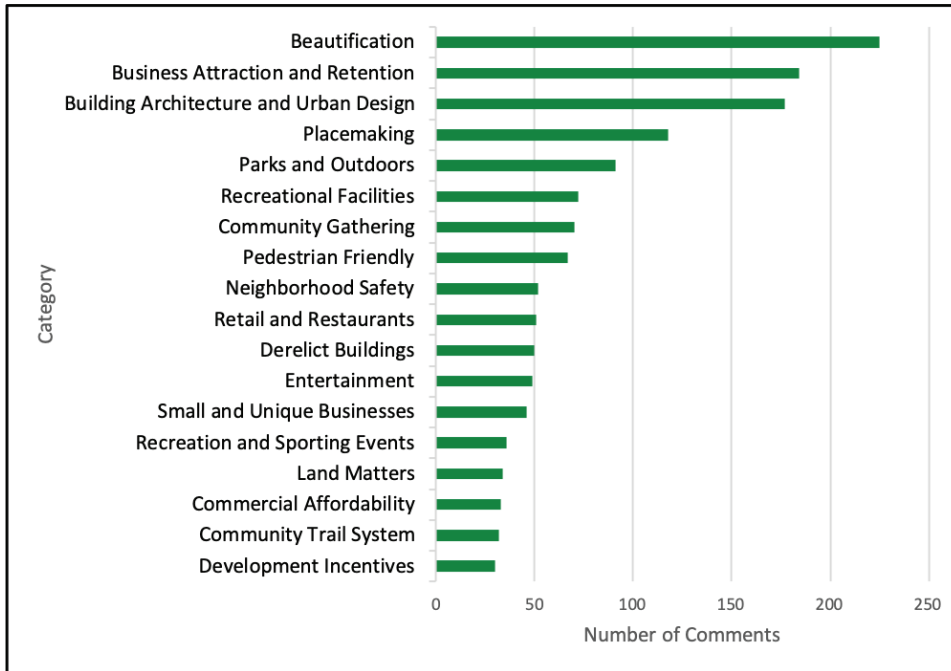


Additionally, survey respondents were also given an opportunity to state other reasons they currently visit downtown. Most commonly, shopping was indicated as a major reason. Healthcare was also noted as a strong reason.

The next three questions (3, 4, 5) on the survey resulted in very similar responses. The number of comments associated with each question are highlighted separately on the charts below from most comments received to the least.

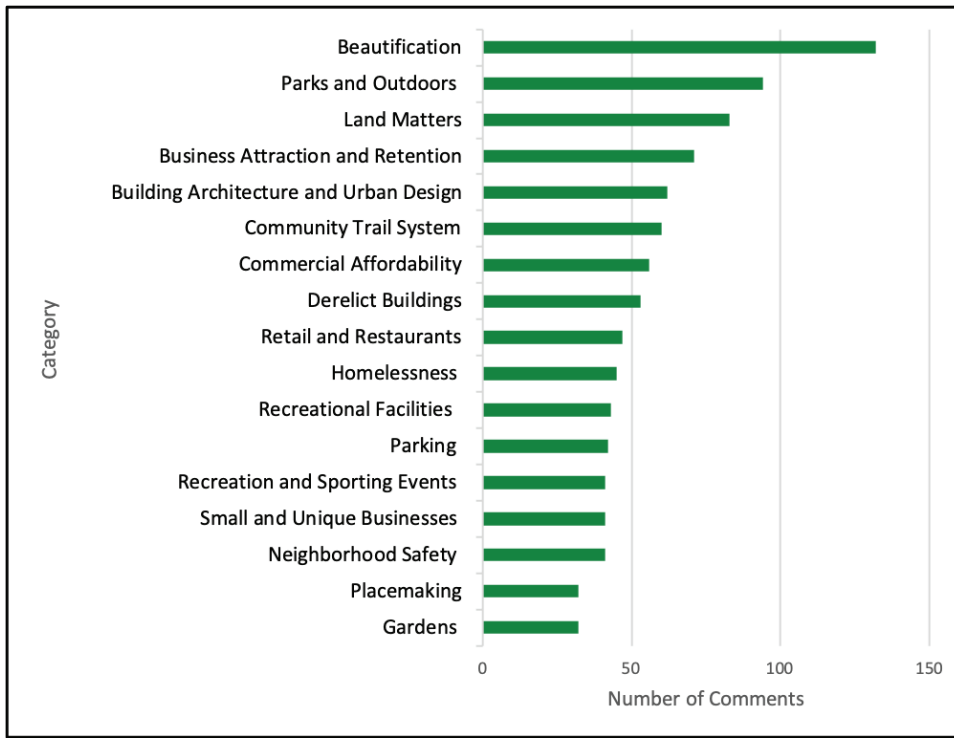
Question 3

When you think about the phrase, 'downtown revitalization', what does that mean to you? Basically, how do you think we should define revitalization?



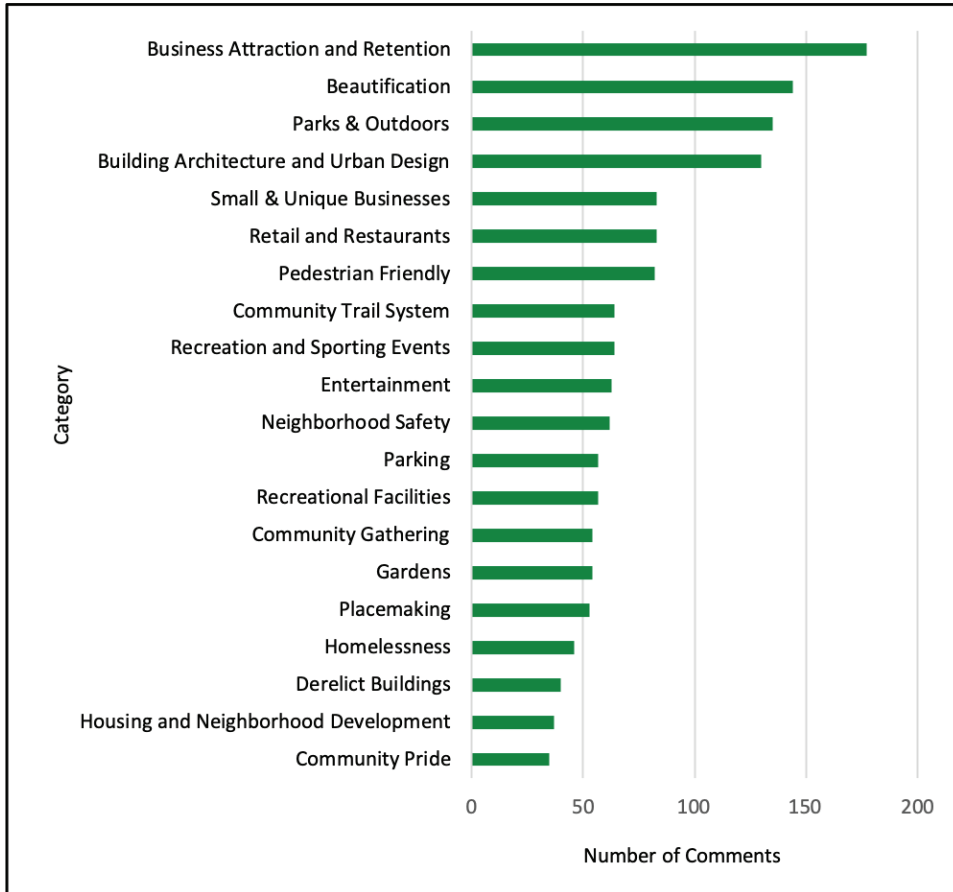
Question 4

When you think of downtown, are there specific areas within downtown where we should focus revitalization efforts to make the biggest impact? What are some changes that you think could be made in the short-term to strengthen existing downtown assets or realize potential in the downtown?

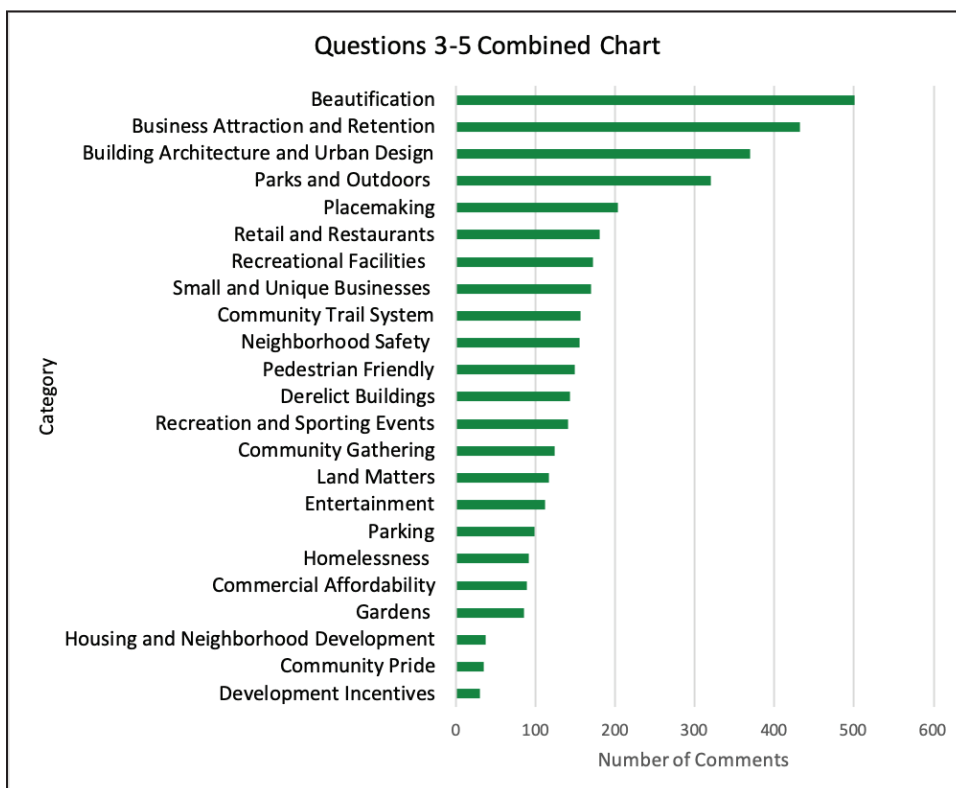


Question 5

What would your vision for the downtown be in the next five years?



Responses to questions 3, 4 and 5 have been consolidated and summarized by category in the combined chart below by the greatest number of comments to the least.



Comments that were provided in response to questions 3, 4 and 5 were very similar. Therefore, each category below includes a summary of responses to these three questions and is grouped by similar categories and similar comments.

Beautification

Respondents suggested we focus on improving the overall appearance and cleanliness of downtown, using materials and colours that create a sense of vibrancy and attractiveness year-round so that downtown feels welcoming. Areas of focus are Franklin Avenue, the area around the Jubilee Building and shopping areas.

- Use beautification to add life, vibrancy and character.
- Consider a range of low maintenance and high impact beautification techniques (i.e. banners, ice sculptures, historical displays, murals and public art,).
- Consider ways to use lighting to beautify public spaces year-round.
- Improve curb appeal. Use different colors that create a sense of vibrancy and attractiveness year-round.
- Reduce the amount of large construction equipment and laydown yards in prime areas (i.e. parks and waterfront areas).
- Use flowers, trees, gardens and grass to add more color and natural beauty. Consider more plants in high traffic areas (i.e. Franklin Avenue).
- Remove weeds and encourage well maintained landscapes.

Community Pride

Respondents are looking for beautiful places to spend time and welcoming spaces that they can be proud of. Words used to describe community pride included:

- A place people can be proud of and show others (i.e. improved physical appearance of properties, upgrades and well-maintained buildings and landscape).
- A nice place people feel excited to visit.
- A community that's well taken care of. (i.e. maintain grass areas and increase the standards for businesses, make signage and branding consistent).
- A place where people can gather together.
- A lively, vibrant space that shows the true beauty of our city.
- A safe place.
- A strong place that is locally supported.
- A place where pride of ownership is noticeable.

Community Gathering

Create opportunities and inviting places for people to gather, socialize and spend time during the day and at night based on their interests.

- Increase places and spaces that encourage gathering in beautiful and lively areas that people can enjoy.
- Encourage safe spaces that support fun, relaxation and socializing for all ages. Consider both indoor and outdoor spaces.
- Consider multi-purpose cooking spaces that support cultural gatherings.

Community Trail System

Respondents suggested we focus on creating, completing and maintaining an accessible, waterfront trail system that is fully connected from MacDonald Island to Waterways and from the waterfront through corridors to Hwy 63 and where possible to and from downtown from other residential areas (i.e. Abasand, Thickwood and Timberlea).

- Create year-round accessible, multi-use trails for people to spend time, exercise, get active and move from place to place.
- Create a connected and accessible (paved) path system that supports a wide range of activities (i.e. biking, walking, walking with strollers, rollerblading and wheelchair accessible).
- Complement trails with amenities (i.e. lighting, seating with nice views, bike lock locations, well-marked signage).
- Consider trail development that provides an alternative to walking on roadside sidewalks.
- Include a boardwalk along the water.

Gardens

Where possible; add more green spaces and/or greenery (i.e. grass, flowers, plants, trees, and shrubs) around major buildings, shopping areas and along main roadways in the downtown area. Other ideas are:

- Consider suitable locations for both indoor and outdoor community gardens.
- Utilize landscaping and green spaces/gardens to enhance the look and feel downtown.
- Consider accessories like fountains.
- Preserve nature.

Parks and Outdoors

Focus efforts on parks and outdoors, open spaces primarily in areas along the waterfront and capitalize on creating views of the water and surrounding nature. Maintain and maximize use of existing park areas (i.e. Jubilee Plaza and Snye Park) and create green spaces where people can entertain themselves. Consider creation of parks and/or green spaces in underutilized areas.

- Create spaces and places where people of all ages and abilities can spend time, enjoy nature and the natural surroundings.

- Connect parks and outdoor spaces to other areas in downtown.
- Encourage year-round use by providing opportunities for activities (i.e. walking, running, biking, skating, skiing and mini golf).
- Consider ways to support existing waterfront assets (i.e. Marine Park – build on heritage and history).
- Create areas that encourage and support both active and passive activities.
- Consider creating areas for dog parks.
- Build on assets located on the waterfront (i.e. boardwalk, benches, dock(s), fire pits, low level lighting along the river).
- Clean up areas that are underutilized along the waterfront (i.e. remove weeds and create greenspace)
- Consider creating a well-connected and accessible waterfront boardwalk and trail system with finished landscape and preservation of nature (i.e. trees).
- Create spaces for gathering (i.e. picnic spaces, a beach area, docks, waterpark, water activities, playgrounds and places for people to sit down) and place(s) to host events (i.e. markets, festivals, concerts) and watersports.
- Create areas that support a variety of uses (i.e. Snye – beach, trails, volleyball, playgrounds, watersports, floating on the waterways, etc.).
- Encourage limited small-scale commercial development along the waterfront (i.e. create interesting places for people to go to) such as equipment rental locations.
- Continue to connect with Indigenous people. There is an interest in areas around the waterfront to highlight and celebrate culture.

Placemaking

Placemaking can be established through the enhancement of our communities' key characteristics and making the community feel more inviting.

- Focus on establishing a visually and physically coherent/consistent and welcoming downtown.
- Have a connected plan for streetscape plans and wayfinding.
- Create a sense of belonging and place.
- Enhance wayfinding and visual cues that contribute to clearly identified key locations downtown (i.e. Franklin Avenue, districts and waterfront).
- Use a network of street signs, community entrance features (i.e. murals, public art, flags, landscape and monuments) as place makers.

Recreational Facilities

Recreation facilities should include places that provide a wide range of year-round events and activities that makes downtown a unique destination and provides people of all ages and abilities with a range of things to do. Consider other types of attractions within the same area as recreation facilities (i.e. businesses) that will contribute to lively places and spaces where people can spend longer periods of time.

Some facility suggestions included building an arena or a multi-use facility. Other comments suggest a convention centre or indicate no arena and further development of a recreation centre on Abrahams Land in Dickinsfield. Other suggestions included:

- Amusement park
- Baseball batting cage
- Cricket pitch
- Entertainment complex (movie theatre)
- Facilities that rent recreation equipment
- Fitness facility

- Green gyms
- Ice skating rink
- Indoor park
- Indoor skate, scooter and bike park
- Mixed business and recreation opportunities
- Museum (celebrate history)
- Places to host year-round events and activities for all ages (i.e. concerts)
- Roller derby area
- Sports centre (a place for ball hockey)
- Waterpark/wave pool
- Yoga facility
- Rec room business
- Pool hall
- Petting zoo

Outdoor recreation facility ideas were mostly about the waterfront and suggested that a wide range of activities be considered (i.e. boating, jet skiing, kayaking, knee boarding, mini golf, an outdoor pool, outdoor skating area(s), playgrounds, snowmobiling, trails for biking, walking, skiing, volleyball and a splash pad).

Recreation and Sporting Events

Respondents suggested we focus on creating a hub for activities and events that support liveliness and enhance the visitor experience.

- Increase the number of indoor and outdoor recreational activities and programs, arts activities, block parties, concerts, events, markets, multi-cultural activities and festivals that attract people from across the region into the heart of downtown.
- Enhance opportunities for families, friends and children of all ages to gather and have fun.

Business Attraction and Retention

Respondents mainly suggested that we focus on addressing vacant land, vacant and run-down buildings and storefronts. Vacant land, buildings, empty storefronts and business closures on a regular basis contribute to a negative perception of downtown and is seen as unattractive. Businesses have an important role to play in revitalization.

- Create a vision for the long term that ensures consistent and ongoing investment in downtown.
- Retain, improve, grow and sustain existing businesses.
- Address underutilized buildings that remain vacant for long periods of time.
- Consider using space in malls where small businesses could potentially thrive.
- Support new business startups and retention of existing businesses (i.e. private sector to review tenant lease options).
- Relocate offices of large business operators to the downtown core.
- Encourage a range of new, diverse businesses (small, medium and large size) to operate downtown.
- Offer a wide range of services unique to downtown which are available and accessible to the public. (i.e. coffee shops, generally more shopping, restaurants and pop up shops/street vendors).
- Ensure people living or operating businesses downtown have access to the programs and services they need to attract new people downtown on both a permanent and temporary basis.
- Make government processes quicker to help address development needs and encourage investment.
- Explore a range of business attraction strategies that increase the number of businesses operating downtown and attract people at all hours of the daytime and nighttime.
- Review the impact that ongoing approval of commercial development on the northside of Fort McMurray impacts downtown revitalization.
- Encourage business startups in designated areas or areas where they previously existed (i.e. Franklin Avenue and Main Street and waterfront) and employ strategies that support existing business retention.
- Consider temporary or short-term year-round marketplace business opportunities, boutique shops along the waterfront and creating unique business areas downtown that are not duplicated on the northside of Fort McMurray.
- Have a retail hub or focal point for the community with increased amenities and a balance of business and recreation.
- Attract small businesses by adding a touch of history or create a theme (i.e. old town) and style that has something for everyone.
- Enhance employment opportunities for residents.
- Consider ways that businesses can continue to unique offerings exclusive to downtown (i.e. art shops, bakeries, bistros, boutiques, cafes, craft and market sales, gift shops and ice cream shops).

Building Architecture and Urban Design

Respondents suggested we focus on creating a refreshed look and improved physical feel downtown.

- There is a sense of pride among building owners and operators and an interest in investing in building upgrades.
- Consider if small and unique businesses should be in the same area(s) as big box stores or remain separate and unique.
- Respondents suggested we focus on improving existing structures and updating storefronts and business exteriors that are both occupied and vacant or in disrepair.

- Seek opportunities to encourage businesses to modernize and/or renovate the outside of their buildings and update general appearance.
- Provide architectural interest by preserving heritage buildings and streetscapes.
- Align new buildings with design guidelines that support a consistent look and feel in different areas and positively impacts curb appeal (i.e. streetscape planning, lighting as design elements and to address safety).
- Create places that are visually pleasing and buildings that act as focal points (i.e. cultural and architectural landmarks) and highlight special characteristics.
- Create safe and comfortable spaces.
- Create environments with accessible shopping and spaces where leisure and entertainment can be enjoyed.
- Make areas where people who are attracted downtown feel welcomed when they arrive.
- Design in a way that encourages walkability between stores, shops and open spaces. Create concentrated areas with multiple things for people to do.
- Ensure that sidewalks and walkways support year-round accessibility (i.e. Willow Square area and areas around the Golden Years Society).
- Include plans for trees along Franklin Avenue, bike paths and accessible public transit.
- Freshen up areas with paint and/or include art in various locations (i.e. sign posts and guardrails) and consider attractive theming in various areas.
- Consider more professional building development (i.e. office spaces) and spaces for small businesses.
- Identify what services we need in the region and share the information with land and building owners.

Commercial Affordability

There is a perception that commercial space rent remains too high; particularly for small local businesses.

- Understand why the rates are too high and explore opportunities to adjust, cap or subsidize rental rates; particularly in buildings that remain vacant for long periods of time or in areas such as malls where small businesses could potentially thrive.
- Consider affordable rental spaces for non-profit organizations too.

Note: Commercial affordability relates directly to the perception about why so many spaces are vacant downtown and why some leases are not being renewed (i.e. explore options that would support low cost spaces for small businesses to operate).

Derelict Buildings

Buildings that have been identified as being neglected contribute to creating unattractive eyesores. Respondents suggested a focus on improving the outside appearance or consider options to remove buildings that are in disrepair; are deemed uninhabitable, unsafe or have been left vacant for prolonged periods of time. Turn derelict buildings into something useful for the community.

Development Incentives

People have indicated that incentives could be used to attract new business and help improve existing businesses. People would like to see more business downtown. Consider use of incentives to attract businesses into certain areas where revitalization efforts are focused such as:

- Incentives that encourage affordable access for arts organizations.
- Building incentives to encourage removal of derelict buildings or spruce up the outside of existing buildings (i.e. storefront incentives).

- Building development incentives – encourage businesses to move out of homes and into office spaces.
- Small business grant.
- Lighting grant.
- Land incentives.
- Rebates.
- Tax reductions.

Entertainment

Make downtown a centre attraction (i.e. a hub) that offers fun for all ages at different times of the day.

- Increase the character and liveliness of downtown by creating a wide variety of things for people to do (i.e. be active, eat, drink, shop, see performances and have fun).
- Give people reasons to gather, do business and stay downtown for pleasure.
- Include creative spaces (i.e. theatre, arts gallery and makerspaces) that celebrate our culture, history and improve quality of life.
- Consider both affordable and diverse upscale entertainment options.
- Explore options for designated entertainment district(s) that attract people from around the entire region (i.e. arts and heritage district).

Housing and Neighborhood Development

Consider mixed use areas (i.e. business, commercial, culture and entertainment areas) that reflect clustered living (i.e. residential access to a wide range of services).

- Plan for all ages and design modern spaces where people want to live and can access a range of services by walking from place to place.
- Increase the amount of new condominiums or newer/modern apartments (i.e. high density

residential).

- Consider designated areas for retired living.
- Consider housing buildings with bottom floor retail opportunities and multi-use spaces.
- Consider opportunities to plan for high rise buildings (i.e. 5 story buildings).
- Reconsider location(s) of industrial zones mixed with residential properties as part of future planning.
- Consider infill housing as an option.

Homelessness (Poverty)

There is a sense that the presence of vagrant individuals in high traffic areas negatively impact the downtown particularly around Franklin Avenue (i.e. park spaces, some shopping and retail store areas) and in some areas of the waterfront (i.e. nearby Fraser Avenue) by creating a decreased sense of personal safety and security for people.

- Seek out opportunities to provide support (i.e. facilities and social services) for individuals in need. Review current location(s) of homeless serving agencies located on Franklin Avenue and explore alternate locations that support improved services for those in need.
- Address the negative impacts on individuals that are homeless as well as residents, visitors, business owners and operators that are impacted.

Land Matters

There is currently a sense that there is too much vacant land downtown.

- Explore opportunities to fill vacant spaces (i.e. develop the land or sell the land) and bring more businesses into downtown.
- Maximize development and/or consider alternative use of Municipally owned vacant lands (i.e. Franklin Avenue and Main Street).

- Explore options including paved parking (parkade), multi-use hard and soft scape park space for people to hang out, facility development (examples: arena, bus transfer station, casino, conference and entertainment facilities, retail spaces and office spaces).
- Think about selling available land (private/ Municipally owned) to stimulate business development or create opportunities for more affordable development.
- Consider how releasing more land in other areas outside of downtown will impact revitalization.
- Consider ways that vacant private land and buildings could potentially be utilized for future development and/or to support short term activities and businesses (i.e. indoor farmers market and short-term leases).
- Make land available for small businesses along the waterfront.

Neighborhood Safety

Respondents expressed the importance of feeling safe while they move around downtown during the daytime and nighttime and have indicated that a perceived lack of safety impacts their interest in visiting or spending more time downtown. Respondent suggested that we:

- Increase police presence and patrols (i.e. foot and /or bike) downtown.
- Improve security in some areas (i.e. areas around Shopping Centre(s), area(s) at the corner of Franklin Avenue and Main Street).
- Continue to address public intoxication, drug use, sleeping in public spaces and vagrancy.
- Reduce the amount of petty crime.
- Be aware that large open and inactive places make people feel unsafe. Fill spaces with activity where possible.

Parking

Respondents suggested that convenient parking is important. Main thoughts were:

- Review opportunities to enhance ease of access and increase the amount of parking areas.
- Review options for parkade or sheltered parking that can accommodate a variety of vehicles including trucks.
- Angled parking has been noted as a safety concern for some people.
- Angled parking on Franklin Avenue has been identified as important for quick and easy access to shops.
- Suggestions to address or remove on-street parking include back of building parking or parkade development and widening Franklin Avenue to four lanes.
- There are several areas downtown where vacant lots are currently being utilized exclusively for parking. Consider alternative options for parking in these areas.
- Consider ease of parking in areas that could also offer quick walkable access to businesses and busing for special events.
- Maximize the back of buildings on main streets for parking.

Pedestrian Friendly

Revitalization includes an increased number of people walking around downtown. A well designed downtown includes areas that support safe walkability and connects people to a range of activities that stimulates interest and encourages exploration. Respondents suggested we focus on creating well connected, accessible and more walkable downtown areas that look beautiful, feel comfortable, encourage stopping and door-to-door shopping in some areas. Other ideas included:

- Widen sidewalks and make them nicer.
- Clean sidewalks year-round.
- Upgrade sidewalks as required and streamline light poles and other amenities as needed.
- Make the surrounding amenities visually appealing.
- Make areas feel safe during the daytime and nighttime and possibly have access to some trails through neighborhoods to main streets rather than just walking on roadside sidewalks.
- Create safe (i.e. consider crosswalk safety) walkable connections between primary shopping areas along Franklin Avenue to parks and outdoor spaces like the waterfront.

Edmonton, Stephen Avenue in Calgary) like a small village style or temporary shopping areas. Other comments suggested:

- Additional shops (i.e. big box and small businesses) along Franklin Avenue may contribute to drawing people downtown (i.e. mom and pop shops and name brand box stores like Winners or Home Sense).
- Small waterfront shops (i.e. food trucks, kiosks, mobile and pop up summer shops, seasonal vendors and small restaurants).
- Host markets – indoor and outdoor (i.e. Byward Market; Ottawa)

Retail and Restaurants

Respondents suggested we focus on retaining existing businesses, upgrading existing retail stores and attracting more restaurant related businesses (i.e. chain restaurants, anchor tenants and well-known companies plus small businesses like cafes and bakeries) primarily to areas where existing space is already available or could potentially be expanded (i.e. mall space or creation of temporary or permanent patio spaces). Addressing retail needs may not stop people from shopping online or outside of Fort McMurray, but it would reduce the need for it.

A secondary area of focus for small business development (i.e. pop up cafés, ice cream shop(s), food trucks and small rental equipment shops) has been suggested along the waterfront where people can sit and enjoy nature while enjoying retail and food related offerings.

Small and Unique Businesses

Respondents suggested we focus on creating atmospheres where small and unique businesses (i.e. local offerings) are attracted into the downtown and people of all ages can move around easily from place to place (examples: Whyte Avenue in

Question 6

What are the top three to five things listed below that would encourage you to spend more time in Fort McMurray's downtown?

Respondents selected their top choices from a list of options. Below are the responses with the most popular noted at the top.



Question 7

What are the top things you feel could be done to revitalize the downtown during the SUMMER months?

Respondents provided ideas and the number of comments in each category are highlighted in the chart below.



Many comments that were provided in response to this question were the same as those provided in previous sections of the report and therefore only categories with new ideas are further explained and summarized below in order of the greatest number of comments to the least.

Cultural Programs and Events

Most responses indicate that people have a keen interest in more events and festivals being hosted downtown on a regular basis. Events have been identified to infuse energy and add vibrancy to the community. They also provide opportunities for people to gather and create a sense of community and contribute to quality of life. Examples of the most suggested ideas include the following with an emphasis on outdoor activities.

- Markets in a variety of sizes and types (farmers and flea).
- Festivals (cultural festivals, fairs and art related attractions).
- Live entertainment (concerts and street performers).

Parks and Outdoors

Focus efforts on multi-use (i.e. programmable areas) public parks and outdoors open green spaces primarily in areas along the waterfront. Also keep in mind the importance of green spaces within the overall downtown boundary.

- Capitalize on creating and maintaining views of the water.
- Create access and egress points to and from the water that encourages a range of uses (boating, walking and biking).
- Keeping the surrounding natural waterfront areas clean.
- Highlight history through interpretive waterfront signage and art.
- Review opportunities to support passive and active recreation.
 - o A beach area
 - o Biking
 - o Docks
 - o Fishing
 - o Outdoor fires
 - o Mini golf
 - o Picnic spaces
 - o Playgrounds

- o Places for people to sit down
- o Running
- o Walking
- o Waterpark(s)
- o Water activities

- Consider creating a well-connected and accessible waterfront boardwalk and multi-use trail system that includes a range of amenities (i.e. benches, bike racks, washrooms).
- Complete landscape along the entire waterfront.
- Focus on preservation, restoration and maintenance of nature (i.e. trees and grass).
- Consider creating areas for dog parks and consider inclusion of poop bags and watering stations.

Beautification

Respondents suggested we focus on improving the overall appearance and general cleanliness of downtown. Ideas suggested were:

- Focus on dirt removal (i.e. roads, sidewalks, pathways) in early spring and summer.
- Remove garbage and graffiti regularly.
- Reduce the amount of large construction equipment and laydown yards in prime areas (i.e. parks and waterfront areas).
- Use flowers, trees, gardens and grass to add more color and natural beauty. Consider more plants in high traffic areas (i.e. Franklin Avenue).
- Remove weeds and encourage well maintained landscapes.
- Consider ways to use lighting to beautify public spaces year-round.

Recreation and Sporting Events

Respondents suggested we focus on increasing the number of indoor and outdoor recreational activities, programs and events that attract people from across the region into the heart of downtown and enhance opportunities for families, friends and children of all ages to gather and have fun. Consider both one-time and regular occurring year-round activities in different locations (i.e. parks, streets) that are unique and create opportunities for residents to participate in different ways.

- Encourage enhanced use of the Snye for water and ice related sport events and recreation activities (i.e. bon fires).
- Encourage sport equipment rentals around the waterfront.
- Create opportunities for a variety of recreational opportunities (paid/free).

Pedestrian Friendly

Sometimes referred to as walkability; people have indicated that there is an interest in having access to accessible, safe and welcoming walkways and being able to walk on sidewalks and trails to access shops, food services and the waterfront. Creating attractive (i.e. beautiful) areas that are well connected and encourage people to slow down and if they choose to walk from place to place to see different things. Consider areas that could be designated for foot traffic only (i.e. certain streets for events or shopping areas).

Recreational Facilities

In terms of summer based recreational buildings or places that provide a service, the following were noted most often:

- Equipment rental facility (i.e. boat, canoe, kayak and paddle board) and water-based recreation equipment rentals.
- Outdoor pool and wading pool.

- Waterpark and splash pad.
- Consider amenities that support recreation facilities (i.e. washrooms and food services).

Building Architecture and Urban Design

- Freshen up areas and buildings with paint and new facades.
- Review SMART city design ideas.

Road Maintenance

Road maintenance contributes to improved community cleanliness and safe transportation.

- Street cleaning in early spring.
- Ongoing road maintenance (i.e. address potholes and repaving as required) in public and private sector (i.e. parking lots) areas.

Entertainment

Create centralized places and spaces for activities that support entertainment. Entertainment ideas include things for people to do:

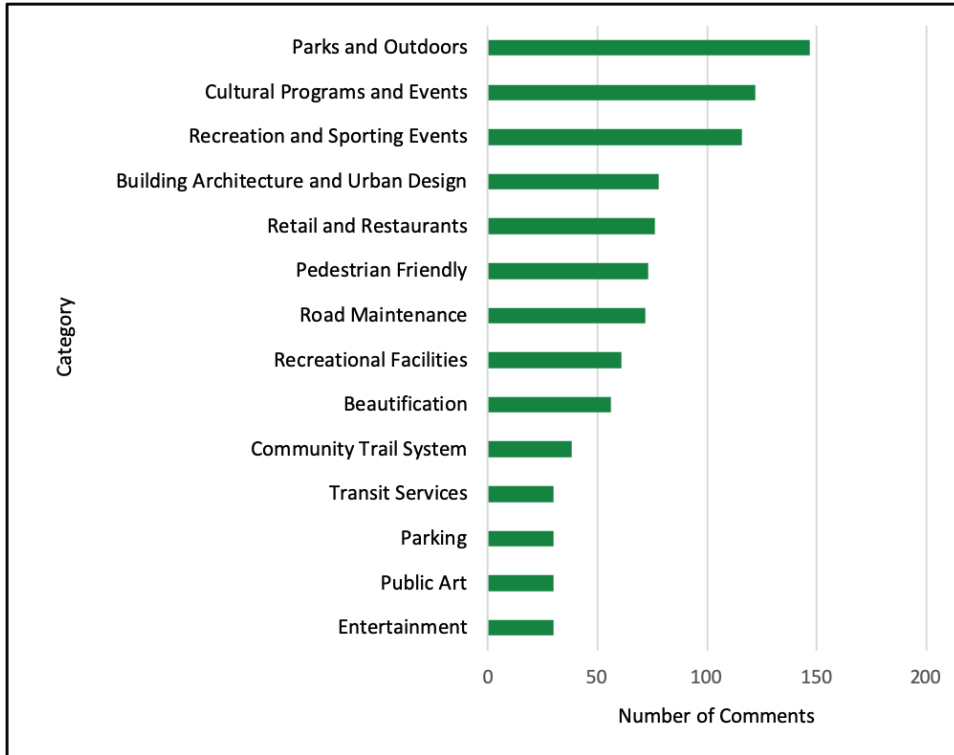
- Art walks
- Cultural entertainment (live music, dance recitals, markets, winter ice sculptures)
- Events Centre (draw people into the downtown core)
- Go karts
- Laser tag
- Mini golf
- Movies
- Nightlife (bars, dance clubs, outdoor parties, patios)
- Paintball
- Sporting activities (river activities and volleyball)

Question 8

What are top things you feel could be done to revitalize the downtown during the during the WINTER months?

Respondents provided ideas and the number of comments in each category are highlighted in the chart below.

Many comments that were provided in response to this question were the same as those provided in previous sections of the report and therefore only categories with new ideas are further explained and summarized.



Parks and Outdoors

Utilize parks and outdoor spaces to create unique winter opportunities that support regular community gathering and a range of consistent outdoor winter activities.

- Consider holiday lighting and decorations.
- Ice skating (skating on the Snyc with amenities like warm up areas, holiday lighting, music and access to food and warm drinks) was suggested most often. Examples to reference included: Hawrelak Park; Edmonton, Nathan Phillips Square; Toronto, Robson Square; Vancouver, Rideau Canal; Ottawa. Other locations as secondary considerations include: Borealis Park, Jubilee Plaza and Lions Park.

The following outdoor activities were noted periodically throughout the responses.

- Consider warm up areas in locations where multiple outdoor activities can be enjoyed.
- Bon fires.
- Cross country ski trail around MacDonald Island or on the Snyc.
- Dog sledding.
- Equipment rental (i.e. skates, skies, snowshoes, snowmobiles).
- Bike trails.
- Horse pulled sled rides.
- Ice fishing.
- Ice sculptures (consider ice sculptures in summertime planters downtown).
- Ice maze for kids, winter playground or igloo building.
- Northern lights viewing and tours.
- Outdoor curling sheets (i.e. Winnipeg).
- Snowboarding park.
- Snowmobiling.

- Tobogganing and tubing.
- Winter Festivities (lights festival, fireworks during the holidays, winter golf).

Cultural Programs and Events

Winter events can positively contribute to supporting a lively outdoor active community culture and engage people during the long cold winter months. They also provide opportunities for people to gather and create a sense of community and contribute to quality of life. Examples of the most suggested winter ideas include the following:

- Markets in a variety of sizes and types (i.e. holiday themed - small-town Europe, holiday villages and winter sidewalk sales).
- Festivals that celebrate winter (i.e. IgNIGHT, WinterPLAY, winter light festivals, winter food festival and other outdoor events and unique activities such as large snow slide and ice castles).
- Consider ways to include northern winter traditions into planning (i.e. cultural storytelling).
- Consider lighting and decorations that enhance beauty and create a sense of warmth (i.e. winter wonderland with streamlined look and feel in different downtown districts).
- Consider ways to maximize the use of existing facilities like the Heritage Village, Jubilee Plaza, Keyano College and the Marine Park.
- Consider options to host events in underutilized empty spaces and vacant land downtown.

Recreation and Sporting Events

Encourage enhanced use of urban outdoor park space, indoor venues and the waterfront area for sport events (i.e. Nordic sport and recreation activities).

Building Architecture and Urban Design

Respondents suggested we focus on creating a warm look and safe feel downtown.

- Highlight architecture with warm lighting and winter décor in storefronts. Improved lighting is also connected to contributing to an improved sense of safety.
- Create or use design guidelines to support improved winter urban design (i.e. walkable sidewalks and natural light in indoor spaces).
- Outdoor patios for mild winter days.

Pedestrian Friendly

Sometimes referred to as walkability; people have indicated that there is an interest in having access to accessible, safe and welcoming walkways.

- Street cleaning and sidewalk clearing are connected. Nobody wants to walk over ice or snow. Explore ways to enhance consistency of private and public sector sidewalk snow and ice clearing in all areas of downtown.
- Maintain and clear trails to encourage use and support walkability and winter recreation (i.e. skiing).
- Consider designing shopping areas that are close together with both indoor and outdoor walking options.
- Consider warm up locations in walkable outdoor areas.

Road Maintenance

Respondents suggested we focus on ways to improve snow clearing and removal on primary roadways consistently.

- Be thoughtful about locations of snow piles off main roads and where possible limit dirt and sand use (i.e. keep spring and summer look, feel and cleanliness in mind).

Recreational Facilities

It is suggested that facilities should include spaces and places that make downtown a unique destination and provide residents and visitors with multiple fun things to do for short durations or extended periods of time all in one area.

- Cultural centre - a place to host a gallery and musical events.
- Walking facility for pets or indoor pet park.
- Community centre - gathering place(s). A place close to the waterfront.
- Recreation and sports facility - athletic centre, wave pool and places to burn off energy.
- Safe places for youth to keep active and engaged.
- Facilities that rent winter recreation and sport equipment.

Beautification

Be creative during the winter and find ways to make downtown look nice.

- Use themed lighting and unique displays/ decorations for people to enjoy.
- Consider ways to use lighting to beautify public spaces (i.e. consider a winter Communities in Bloom Program).
- Add decorations.
- Include winter street banners.
- Highlight ice sculptures.

Community Trail System

Maintain trails year-round and clear snow during the winter months. Enhance opportunities for people to enjoy the outdoors.

- Skate (i.e. on the waterfront).
- Ski.
- Snowshoe.
- Walk (i.e. along the waterfront and around MacIsland) on clearly marked trails.

Transit Services

Public transit provides options for people to travel to and from downtown. Some ideas that could potentially to help improve services include:

- Create a main bus terminal (covered) that can provide onsite information, bus pass sales, washrooms and areas for both staff and transit users to access.
- Bus shelters that are well-maintained clean and warm shelters located in a wide range of areas (i.e. re-evaluate the need for a shelter on Hospital Street and Franklin Avenue). Find ways to reduce inappropriate use of shelters.
- Review rural transportation options (i.e. Janvier).
- Consider ways to use technology to improve ease of access for finding route information and possibly better understanding user needs (i.e. an app that can inform about the needs in certain communities (i.e. Waterways) and help improve the overall transit service.

Parking

Review opportunities to improve parking options overall.

- Consider underground parking.
- Maintain parking areas well with regular snow removal in the winter.

Public Art

Enhance downtown through public art installations. Respondents suggested we focus on interactive ice sculpture installations that remain in place for longer periods of time downtown. Consider ways to incorporate public art into holiday displays and consider having a stronger reflection of indigenous artwork.

Entertainment

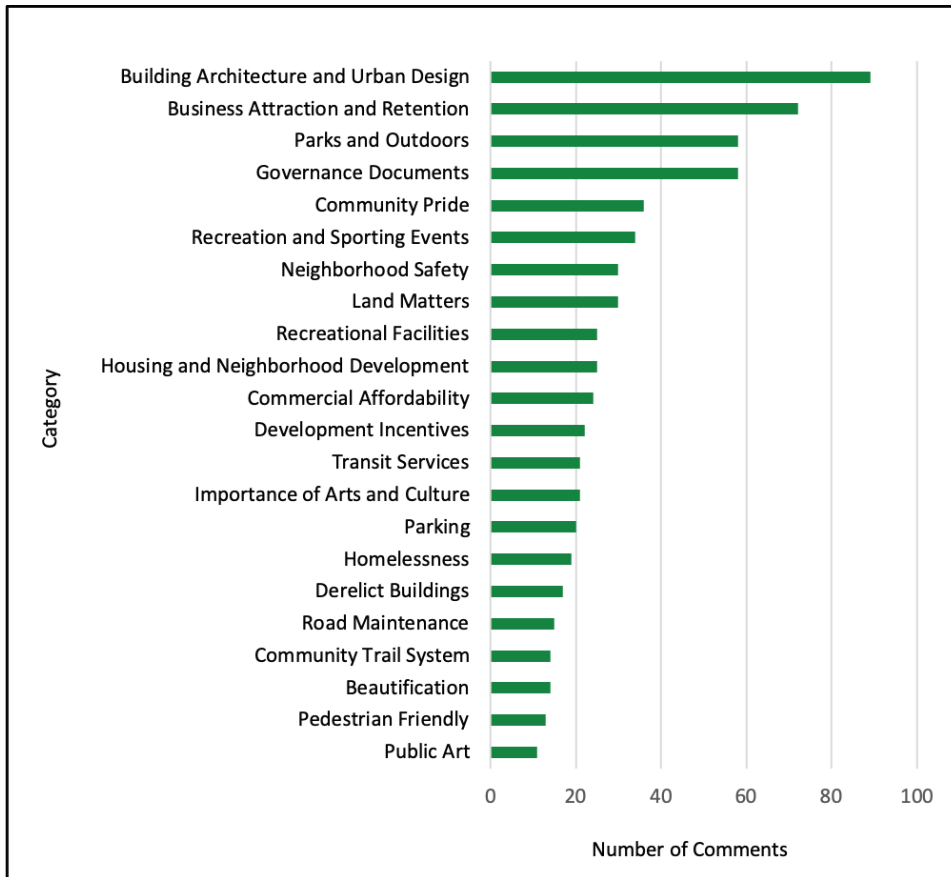
The primary focus is about providing a variety of fun things for people to do indoors and outdoors. Create places for people of all ages to be entertained during the day and into the evening.

- Arboretum
- Bars/clubs/lounges
- Business entertainment venues (i.e. The Banquet/Rec Room)
- Recreation activities (i.e. bingo, gaming venues, go carts, indoor cricket lawns, laser tag, mini golf, pool hall)

Question 9

Please provide any additional feedback you may have about downtown revitalization.

Respondents provided feedback and the number of comments are summarized within the chart below.



Many comments that were provided in response to this question were the same as those provided in previous sections of the report and therefore only categories with new ideas are further explained and summarized.

Business Attraction and Retention

Respondents suggested we focus on unique business attraction (i.e. Costco, Factories, Sunterra Market), business retention strategies including:

- Review Incentive options.
- Use technology to further support business attraction.
- Approve temporary (i.e. short term) business licenses for seasonal businesses.
- Regulate the types of stores that can operate in certain areas of the region (i.e. Banff).
- Make the process for setting up new businesses easier and quick (i.e. permit processes and reduce red tape).
- Create a webpage that highlights all of the things that do currently take place downtown.

Consider additional and or improved (i.e. inside shopping experience) retail opportunities in the following areas:

- Jubilee Building and surrounding area (i.e. Peter Pond Mall).
- Franklin Avenue (i.e. including areas just beyond Franklin Avenue like the former Landmark Cinema area).
- Long Boat Landing (i.e. Town Hall Area).
- Waterfront and surrounding areas (i.e. River Point Shops including Walmart).

Governance

There is a desire for ongoing short-term collective action lead by Council and long-term vision that adds value along with plan creation and action implementation consistently over longer periods of time. Respondents also suggested:

- We learn from other communities successes and failures and find innovative ways to limit the impact of boom and bust cycles.

- Establish and enforce bylaws and policies as needed to support downtown revitalization.
- Establish community committees made up of community representatives.
- Where possible, use previous community feedback to support move forward plans rather than surveying people too much.
- Establish synergies with other levels of government to drive interest in investment (i.e. some governments aim for decentralized services. Consider healthcare as an example and leverage new government preferences).
- Limit where possible the burden on taxpayers.

Development Incentives

Respondents suggested that incentives could help to attract new businesses or support existing businesses.

- Tenant incentives (interior building improvements).

Public Transit

Provide affordable, efficient and safe public transit that is available from all areas to downtown with some flexible options (i.e. Métis Office, Fort McKay and the Fort McMurray Airport). Consider ways to improve service (i.e. longer operating hours, more frequent times, direct transportation along Franklin Avenue and use of technology apps to improve service).

- Alternative transportation options (i.e. taxis) are cost prohibitive for many people and a deterrent to spending a night out if travelling from other areas.

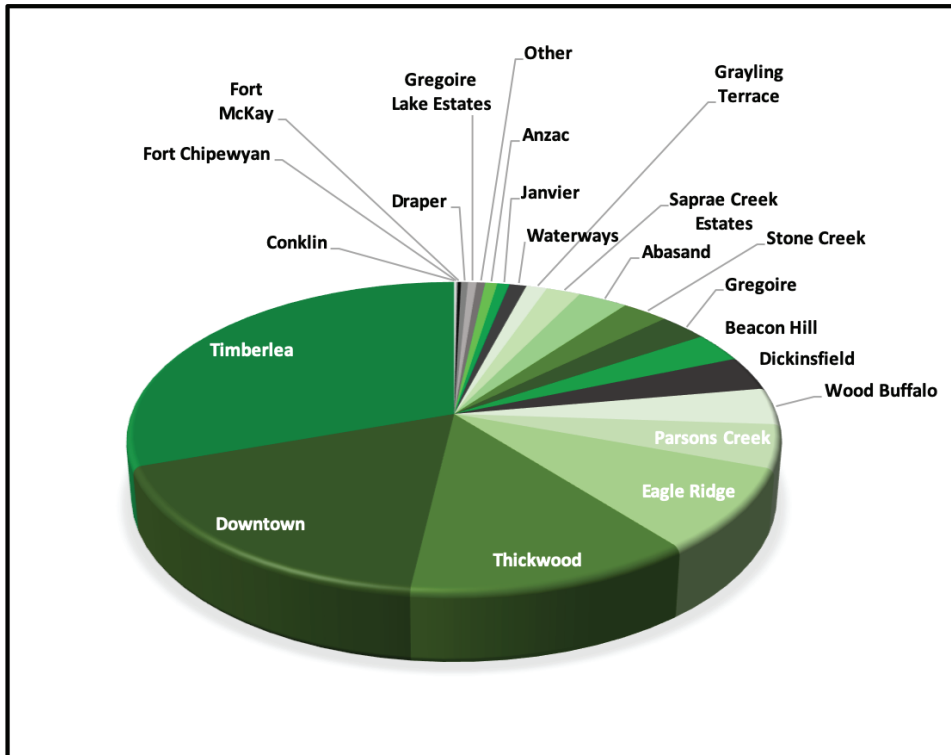
Importance of Arts and Culture

Consider ways to enhance the character of downtown by highlighting our history (i.e. Indigenous culture and heritage) and celebrating our uniqueness through public art displays, events, sale of handmade crafts, designation of spaces and places that celebrate diversity.

Questions 10 and 11: Respondent Demographics

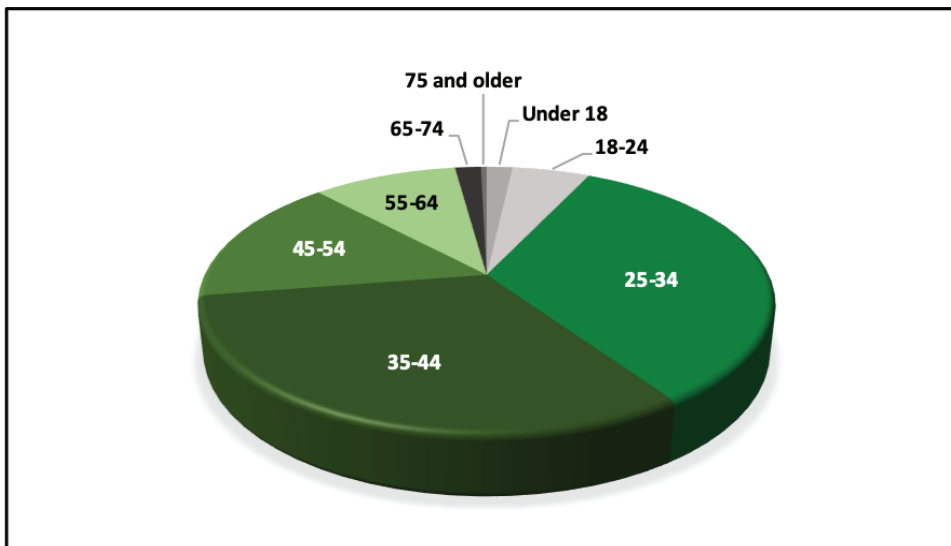
The importance of understanding a broad spectrum of residents ideas about downtown was recognized early in the planning process. It was important to gain feedback from a diverse cross section of the community and ensure feedback was being collected from across the entire region. In developing the survey and engagement plan, staff ensured that opportunities were made available to all residents to participate in the survey and engagement sessions. In rural communities, the number of face to face discussions were higher than the number of survey responses highlighted below. For example, twenty-six people in Fort Chipewyan were engaged during an open house. Each survey question was optional, and some people did not complete all survey questions. Overall rural engagement was in line with past engagement standards.

Population Distribution of Respondents by Area



| Wood Buffalo Communities | Number of Responses |
|--------------------------|---------------------|
| Conklin | 1 |
| Fort Chipewyan | 1 |
| Fort McKay | 2 |
| Draper | 4 |
| Gregoire Lake Estates | 5 |
| Other | 5 |
| Anzac | 7 |
| Janvier | 7 |
| Waterways | 10 |
| Grayling Terrace | 12 |
| Saprae Creek Estates | 20 |
| Abasand | 29 |
| Stone Creek | 27 |
| Gregoire | 29 |
| Beacon Hill | 31 |
| Dickinsfield | 36 |
| Wood Buffalo | 39 |
| Parsons Creek | 46 |
| Eagle Ridge | 89 |
| Thickwood | 127 |
| Downtown | 180 |
| Timberlea | 309 |

Age Distribution of Respondents



| Survey Respondent Age | Number of Responses |
|-----------------------|---------------------|
| Under 18 | 18 |
| 18-24 | 54 |
| 25-34 | 345 |
| 35-44 | 329 |
| 45-54 | 160 |
| 55-64 | 101 |
| 65-74 | 18 |
| 75 and older | 4 |

Appendix A: Downtown Revitalization Survey

Please have your say on downtown revitalization in our community by completing this short survey. All questions are optional and no personal information will be collected.

The information gathered from you through this survey and at public engagement sessions and stakeholder meetings will be used to help capture your vision for downtown revitalization. Once this takes place, we plan on returning to the community in the Fall with additional engagement opportunities – to communicate what we are hearing and to further refine how you think we should move forward together.

Take a look at rmwb.ca/downtown before completing this survey.

1. Please indicate by major street names (or general areas) that you consider to be the physical boundary of Fort McMurray's downtown? Where does downtown begin for you and where does it end?

2. Specifically, why do you go downtown right now? (check all that apply)

- a. Business Reasons
- b. To go to Work/due to Work
- c. I Live Downtown
- d. Because of Recreation and/or Entertainment
- e. I go to School Downtown
- f. Other (please indicate): _____

3. When you think about the phrase, 'downtown revitalization', what does that mean to you? Basically, how you think we should define revitalization?

4. When you think of downtown, are there specific areas within downtown where we should focus revitalization efforts to make the biggest impact? What are some changes that you think could be made in the short-term to strengthen

existing downtown assets or realize potential in the downtown?

5. What would be your vision for the downtown be in the next five years?

6. This question is about understanding what attractions would encourage you to spend more time downtown. What are the top three to five things listed below that would encourage you to spend more time in Fort McMurray's downtown?

- Areas that Encourage Walking Year-Round Within Downtown
- Alternate Parking Options
- Cultural Facilities (for example: galleries, museum etc.)
- Education Facilities
- Employment Opportunities
- Gathering Spaces
- Green Spaces
- Improved Cleanliness
- Public Art
- Restaurants/Cafés
- Retail/Shopping
- Recreational and Sporting Facilities
- Residential Development
- Special Events (for example: festivals, concerts, food markets)
- Streetscaping (for example: benches, flowers, trees, etc.)
- Sense of Personal Safety and Security (during the day and at night)
- Transit Services
- Trails/Paths
- Unique Character/Something That Tells the Story of our Region
- Waterfront Development
- Wi-Fi Hotspots Throughout Downtown
- Other (please indicate): _____

7. What are the top things you feel could be done to revitalize the downtown during the summer months?

8. What are top things you feel could be done to revitalize the downtown during the winter months?

9. Please provide any additional feedback you may have about downtown revitalization:

10. Please identify your age:

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75+

11. Where do you live in the region?

- Abasand
- Anzac
- Beacon Hill
- Conklin
- Dickinsfield
- Downtown
- Draper
- Eagle Ridge
- Fort Chipewyan
- Fort McKay
- Fort Fitzgerald
- Grayling Terrace
- Gregoire
- Gregoire Lake Estates
- Janvier
- Parsons Creek
- Prairie Creek
- Saprae Creek Estates
- Stone Creek
- Thickwood
- Timberlea
- Waterways