



## Wood Buffalo Development Advisory Committee

Wednesday, February 3, 2021

Conducted Electronically Via MS Teams

9:00 AM

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### Agenda

#### Public Participation for February 3, 2021 Wood Buffalo Development Advisory Committee Meeting

Wood Buffalo Development Advisory Committee (WBDAC) will be conducting the February 3, 2021 Meeting through electronic communications in accordance with the Meeting Procedures (COVID-19 Suppression) Regulation, Order in Council 99/2020.

- Anyone wishing to participate in the meeting is encouraged to do so by registering to speak as a delegate by way of teleconference or by submitting their delegation comments by email.
- To participate by teleconference:
  - Anyone wishing to speak by teleconference to an item on the February 3, 2021 WBDAC Meeting Agenda must pre-register by 4:00 p.m., February 2, 2021.
  - To register to speak via teleconference, please email [boardsandcommittees@rmwb.ca](mailto:boardsandcommittees@rmwb.ca) or call
  - 780-743-7001 with your name, the phone number that you will be dialing in from and an email address that you can be reached at prior to and during the meeting.
  - You must provide the name of the agenda item that you wish to speak to.
  - All registrants will be emailed the details on how to participate prior to the start of the meeting.
  - Each registrant will be given a maximum of **5 minutes** to address the Committee.
- To make written submissions as a delegation before or during the live meeting:
  - Please complete the online form found at <https://www.rmwb.ca/writtendelegations/> or email [boardsandcommittees@rmwb.ca](mailto:boardsandcommittees@rmwb.ca)
  - Please note that written comments for an agenda item must be received prior to the start of that item during the meeting. Emails that are received after the agenda item has been introduced or are not relevant to an agenda item, will not become part of the record of this meeting.
  - All written submissions are public and will be included in the Council Meeting Agenda Package as part of public record.

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1. **Call to Order**

2. **Adoption of Agenda**

3. **Minutes of Previous Meetings**

3.1. Wood Buffalo Development Advisory Committee Meeting - January 6, 2021

4. **New and Unfinished Business**

4.1. Annual Introduction and Overview

4.2. Working Group Membership

4.3. Committee Recruitment Campaign Update

4.4. Municipal Development Plan Update

**Adjournment**



**Minutes of the Wood Buffalo Development Advisory Committee Meeting held via Video Conferencing, in Fort McMurray, Alberta, on Wednesday, January 6, 2021, commencing at 9:00 AM.**

**Present:**

Bryce Kumka, Chair - Business Community  
 David Secord, Vice Chair - Business Community  
 Scott Jackson, Member - Oil and Gas Industry  
 Jin Li, Member - Public-at-Large  
 Diana Noble, Member - Public-at-Large  
 Beverley Tjarera, Community Development  
 Ijeoma Uche-Ezeala, Public-at-Large  
 Curtis Williams, Community Development

**Absent:**

Mark Burris, Member - Health & Wellness  
 Bruce Inglis, Councillor  
 Dan Soupal, Member - Land Development

**Administration:**

Chris Booth, Manager  
 Monica Lance, Manager, Special Projects  
 Sonia Soutter, Manager, Senior Legislative Officer  
 Heather Fredeen, Legislative Officer

**1. Call to Order**

Legislative Services Clerk, H. Fredeen called the meeting to order at 9:03 a.m. and welcomed new Committee Member Ijeoma Uche-Ezeala representing the Public-at-Large.

**2. Adoption of Agenda**

THAT the Agenda be adopted as amended.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	David Secord, Member - Business Community
<b>SECONDER:</b>	Scott Jackson, Member - Oil and Gas Industry
<b>FOR:</b>	Noble, Kumka, Jackson, Li, Secord, Williams, Uche-Ezeala
<b>ABSENT:</b>	Soupal, Burris, Tjarera

### **3. Minutes of Previous Meetings**

#### **3.1. Wood Buffalo Development Advisory Committee Meeting - December 9, 2020**

##### **MOTION:**

THAT the Minutes from the Wood Buffalo Development Advisory Committee Meeting held on December 9, 2020 be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Scott Jackson, Member - Oil and Gas Industry
<b>SECONDER:</b>	Beverley Tjarera, Community Development
<b>FOR:</b>	Noble, Kumka, Jackson, Li, Secord, Williams, Uche-Ezeala
<b>ABSENT:</b>	Soupal, Burris, Tjarera

### **4. New and Unfinished Business**

#### **4.1. Appointment of Chair and Vice Chair**

Committee Member Bryce Kumka put his name forward for the position of Chair. As there were no further nominations, Bryce. Kumka was selected as Chair of the Committee by acclamation.

##### **MOTION:**

THAT Bryce Kumka be appointed as Chair of the Wood Buffalo Development Advisory Committee.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	David Secord, Member - Business Community
<b>SECONDER:</b>	Jin Li, Member - Public-at-Large
<b>FOR:</b>	Noble, Kumka, Jackson, Li, Secord, Williams, Uche-Ezeala
<b>ABSENT:</b>	Soupal, Burris, Tjarera

Committee Member David Secord put his name forward for the position of Vice Chair. As there were no further nominations, David. Secord was selected as Vice Chair of the Committee by acclamation.

##### **MOTION:**

That David Secord be appointed as Vice-Chair of the Wood Buffalo Development Advisory Committee.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Diana Noble, Member - Public-at-Large  
**SECONDER:** Curtis Williams, Community Development  
**FOR:** Noble, Kumka, Jackson, Li, Secord, Williams, Uche-Ezeala  
**ABSENT:** Soupal, Burris, Tjarera

#### 4.2. 2021 Meeting Schedule

##### MOTION:

THAT the regular Wood Buffalo Development Advisory Committee Meetings be held at 9:00 a.m. on the first Wednesday of each month.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Curtis Williams, Community Development  
**SECONDER:** David Secord, Member - Business Community  
**FOR:** Noble, Kumka, Jackson, Li, Secord, Williams, Uche-Ezeala  
**ABSENT:** Soupal, Burris, Tjarera

#### 4.3. Municipal Development Plan Update

Such Chandhiok, Supervisor, Planning and Development provided an update on the proposed Municipal Development Plan and indicated that a second round of public engagement will commence soon regarding the proposed goals and underlying policies for the new Municipal Development Plan.

#### 4.4. Small Business Support Ideas

##### Entrance

Committee Member Beverley Tjarera entered the meeting at 9:19 a.m.

Committee Member Diana Noble, introduced the matter relating to the December 19, 2020 presentation to the Committee by Surekha Kanzig, business owner, Surekha's on the Snye, in which Ms. Kanzig suggested that the Municipality should create a grant program for small businesses in the region who are struggling. Through consensus of the Committee, it was decided that grant funding is not within the purview of the Committee's mandate therefore; the Committee's focus will remain on assisting business owners by streamlining Planning and Development processes to assist with the removal of red tape.

#### 4.5. Red Tape Reduction Working Group Update (deferred from December 9, 2020)

##### MOTION:

THAT David Secord be appointed as Chair of the Red Tape Reduction Working Group.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Diana Noble, Member - Public-at-Large
<b>SECONDER:</b>	Jin Li, Member - Public-at-Large
<b>FOR:</b>	Noble, Kumka, Jackson, Li, Secord, Tjarera, Williams, Uche-Ezeala
<b>ABSENT:</b>	Soupal, Burris

Committee Member David Secord indicated that he has been in discussions with an Ombudsman from Eastern Canada who would be willing to provide a presentation to the Committee.

##### Action

Committee member David Secord to extend an invitation to the Ombudsman to make a presentation at the next Committee Meeting.

#### 4.6. Action Log Review (deferred from December 9, 2020)

There were no outstanding action items on the Action Log.

Diana Noble requested a status update on recruitment efforts to fill the current vacancies in the following sectors – Affordable Housing, Arts, Culture and Recreation and Education on the Committee. Sonia Soutter, Manager Legislative Services provided an overview and indicated that recruiting efforts to fill three vacant positions will commence January 22, 2021 with a deadline of February 5, 2021.

##### Actions

- Administration to commence recruitment campaign Jan 22 – Feb 5, 2021
- By consensus Committee Members committed to advocate to fill vacant positions in the above-mentioned sectors.

##### Adjournment

The meeting adjourned at 9:58 a.m.

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Chair

# Wood Buffalo Development Advisory Committee Annual Introduction and Overview

## Introduction

- Review Committee Mandate and Key Initiatives Outlined in the Consolidated Committees Bylaw

## Looking Back at 2020

- Review 2020 Committee Progress

## Looking Ahead to 2021

- Review Committee Priorities and Next Steps

# Committee Mandate

- To advise Municipal Administration and Council on local development initiatives, including development and construction issues, community-based issues, public engagement activities and region wide economic priorities.
- To deal with all matters referred to it by Council and on its own initiative, deal with matters that are within its mandate.
- Key initiatives are outlined within the Consolidated Committees Bylaw.

# 2020 Committee Progress Report Highlights

- ✓ Committee members received presentation information from Administration about the following and provided feedback and comments if and as required/requested:
  - Streamlining commercial development permitting and business licensing
  - Business development opportunities and downtown revitalization
  - Overview of services provided through the Planning and Development Department

# 2020 Committee Progress Report Highlights

- ✓ Committee members received presentation information from Administration about the following and provided feedback and comments if and as required/requested:
  - Downtown Revitalization Incentive program
  - Downtown Revitalization Tax Incentive Program
  - Land Use Bylaw Survey review and updates
  - Downtown Area Redevelopment Plan
  - COVID 19 and 2020 flood update(s)
  - Municipal Development Plan



# 2020 Committee Progress Report Highlights

- ✓ Committee members received presentation information from Administration about the following and provided feedback and comments if and as required/requested:
  - Wood Buffalo Economic Development Corporation Business Recovery Taskforce Report/ Engagement Opportunities / Place Brand Strategy

# 2020 Committee Progress Report Highlights

- ✓ Committee members reviewed the existing and proposed Land Use Bylaw in alignment with the consolidated committee's bylaw and provide advice to Municipal Administration regarding recommended changes.
- ✓ Committee members recommended to Council that the Land Use Bylaw undergo expeditious updates especially related to Change of Use (i.e. development permit process).

# 2021 Committee Priorities

- In late fall 2020, Committee members reviewed the committee's key initiatives as outlined within the Committees Bylaw, reviewed multiple potential areas of focus and **unanimously supported the following three committee priorities:**

- ☐ **Red Tape Reduction** for business development in the region
- ☐ **Identification of opportunities** for business development and encouraging investment in the region
- ☐ Municipal Development Plan **(MDP) review**

# 2021 Next Steps

The Red Tape Reduction Working Group will:

- **Support the** Planning and Development Department's 2021 **proposal to complete a thorough permitting process review** via a third-party consultant with a focus on reducing red tape for the private sector (i.e. businesses and commercial developers) investing in the region.
- **Provide suggestions** to further Encourage ongoing feedback from developers by creating a culture of continuous improvement through red tape reduction; focused on business and commercial regulatory requirements and permitting processes.

# Thank You!



## **Applications being accepted for Wood Buffalo Development Advisory Committee**

(Fort McMurray, AB – January 22, 2021) – The Municipality is accepting applications for volunteers to serve on The Wood Buffalo Development Advisory Committee.

The Committee advises municipal administration and Council on local development initiatives, including development and construction issues, community-based issues, public engagement activities and region-wide economic priorities.

There are three vacancies to be filled that require volunteers with knowledge and experience in specific sectors. They are as follows:

- Affordable Housing
- Arts, Culture and Recreation
- Education

Applications will be accepted until February 5, 2021. For more information or to apply online, visit [rmwb.ca/boards](http://rmwb.ca/boards)

-30-

### **Media inquiries:**

[media@rmwb.ca](mailto:media@rmwb.ca)





# shape our region

## **Municipal Development Plan Phase 2 Engagement**

Wood Buffalo Downtown Revitalization  
Advisory Committee



# Meeting Agenda

Project Review

Background Research

Phase 1 Engagement

Draft Vision & Goals

Overarching Big Moves

Your Involvement

Next Steps





# *Participate*

*Using your smart phone or computer,  
please go to [www.menti.com](http://www.menti.com) and  
enter the code 70 74 22 5*

*This platform will be used in addition  
to our discussion today.*



# Project Review

# Purpose

*RMWB is preparing a new Municipal Development Plan (MDP) to reflect changes in the social, cultural, and economic conditions of the region.*

*The new MDP will be created with input from residents throughout Wood Buffalo to ensure it reflects local values, opportunities, and challenges, and sets a clear vision for the Region's future.*





# What is the MDP?

The MDP sets out the vision and blueprint for how growth and development will happen in Wood Buffalo over the next 20 years.

## The MDP will:

- » Provide a comprehensive land use policy framework
- » Outline a strategic path forward to manage growth across the Region
- » Guide both short- and long-term decision making by Council and Administration
- » Decisions will shape the development and future changes made to your communities





# Why is it important?

- » The 2011 MDP growth projections indicated that Wood Buffalo's population would grow to over 230,000 people by 2030
- » This growth has not happened due to several factors, including the 2013 floods, the 2014 global drop in oil prices and resulting economic downturn, the 2016 Horse River Wildfire, and the 2020 floods
- » In response to changing social and economic environments, the Municipality has taken this opportunity to reflect today's conditions through a new MDP

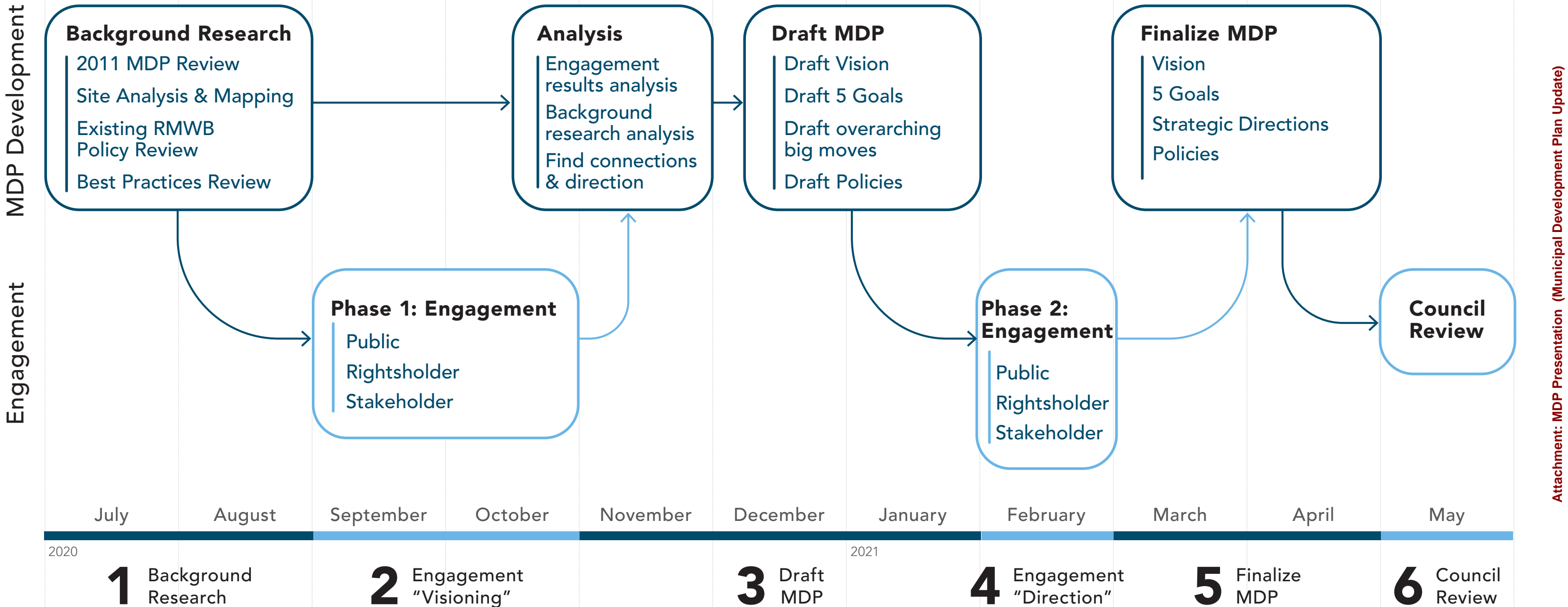




# Where are we?

## Phase 2 Engagement

### "Direction"

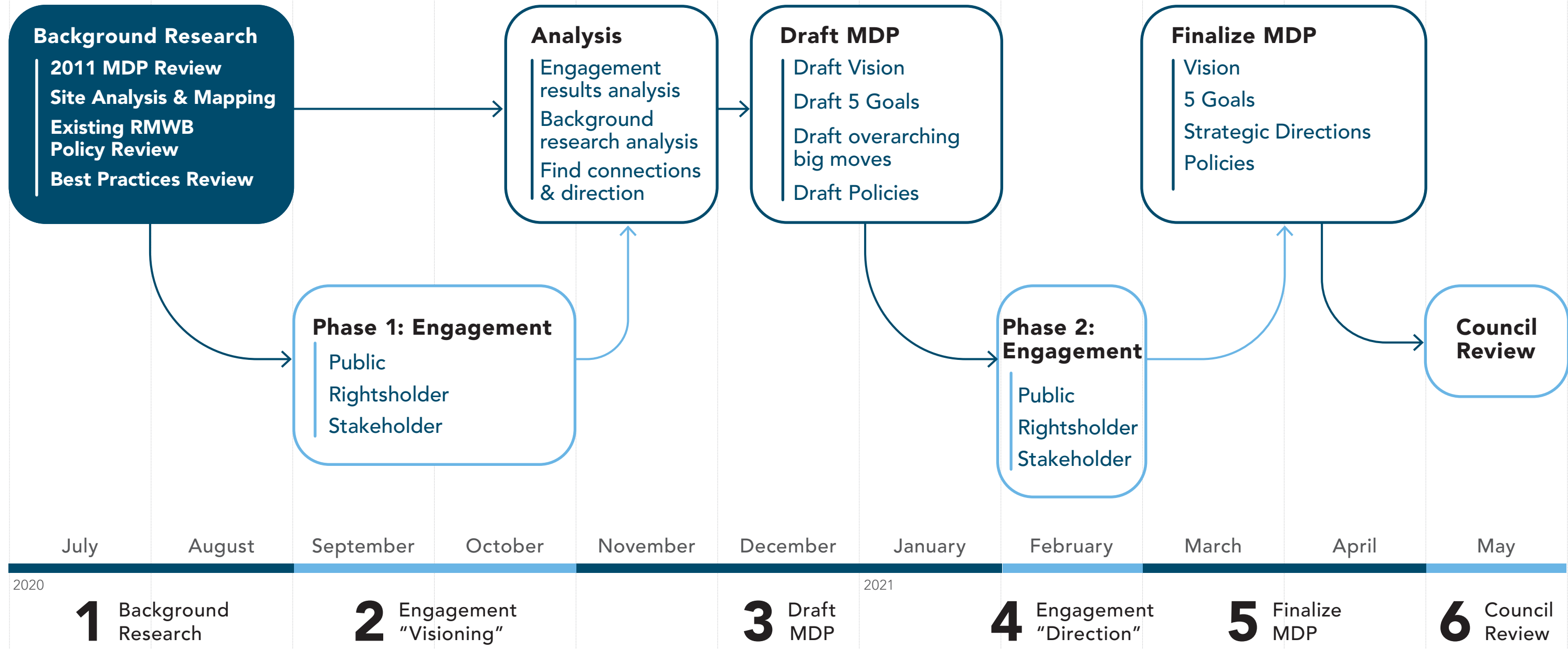


Attachment: MDP Presentation (Municipal Development Plan Update)

# Background Research Review

MDP Development

Engagement



Attachment: MDP Presentation (Municipal Development Plan Update)



# Background Research

## 2011 MDP Review

- » Current applicability
- » Bring forward to 2021 MDP

## Best Practice Review

- » Analyzed documents and policies from **15** other municipalities, including:
  - » City of Edmonton
  - » City of Winnipeg
  - » City of Whitehorse

## Existing RMWB Policy Review

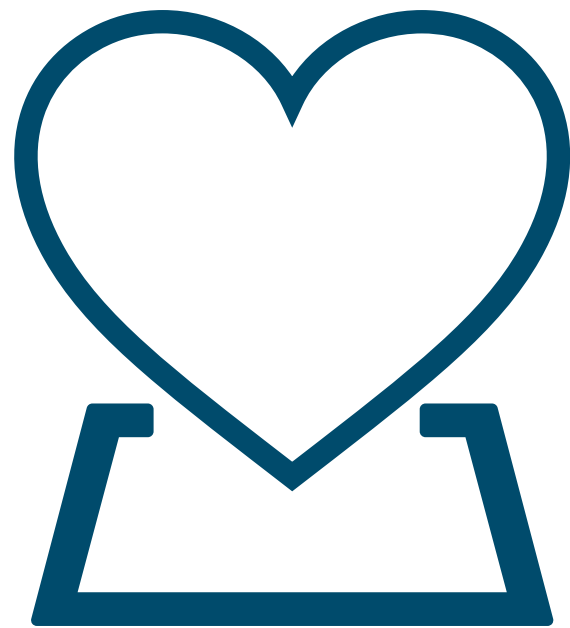
- » To ensure alignment with current RMWB policies
- » Reviewed **over 50 RMWB Documents**, including:
  - » Wood Buffalo Social Sustainability Plan
  - » RMWB Parks Master Plan
  - » Wood Buffalo Culture Plan
- » Alignment with 2020 Place Brand Strategy

## Site Analysis & Mapping

- » Site Visits & Meetings
- » Mapping Current Conditions
- » Identified Opportunities & Challenges
- » Conducted Population & Employment Projections

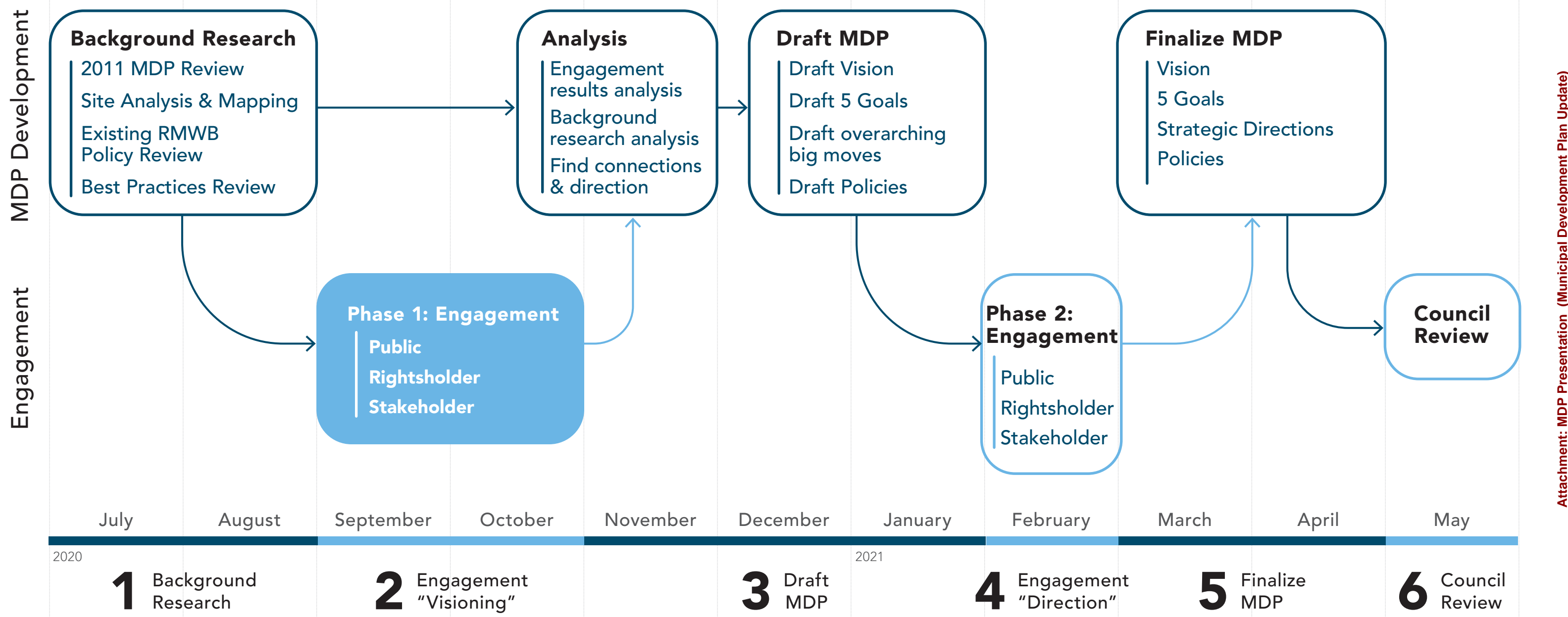
# Major Take Aways

- » Many policies from the 2011 MDP remain relevant today and many policies need revision
- » Heavy focus on growth needs to be repealed
- » Emphasize a people first, place-based approach for the 2021 MDP



# Phase 1 Engagement





Attachment: MDP Presentation (Municipal Development Plan Update)

# What We Did

## Public, Rightsholder, & Stakeholder Engagement

- » Engagement opportunities were held from September 28 to November 1, 2020

## Goals

- » Introduce the project
- » Create awareness about the project and opportunities to engage
- » Identify values, vision, and priorities
- » Learn about any initial concerns, issues, and opportunities
- » Incorporate feedback to inform the vision, goals, and strategic directions



2

Open Houses



35

Workshops, In-Person  
& Virtual Meetings

700+

Participants



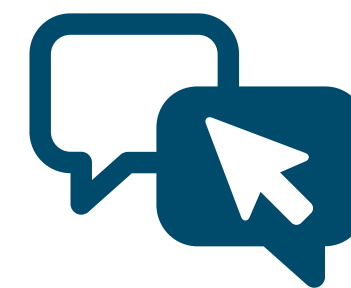
Online  
Survey



Interactive  
Mapping



Idea Sharing  
Platform



Online  
Discussion  
Forum



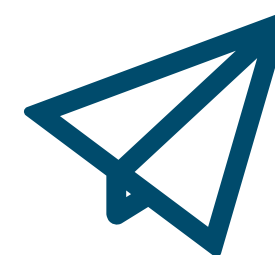
20+

Social Media  
Posts



4

Promotional  
Videos



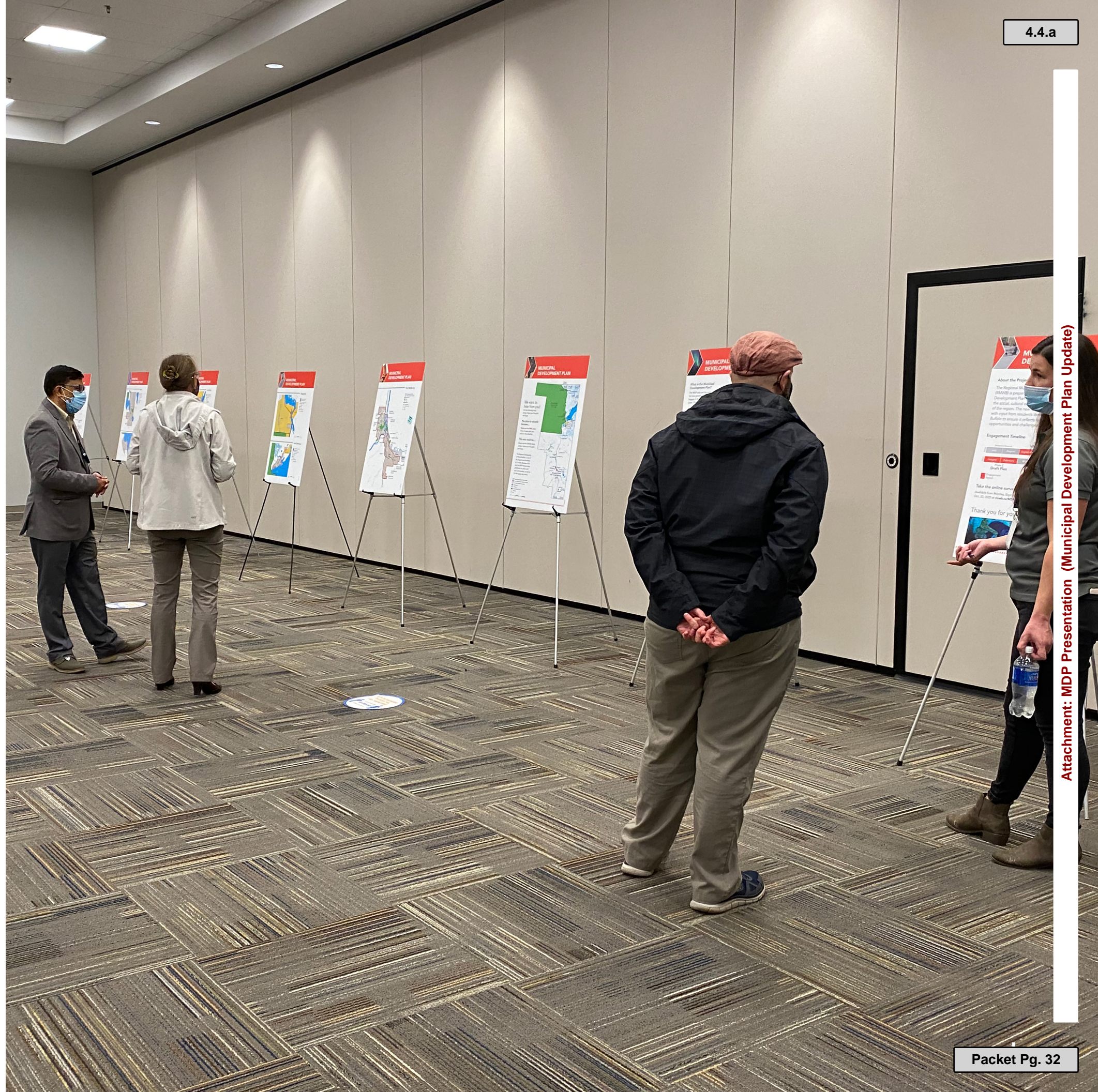
+

Newsletters,  
Radio, & Signage



# What We Heard

- » Gained insights into the values and priorities of Wood Buffalo residents
- » Confirmed a **place and community-based approach** to the MDP





# What We Heard

- » Key findings illuminated **five main categories:**
- » People & Community
  - » Nature & Recreation
  - » Responsible Development
  - » Economy & Innovation
  - » Arts, Culture, & Representation

## People & Community

-  Attract People
-  Community Spirit
-  Essential Services
-  Family
-  High Quality of Life
-  Thrive

## Nature & Recreation

-  Nature
-  Recreation





## Responsible Development

-  Place-Based
-  Retail
-  Responsible Development

## Economy & Innovation

-  Economic Opportunity
-  Education
-  Innovation & Expertise
-  Oil & Gas, & Related Industries
-  Renewable & Green Industries
-  Tourism

## Arts, Culture, & Representation

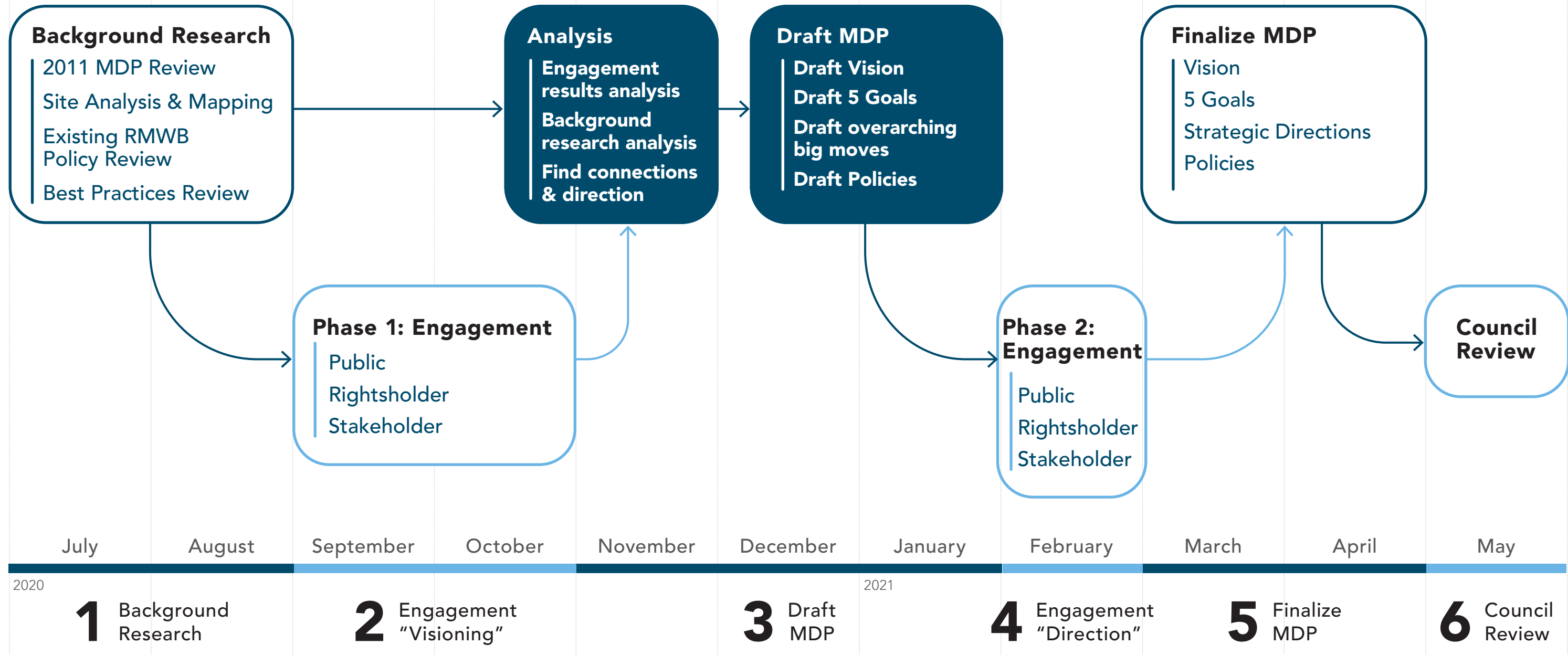
-  Collaboration
-  Image
-  Arts, Culture, & Entertainment
-  Recognition

# Draft Vision & Goals



MDP Development

Engagement



Attachment: MDP Presentation (Municipal Development Plan Update)

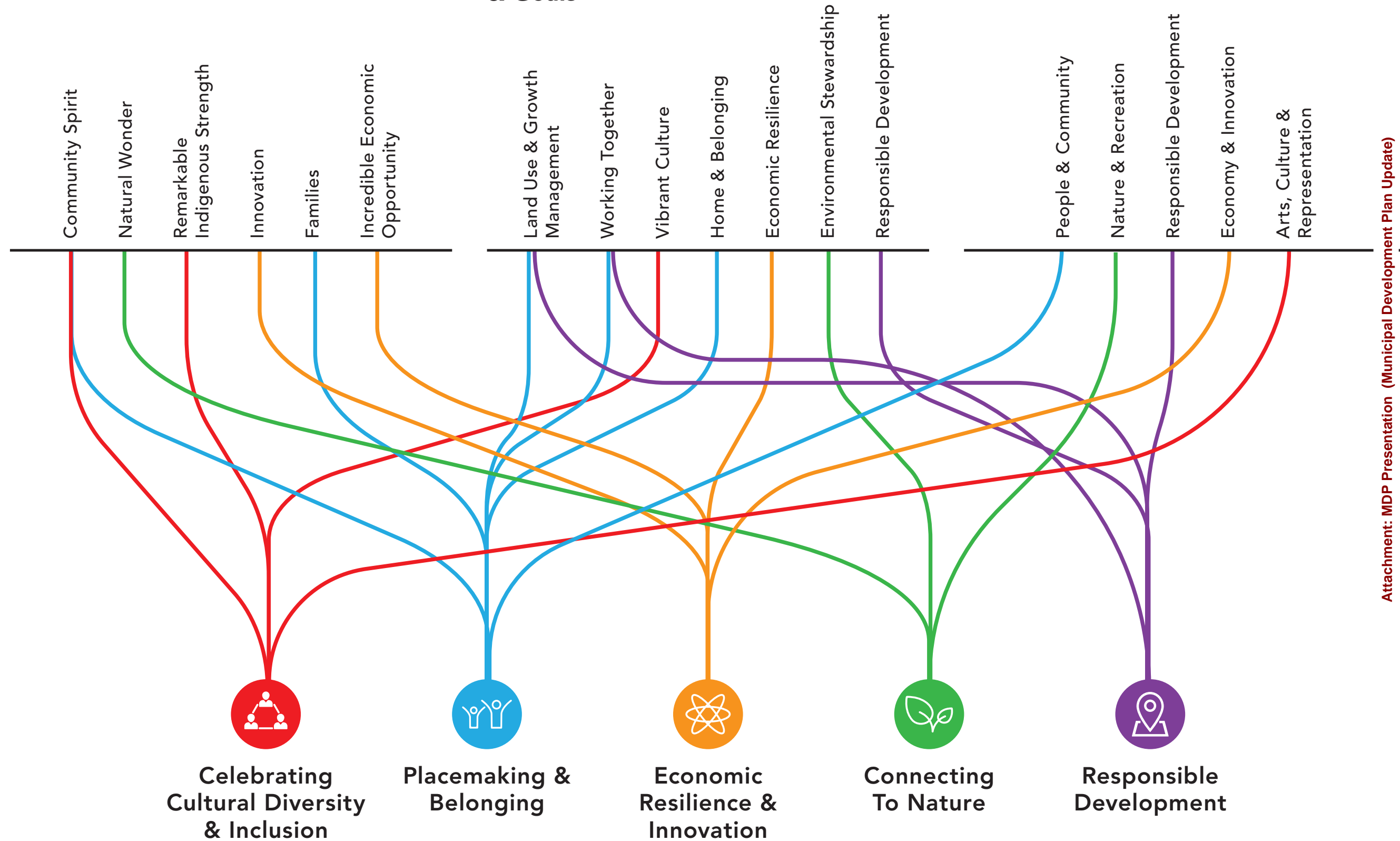
# Process

» Background research and Phase 1 Engagement results were used to create the vision and goals

## PLACE BRAND Building Blocks

## 2011 MDP Growth & Development & Goals

## PHASE 1 ENGAGEMENT Feedback Categories



Attachment: MDP Presentation (Municipal Development Plan Update)



# Vision

*A DIVERSE Region to live, work, play,  
and STAY, FOREVER.*

- » The Wood Buffalo of tomorrow will be built on our greatest strengths. Our Region is a place like no other, a place of incredible opportunity and natural wonder.
- » A place of resilient community spirit, cultural diversity, and remarkable Indigenous strength.
- » By focusing and building on what makes Wood Buffalo great, we will pursue the opportunity, together, for all those who call Wood Buffalo home.
- » We will continue to develop a region with a place and community-based approach to reflect local values and make it a forever home.
- » Creating a healthy and sustainable Region for tomorrow is Wood Buffalo's story to tell, and this is only the beginning...



*Do you agree with  
the draft vision?*

*Go to [menti.com](https://menti.com) and use the code  
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# Goals



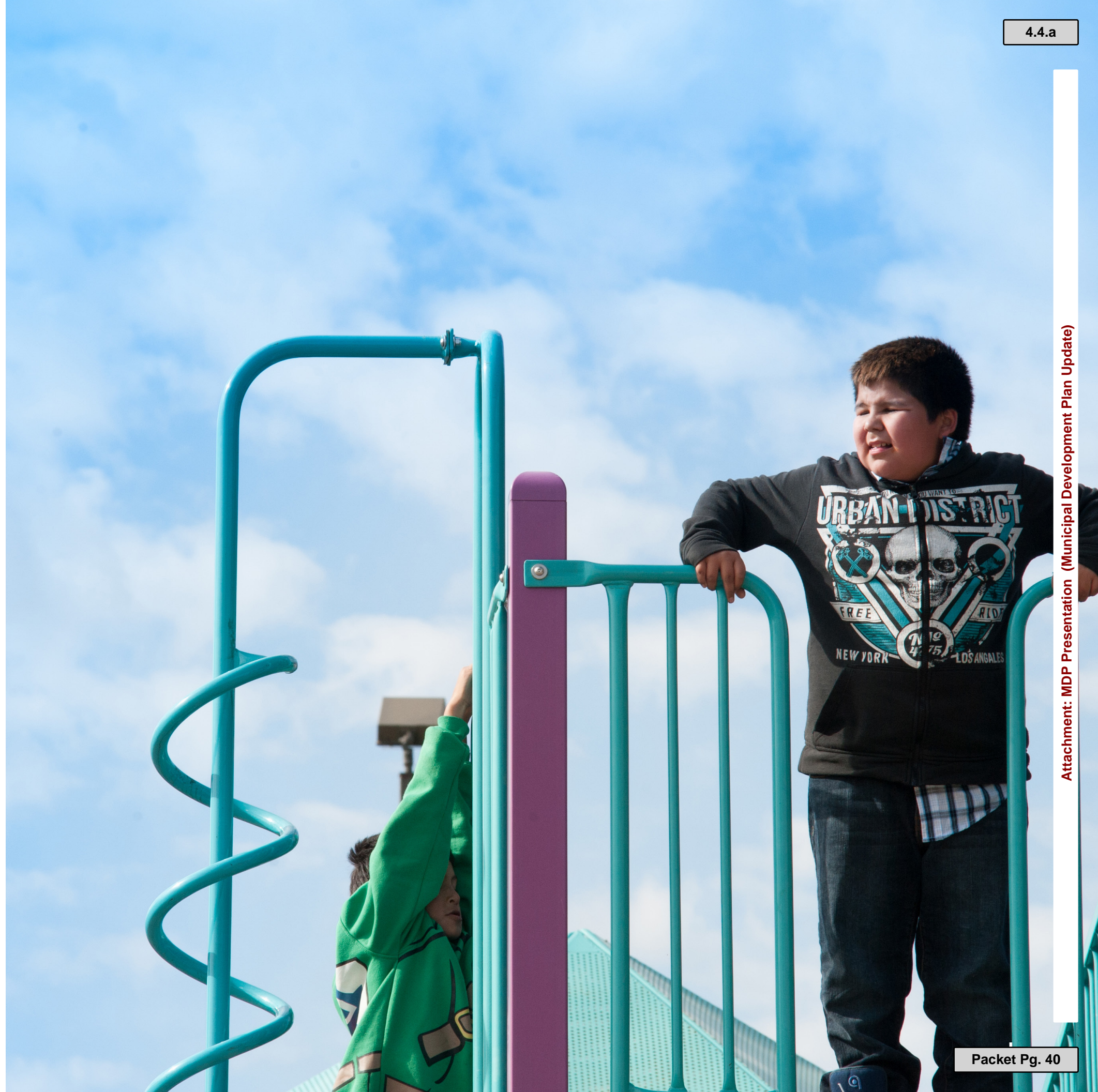
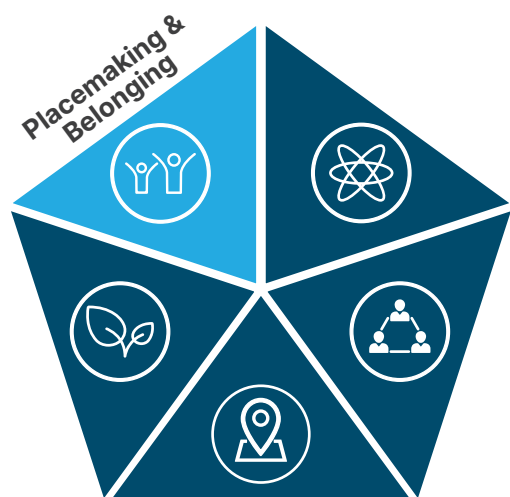
Attachment: MDP Presentation (Municipal Development Plan Update)



# Goals

## Placemaking & Belonging

Wood Buffalo provides a sense of place, safety, and belonging fostered by a community built around meeting the needs of all.

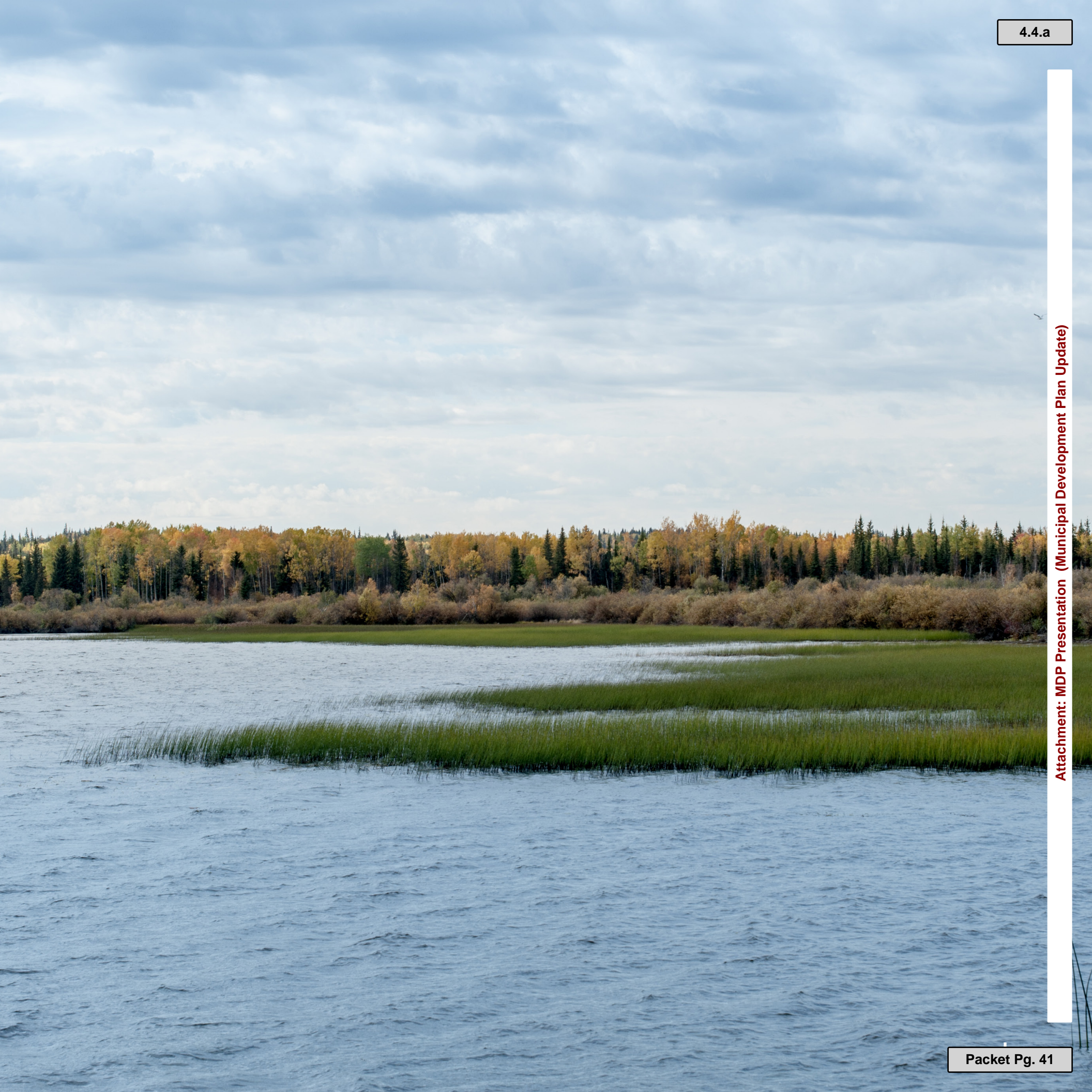




# Goals

## Connecting to Nature

Wood Buffalo’s cherished wilderness, protected natural ecosystems, and lively parks, open space, and waterfront are a hallmark of our Region.





# Goals

## Responsible Development

As a desirable location to live for all who come to our Region, Wood Buffalo grows intentionally, with development that makes life better for all.





# Goals

## Economic Resilience & Innovation

Economic diversification and development will bring resiliency to the local economy and prosperity throughout Wood Buffalo, all while not forgetting our core industry.





# Goals

## Celebrating Cultural Diversity & Inclusion

Brimming with pride, our Region celebrates its Indigenous history and is committed to ongoing reconciliation. The recognition of our unique past, vibrant arts, culture, global diversity, and inclusivity make Wood Buffalo an amazing place to live.





*Do you support the  
draft goals?*

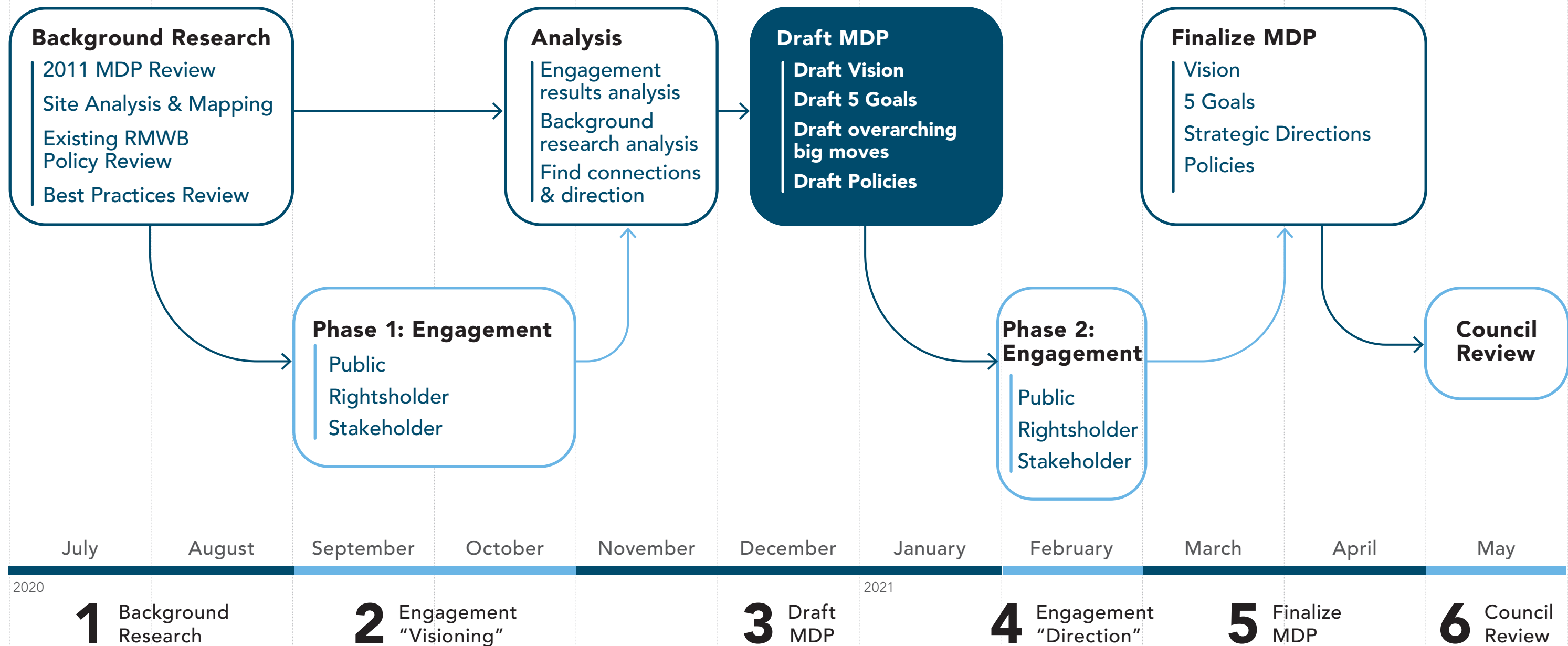
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# Overarching Big Moves

MDP Development

Engagement

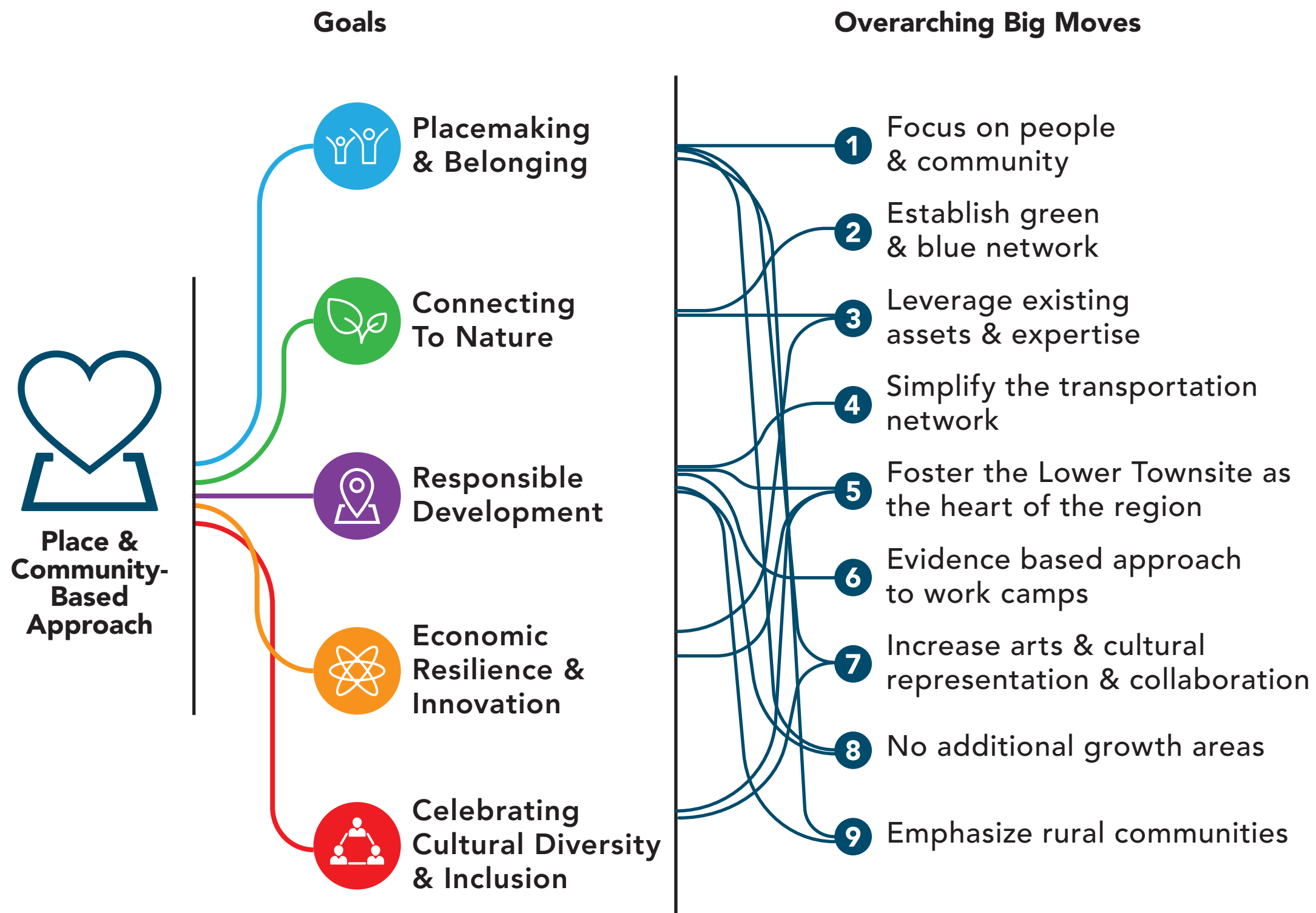


Attachment: MDP Presentation (Municipal Development Plan Update)



# Overarching Big Moves

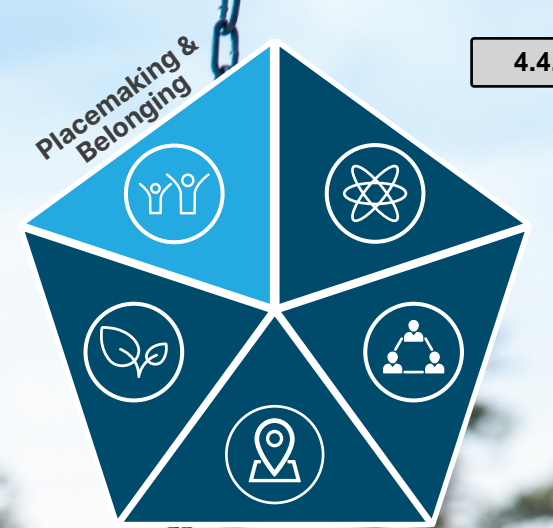
- » Big moves represent the major ways the 2021 MDP differs from the 2011 MDP
- » Big moves work together to achieve the goals and vision of the 2021 MDP





# Focus On People & Community

- » At the heart of all our communities are the people
- » Focus on the people and communities of Wood Buffalo first by:
  - » Ensuring residents have access to their daily needs within accessible, safe environments,
  - » Provide social, cultural, recreational, and employment opportunities that support healthy and fulfilling lives
  - » Enhance high quality of life





# Establish Green & Blue Networks

## » Green Network:

- » Connects natural open spaces and trails across the Region
- » Increase recreation and mobility options, enhance open space, and improve access to natural areas in a sustainable manner

## » Blue Network:

- » Enhance waterfront and river recreation opportunities
- » Improve flood protection
- » Recognize a historic connection to rivers and water

## » Together:

- » Balance the need to preserve sensitive landscapes with the desire to access nature



4.4.a





# Leverage Existing Assets & Expertise

- » Wood Buffalo is well-positioned to leverage its existing expertise into innovative, new opportunities
- » The new MDP will promote the pursuit of local innovation through supporting business incubator spaces, and increased post-secondary education opportunities
- » Building on Wood Buffalo's existing assets and expertise will provide greater economic balance, stability, and opportunity, and a higher quality of life for residents



4.4.a



# Simplify the Transportation Network

- » Reflect Wood Buffalo's current transportation needs:
  - » Simplify and right-size the transportation network
  - » Optimize existing transit options
  - » Improve efficiency of the roads
  - » Provide more options for mobility throughout the Region



Responsible  
Development



# Foster the Lower Townsite as the Heart of the Region

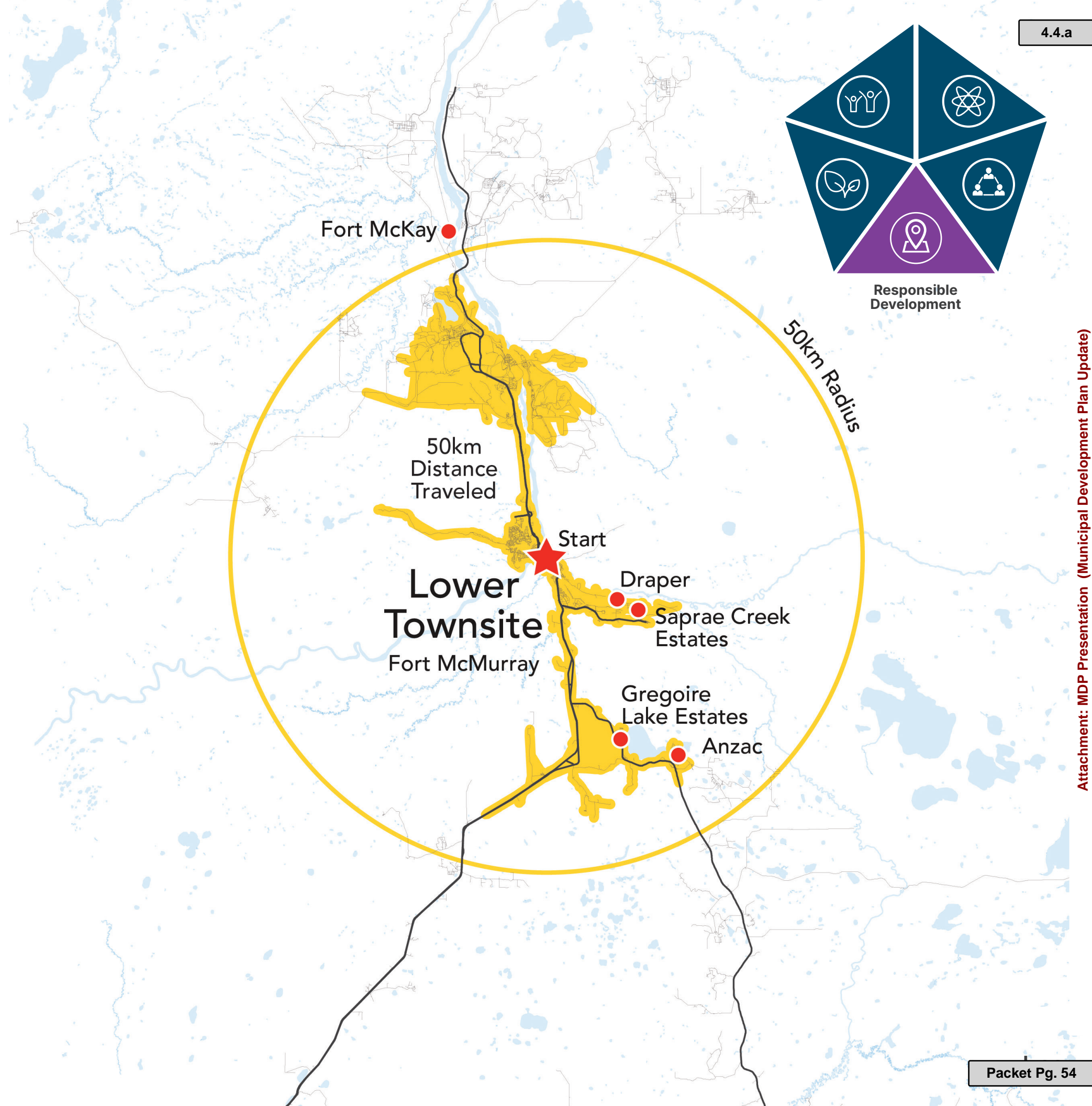
- » Fort McMurray is the economic centre of Wood Buffalo
- » The Lower Townsite acts as the heart of Fort McMurray, and the Region
  - » Follow the guidance of the 2021 Downtown Area Redevelopment Plan
  - » Emphasize connections to MacDonald Island
  - » Grow into an exciting arts, entertainment, and cultural district





# Evidence Based Approach to Work Camps

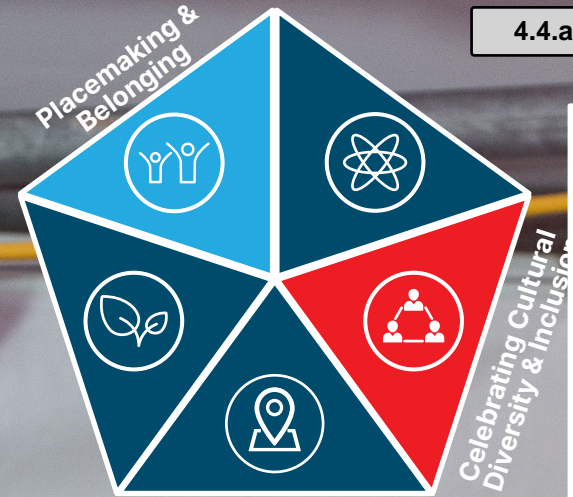
- » Proposes a “distance-traveled” approach to calculating the “reasonable commute distance” to restrict the use of work camp accommodations for full-time employees of industrial operations in proximity to Fort McMurray
- » The distance-traveled approach calculates the actual distance a vehicle travels using accessible and existing roads, determining a more realistic and accurate reasonable commute distance calculation for employees
- » Opposed to the radius approach currently used





# Increase Arts & Cultural Representation & Collaboration

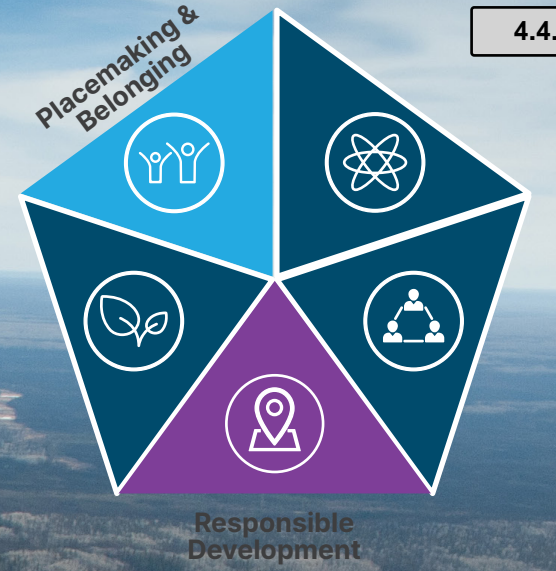
- » Wood Buffalo has a multicultural identity is rooted in rich First Nations and Métis heritages
- » The 2018 census recorded significant ethnic diversity
- » Quality of life for all is enhanced through opportunities to celebrate the unique cultures of the Region
- » Promotion of and participation in diverse arts and cultural activities provide educational opportunities and brings people together
- » Increased collaboration with local communities will provide opportunities for people to make their voices heard, express their ideas, and tell their stories





# No Additional Growth Areas

- » In 2011, projections indicated that Wood Buffalo's population would reach over 230,000 people by 2030
- » New sets of population projections, conducted in 2020, show that the Region's population will remain largely stable for the next 20 years
- » 2021 MDP will not allow the development of additional growth areas until existing areas are built
  - » Focus efforts and investments on existing communities
  - » Allow the prioritization of enhancing the amenities, sense of place, and communities that already exist





# Emphasize Rural Communities

- » Wood Buffalo is one of the largest municipalities in Canada
- » Due to its size, the MDP incorporates guidance for both urban and rural communities, as well as for the Region as a whole
- » Through increased collaboration with rural communities, the MDP will emphasize their unique needs and importance within the Region



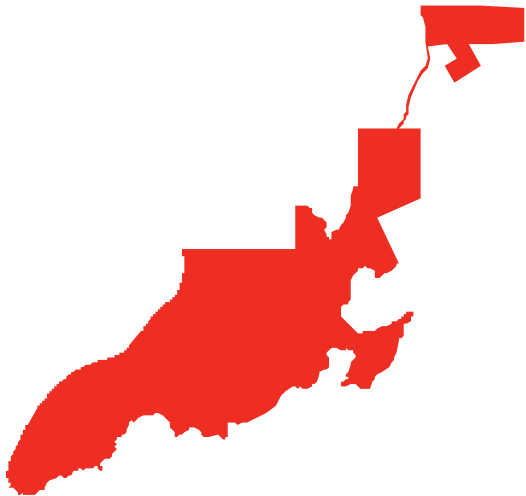
Anzac



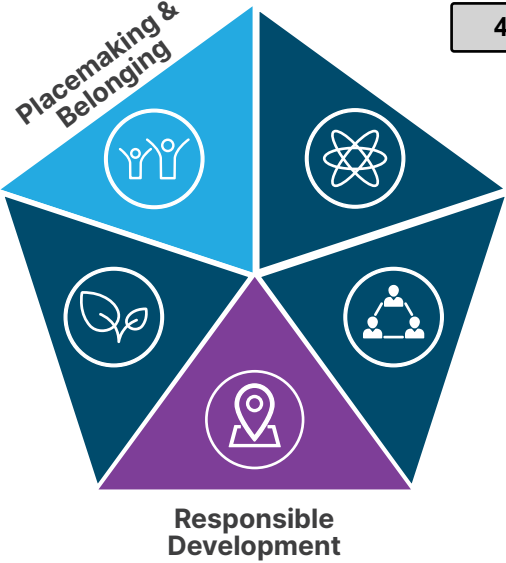
Conklin



Draper



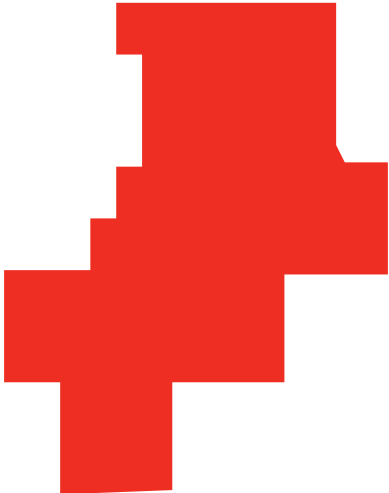
Fort Chipewyan



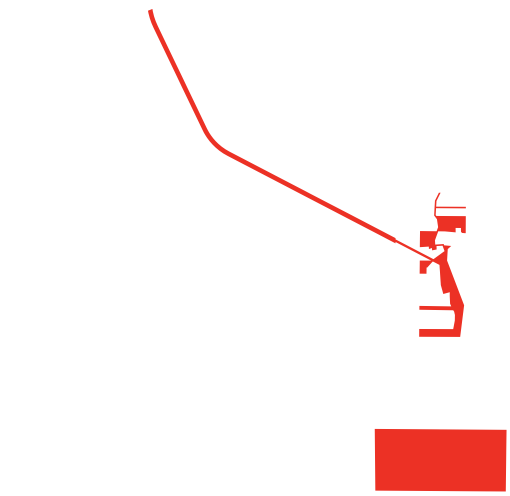
Fort McKay



Gregoire Lake Estates



Janvier



Fort Fitzgerald



Saprae Creek Estates



*Do you support the  
overarching big moves?*

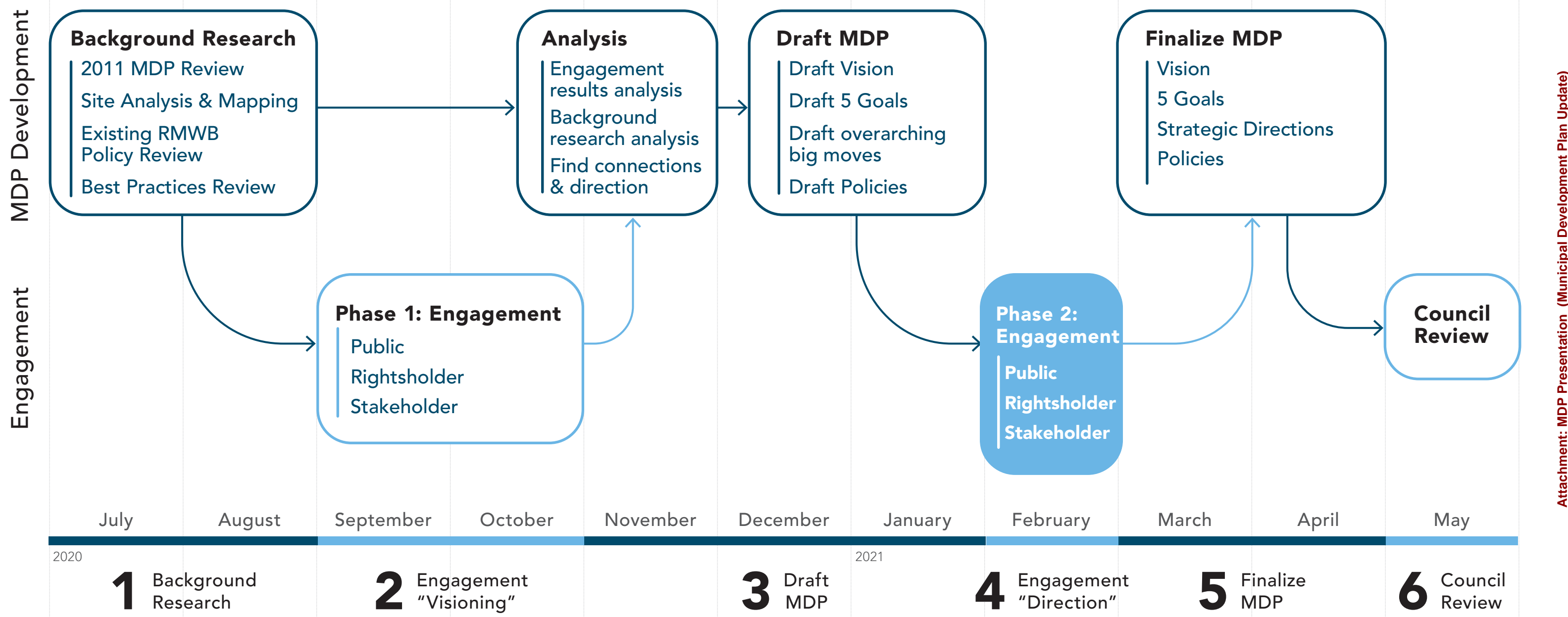
*Go to [menti.com](https://menti.com) and use the code  
70 74 22 5*





# Your Involvement





Attachment: MDP Presentation (Municipal Development Plan Update)



# Your Involvement

- » Your role over the next phases of the project will be to:
  - » Stay involved on [rmwb.ca/MDP](https://rmwb.ca/MDP)
  - » Review the draft MDP when it is circulated.
  - » Thank you!





*Questions?*



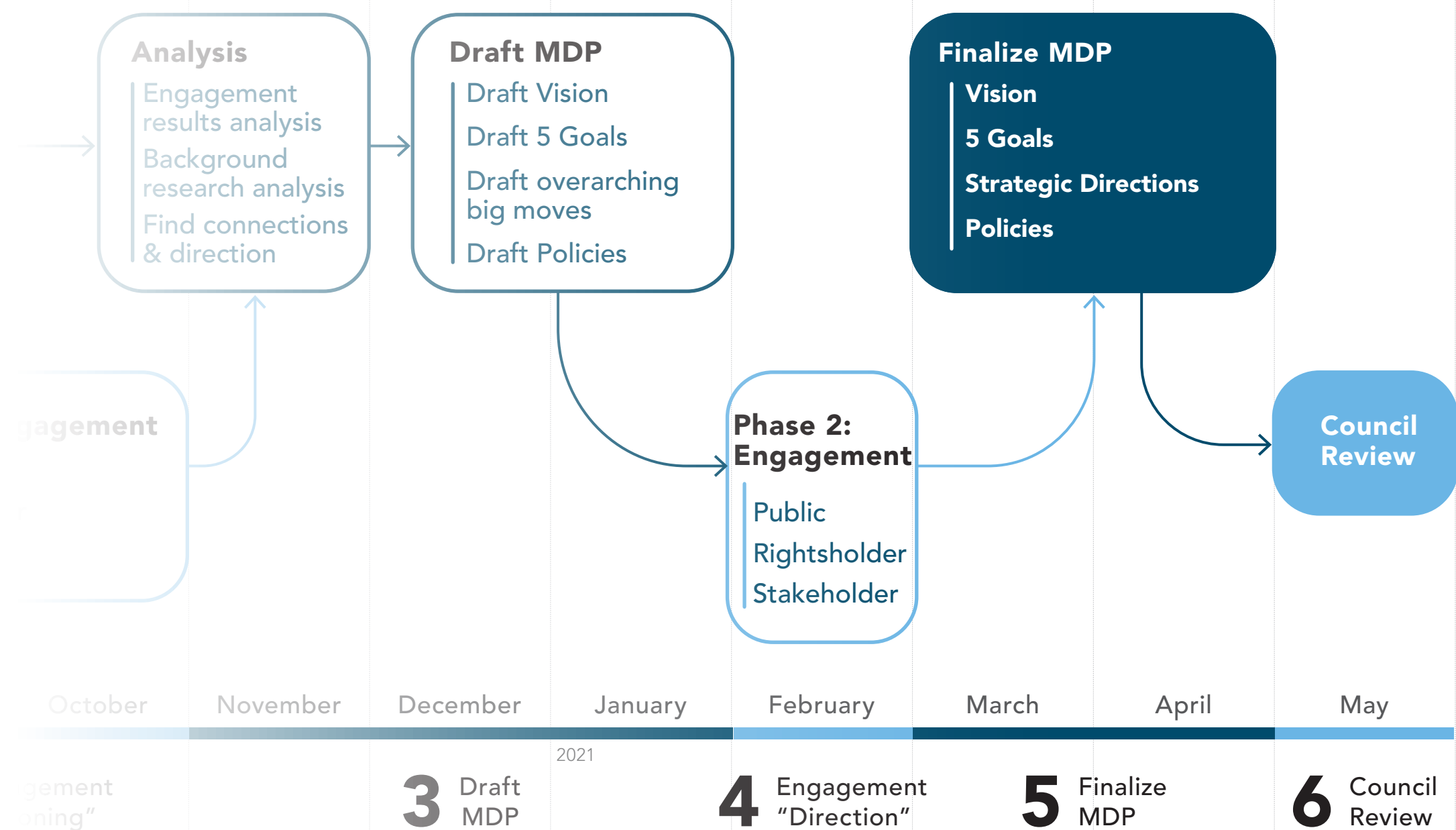
# Next Steps



# Next Steps

## Project Team will:

- » Prepare an engagement summary report
- » Create the Draft MDP
- » Gain feedback on the Draft MDP
- » Bring finalized MDP to Council in May 2021



Attachment: MDP Presentation (Municipal Development Plan Update)

*Questions?*

