



Wood Buffalo Development Advisory Committee

Wednesday, December 1, 2021

Conducted Electronically Via MS Teams

9:00 AM

Agenda

Public Participation for December 1, 2021 Wood Buffalo Development Advisory Committee Meeting

The Wood Buffalo Development Advisory Committee (Committee) will be conducting the December 1, 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 December 1, 2021 Committee Meeting Agenda must pre-register by 4:00 p.m., November 30, 2021.
 - 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:
 - 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
 - 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.

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. **Adoption of Agenda**

3. **Minutes of Previous Meetings**

3.1. Wood Buffalo Development Advisory Committee Meeting November 3, 2021

4. **New and Unfinished Business**

4.1. Downtown Revitalization Incentive Program Progress Update

4.2. Red Tape Reduction - Planning and Development Process Review Project Update

4.3. Red Tape Reduction Communication Update

Adjournment

Minutes of a Meeting of the Wood Buffalo Development Advisory Committee held via electronic communications in Fort McMurray, Alberta, on Wednesday, November 3, 2021, commencing at 9:00 AM.

Present:

Bryce Kumka, Chair
 Steven Hale, Education Sector
 Jin Li, Public-At-Large
 Justin Macneil, Arts, Culture and Recreation Sector
 Dan Soupal, Land Development Industry
 David Secord, Business Community
 Beverley Tjarera, Community Development
 Curtis Williams, Community Development
 Ijeoma Uche-Ezeala, Public-At-Large
 Stu Wigle, Councillor

Absent:

Diana Noble, Public-At-Large
 Scott Jackson, Oil and Gas Industry
 Bilal Abbas, Public-At-Large
 Jessica Bowles, Health and Wellness Field

Administration:

Matthew Hough, Deputy Chief Administrative Officer
 Kelly Hansen, Director, Strategic Planning and Program Management
 Brad McMurdo, Director, Planning and Development
 Monica Lance, Manager, Special Projects
 Sonia Soutter, Manager, Senior Legislative Officer
 Destiny Hilliard, Clerk, Legislative Services

1. Call to Order

Chair Bryce Kumka called the meeting to order at 9:04 a.m.

2. Adoption of Agenda

Motion

THAT the Agenda be amended by moving Agenda item 4.4 to follow item 4.2 and the remaining items re-ordered accordingly; and

THAT the Agenda be adopted as amended.

RESULT: CARRIED [UNANIMOUS]
MOVER: David Secord
SECONDER: Curtis Williams, Community Development
FOR: Soupal, Kumka, Li, Secord, Tjarera, Williams, Uche-Ezeala, Hale, Macneil
ABSENT: Noble, Jackson, Abbas, Bowles

3. Minutes of Previous Meetings

3.1. Wood Buffalo Development Advisory Committee Meeting - September 1, 2021

THAT the Minutes of the Wood Buffalo Development Advisory Committee Meeting held on September 1, 2021, be approved as presented.

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

4. New and Unfinished Business

4.1. Introduction of New Council Committee Member

Introductions were provided to welcome Councillor S. Wigle as the Councillor Liaison for the Wood Buffalo Development Advisory Committee

4.2. Dennis Vroom, Program Manager, Strategic Planning and Program Management and Amanda Hiatus, Senior Manager, Planning and Development re: Process Review Project Discussion

Dennis Vroom, Program Manager, Strategic Planning and Program Management, and Amanda Hiatus, Senior Manager, Planning and Development, provided an update on the Process Review Project noting current initiatives such as gap analysis, documentation reviews, stakeholder interviews, workshops and public surveys.

4.3. Dennis Vroom, Program Manager, Strategic Planning and Program Management re: Council Resolution Review

Dennis Vroom, Program Manager, Strategic Planning and Program Management, spoke to the following on Resolution No. 198/06 passed by Council in 2006;

“THAT the Regional Municipality of Wood Buffalo intervene in the Suncor Voyager project applications before the Alberta energy and utilities board AND subsequently any future applications deemed to have an impact on the region.”

It was noted that the resolution was necessary to ensure the community was able to support future oil sands growth and that the intervention process was used in subsequent applications for oil sands projects to ensure proper engagement and consultation of the public.

4.4. Christopher Booth, Manager and Shelley Harris, Supervisor, Planning and Development re: License Bylaw Update

Christopher Booth, Manager, Community Development and Planning, and Shelly Harris, Planning and Development provided a progress update on the License Bylaw Rewrite project including potential enhancements, stakeholder engagement initiatives and a targeted timeline to bring a revised bylaw before Council for consideration.

It was noted that the License Bylaw Rewrite is one of several initiatives aimed at streamlining and simplifying the Municipality's permitting, licensing and regulatory processes helping to create conditions for businesses to thrive and prosper.

4.5. Household Spending Survey

Kevin Weidlich, President and Chief Executive Officer, Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT), provided a presentation on the Household Spending Survey, a regional survey launched to better understand household spending in the areas of retail, food and beverage, personal services, and entertainment. It was noted that the survey results will be combined with additional market research to inform the direction of FMWBEDT's Retail and Commercial Plan.

Adjournment

The meeting was adjourned at 11:10 a.m.

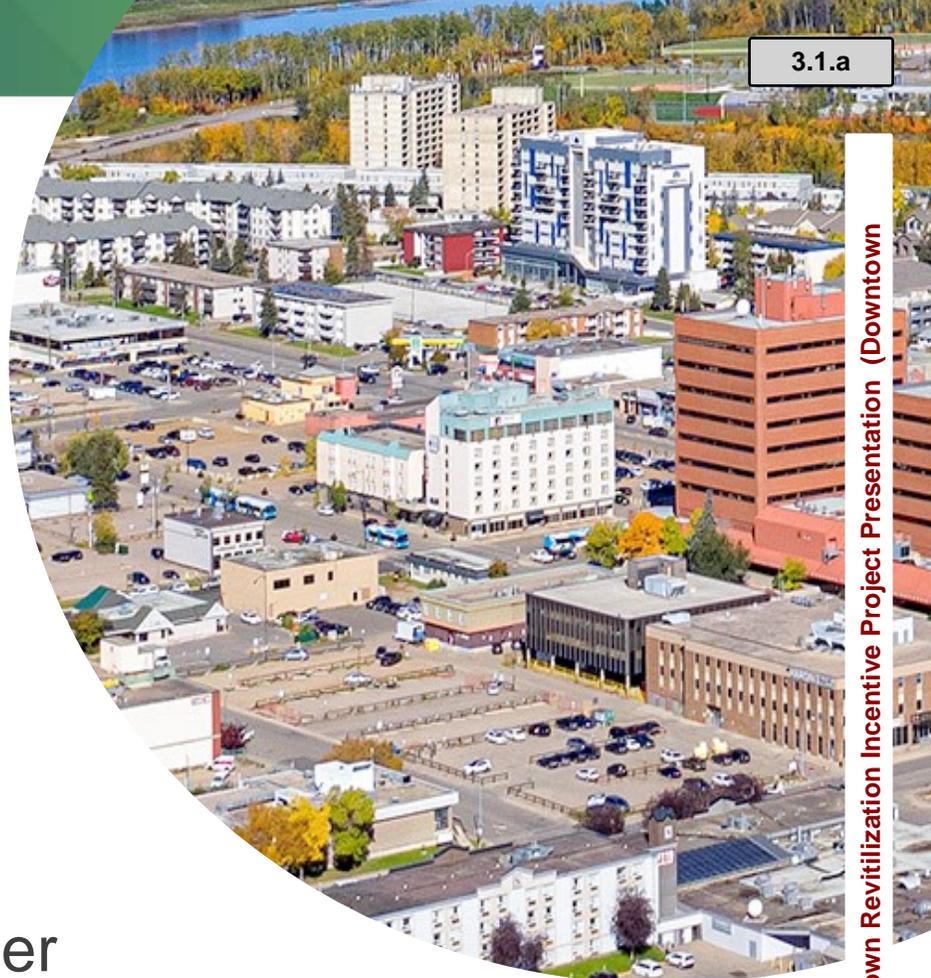
Chair

Downtown Revitalization Incentives Program

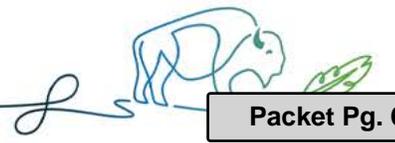
Presenter: Amanda Haitas, Senior Manager

Department: Planning and Development Department

Meeting Date: December 1, 2021



Attachment: Downtown Revitalization Incentive Project Presentation (Downtown)



Outline

- Introduction to the Grants
 - Phase 1 and Phase 2
 - Promotional efforts
- Uptake
 - Inquiries and pre-application meetings
 - Applications received and approved
 - Reimbursements
- Completed Projects
- Next Steps



The Grants

Phase 1 (pilot phase)

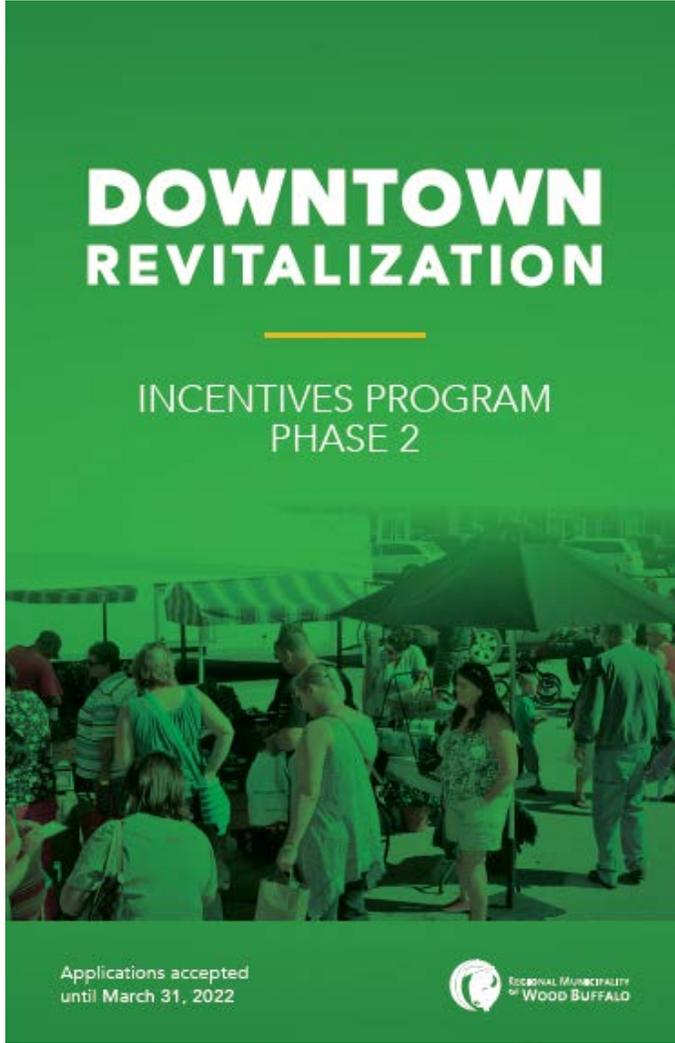
- June 29 – December 31, 2020

Phase 2

- April 19, 2021 – March 31, 2022

Program Funding

- \$5 million (Emerging Issues Reserve)
- 50% matching reimbursement grants (75% for murals and patios)



Attachment: Downtown Revitalization Incentive Project Presentation (Downtown



Program Promotions & Awareness Building

Approaches:

- Social media (Facebook, LinkedIn)
- E-newsletters (monthly)
- StartupYMM presentations (monthly)
- Door-to-door business visits (Fall 2020, Summer 2021)
- Word of mouth



Attachment: Downtown Revitalization Incentive Project Presentation (Downtown



Program Uptake

Inquiries

Program Phase	Inquiries (#)
Phase 1	200*
Phase 2	144
TOTAL	344

*Approximately



Program Uptake

Pre-Application Meetings

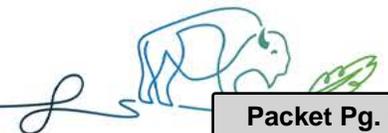
Program Phase	Pre-Application Meetings (#)
Phase 1	100
Phase 2	95
TOTAL	195



Program Uptake

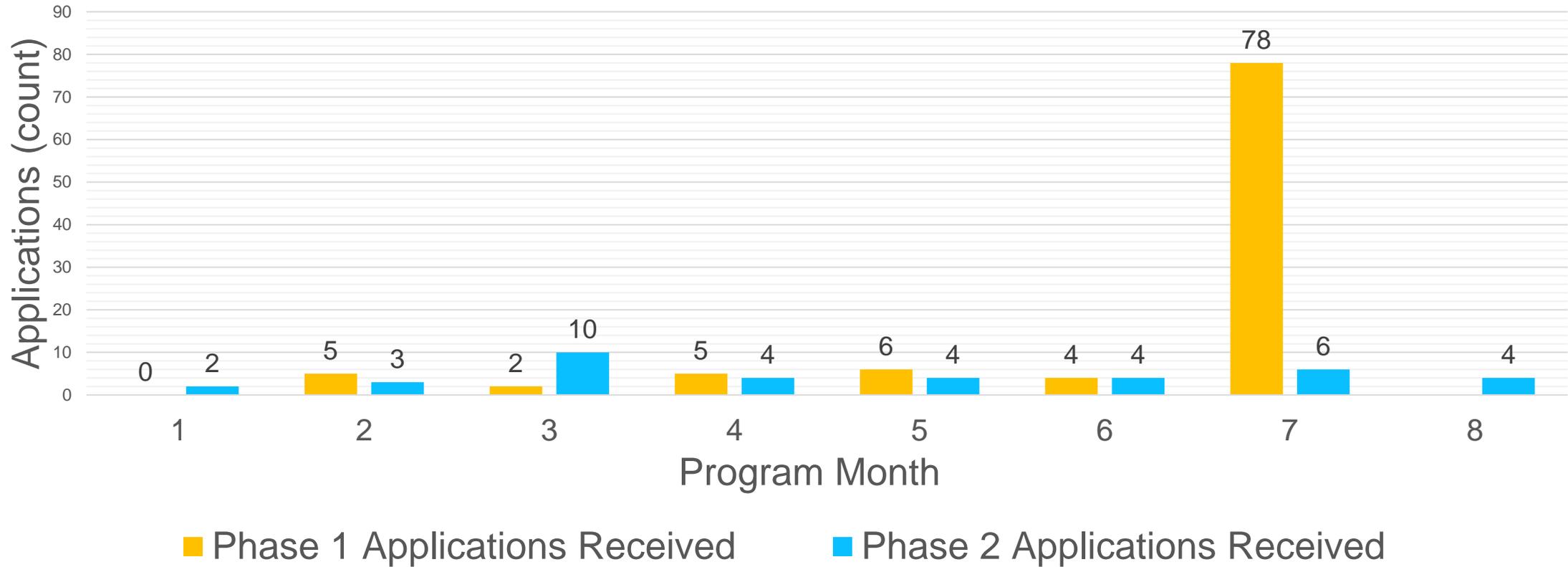
Applications Received

Program Phase	Applications Received (#)
Phase 1	100
Phase 2	37
TOTAL	137



Program Uptake

Applications Received



Attachment: Downtown Revitalization Incentive Project Presentation (Downtown

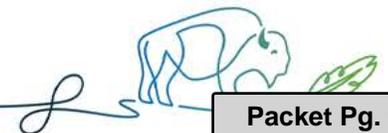


Program Uptake

Approved Applications

Grant	Approved App. (#)	Grant (\$)	Project Value (\$)
Façade Improvement Grant	32	\$1,862,786	\$4,813,606
Interior Improvements Grant	51	\$1,924,745	\$6,240,735
Patio Grant	5	\$64,166	\$120,559
Beautification Grant	9	\$31,563	\$164,720
Mural Grant	2	\$33,413	\$50,295
Premises Improvements Grant	5	\$131,969	\$388,259
TOTAL	104	\$4,048,641	\$11,778,173

Attachment: Downtown Revitalization Incentive Project Presentation (Downtown



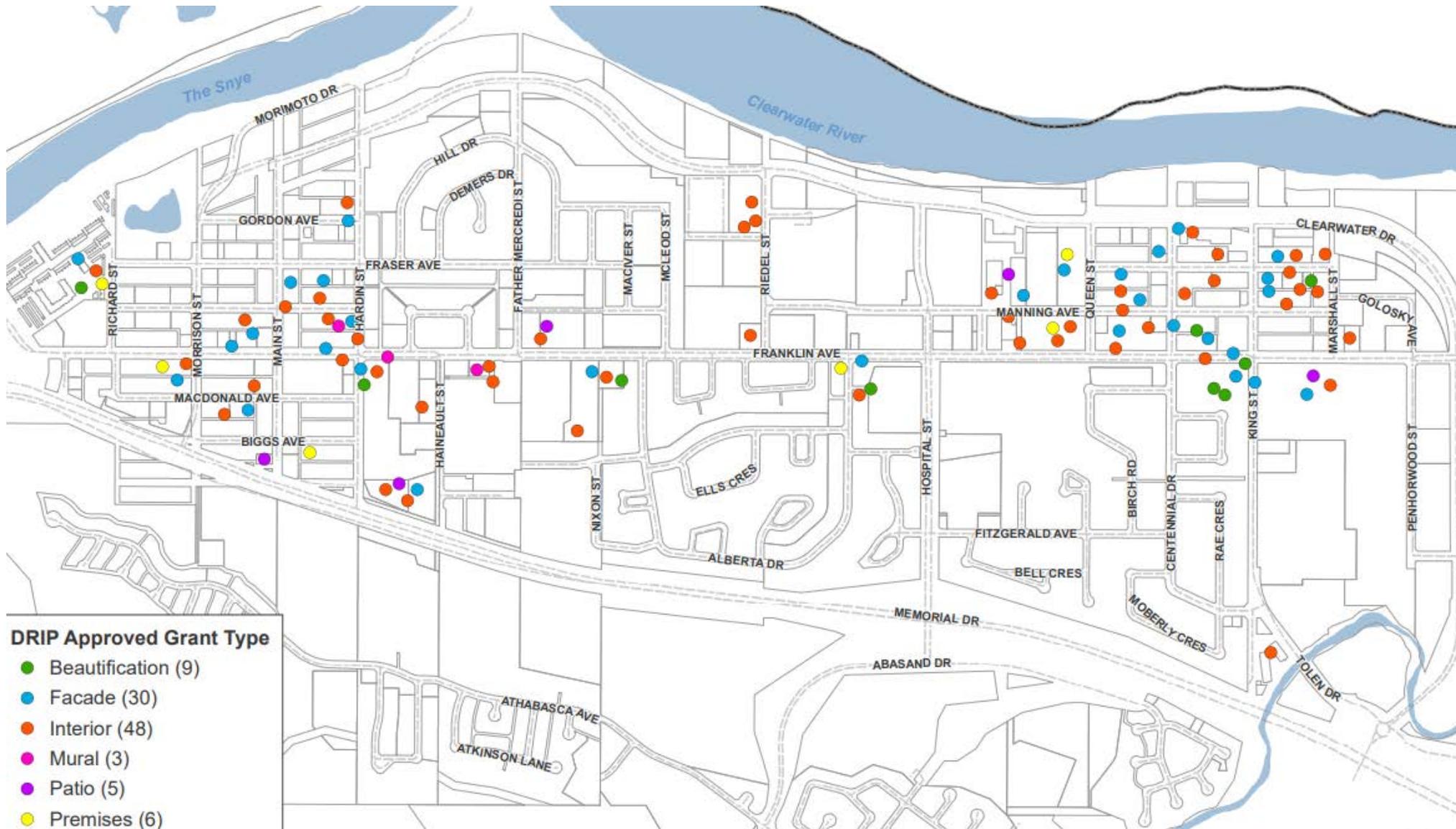
Program Uptake

Approved Applications - Investment

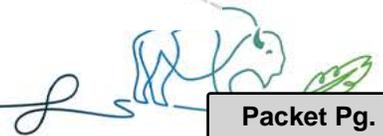
Grant	Grant (\$)	Private Contribution (\$)	Project Value (\$)
Façade Improvement Grant	\$1,862,786	\$2,950,820	\$4,813,606
Interior Improvements Grant	\$1,924,745	\$4,315,990	\$6,240,735
Patio Grant	\$64,166	\$56,393	\$120,559
Beautification Grant	\$31,563	\$133,157	\$164,720
Mural Grant	\$33,413	\$16,883	\$50,295
Premises Improvements Grant	\$131,969	\$256,290	\$388,259
TOTAL	\$4,048,641	\$7,729,532	\$11,778,173

Attachment: Downtown Revitalization Incentive Project Presentation (Downtown





- DRIP Approved Grant Type**
- Beautification (9)
 - Facade (30)
 - Interior (48)
 - Mural (3)
 - Patio (5)
 - Premises (6)



Program Uptake

Reimbursed Projects

Program Phase	Applications Reimbursed (#)	Grants Awarded (\$)
Phase 1	22	\$892,160
Phase 2	1	\$40,000
TOTAL	23	\$932,160

Attachment: Downtown Revitalization Incentive Project Presentation (Downtown



Completed Projects

EasyTerm Auto, Façade project

8218 Franklin Avenue



BEFORE



AFTER



Completed Projects

The Morrison Centre, Façade project
9914 Franklin Avenue



BEFORE



AFTER

Attachment: Downtown Revitalization Incentive Project Presentation (Downtown)

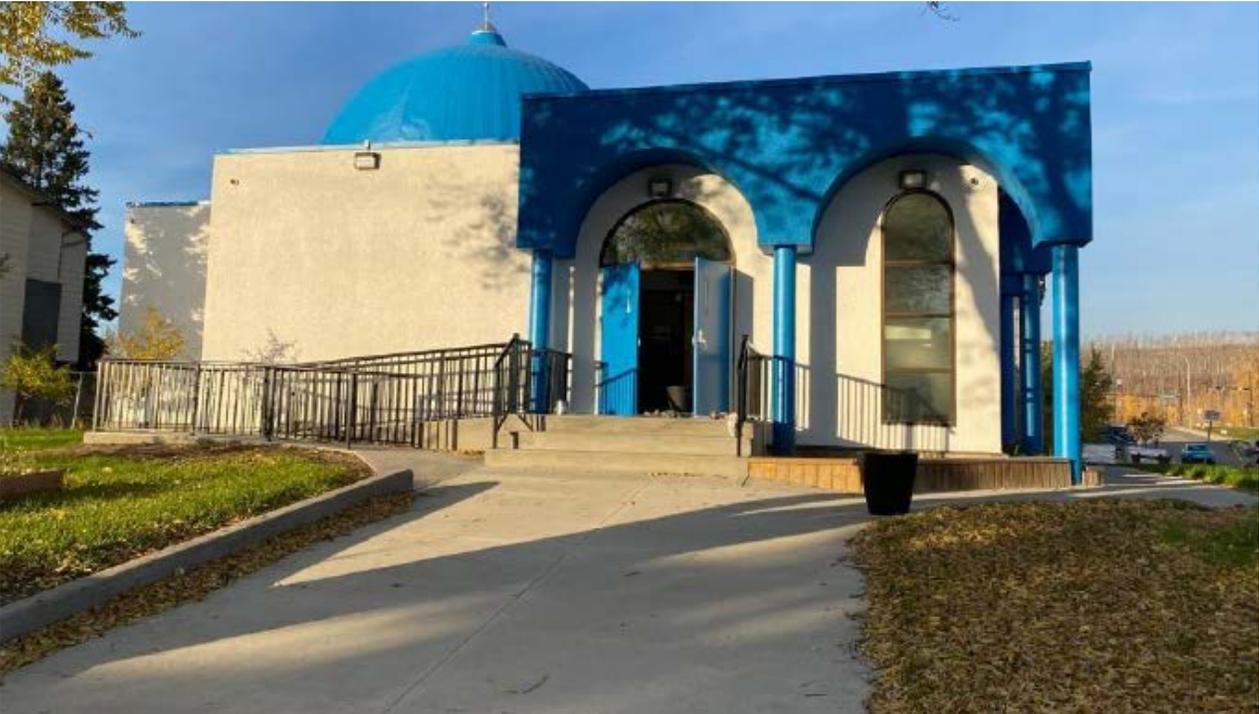


Completed Projects

Markaz Ul Islam, Façade project
9904 Gordon Avenue



BEFORE



AFTER

Attachment: Downtown Revitalization Incentive Project Presentation (Downtown)



Completed Projects

Wood Buffalo Therapy, Interior project
8520 Manning Avenue



BEFORE



AFTER



Attachment: Downtown Revitalization Incentive Project Presentation (Downtown)



Completed Projects

Achieve Wellness Spa, Interior project
4 Haineault Street



BEFORE



AFTER



Completed Projects

Kozy Korner, Interior project

8802 Franklin Avenue



BEFORE



AFTER



Completed Projects

Spices Indian Restaurant, Patio project
9616 Franklin Avenue



BEFORE



AFTER



Completed Projects

Tavern on Main, Patio project

9708 Main Street



BEFORE



AFTER



Completed Projects

River Glen Park, Beautification project

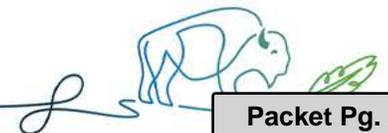
117 21 MacDonald Drive



BEFORE



AFTER



Completed Projects

Rivers Casino, Mural project

9825 Hardin Street



BEFORE



AFTER



Other Projects – Coming Soon

Local 488, Façade project
9703 Franklin Avenue



BEFORE



AFTER (PROPOSED)

Attachment: Downtown Revitalization Incentive Project Presentation (Downtown



Other Projects – Coming Soon

RCCG The Lord's Heritage, Façade project

1 Alberta Drive



BEFORE



AFTER (PROPOSED)

Attachment: Downtown Revitalization Incentive Project Presentation (Downtown



Next Steps

- Verifying and reimbursing recipients for complete projects
- Meeting with potential applicants (Phase 2)
- Application processing (Phase 2)
 - Application deadline is March 31, 2022 (or until funds run out)
- Advertising and promotions
- Monitoring the impact of the Program



Thank you!

Contact:
incentives@rmwb.ca



Planning & Development Process Review Project Update WB Development Advisory Committee

Presenter: Brad McMurdo (Director) and Amanda Haitas (Senior Manager)

Meeting Date: December 1, 2021



P&D PROCESS REVIEW PROJECT

Presentation Outline

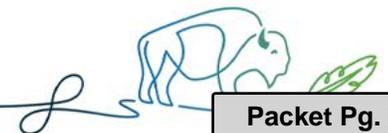
- Project Description
- Project Update
- Engagement Approach
- Preliminary Findings
- Near Term Next Steps



PROJECT DESCRIPTION

Planning & Development Process Review Project

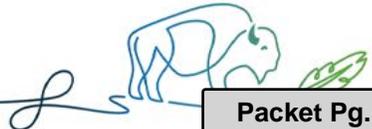
- Review of services, applications and processes of all branches:
 - Community Development Planning
 - Safety Codes
 - Land Administration
- Re-design processes – including potential for revision and elimination
- Identify ‘quick wins’
- Engagement with residents, businesses and investors is key
- Reducing ‘red tape’
- Improve customer service and customer experience



PROJECT UPDATE

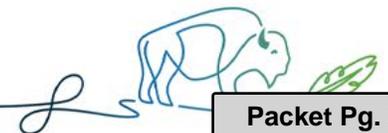
Steps completed since November 3, 2021

- Completed review of internal documents and processes
 - ‘Walk-thoughts’ of application processes
- Created process flow maps for all processes
- Completed the initial phase of broad internal engagement
- Public survey closed on November 17, 2021
- First phase of external stakeholder interviews and workshops are underway – including engagement with our Indigenous and rural communities



ENGAGEMENT APPROACH

- Multiple phases (Before, During and After)
- Reporting back
- Internal Engagement activities
 - Workshops, interviews and meetings with all levels of P&D staff
 - Workshops and meetings with RMWB departments that are heavily involved in P&D processes (e.g. Engineering, Public Works)
- External engagement activities
 - Workshops and meetings with stakeholder groups and business owners
 - Indigenous and rural community engagement
 - Public survey



PRELIMINARY FINDINGS – PUBLIC SURVEY

General Information

- Survey dates: November 3 – 17, 2021
- 118 completed surveys and 37 residents requested follow up

Perceived Challenges

- Variation in application of Codes and Standards
- Lengthy processing times impacted by re-routing of inquiries and circulation process
- Upfront costs deter improvement or applying for a permit or license
- Lack of clear guidance or support for applicants
- Robust requirements potentially restrict new development and improvements



PRELIMINARY FINDINGS – PUBLIC SURVEY

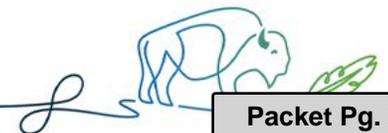
Potential Opportunities - Themes

- Tools and Resources
- Process Standardization
- Permit and License Requirements



PRELIMINARY FINDINGS – CURRENT STATE

- Engagement is still on-going
- Preliminary Themes
 - Refine **Business Processes**
 - **Policy** development and use
 - **External Communications** need to be “plain language”
 - User-friendly **Forms and Checklists**
 - **Governance** of business processes
 - **Organizational Design** to reduce hand-offs
 - Enhanced **Information Management**
 - Appropriate **Technology and Assets**
 - **Metrics and Reporting** are underutilized



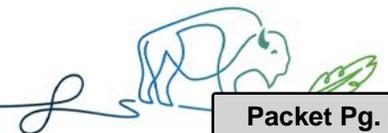
PRELIMINARY FINDINGS – QUICK WINS

- Roughly 30 quick wins have currently been identified
- General themes include, but not limited to:
 - Internal and external technology solutions
 - Internal and external forms and templates
 - Clarification of customer requirements and expectations
 - Refine internal processes



NEAR TERM NEXT STEPS

- Complete first phase of engagement, including reviewing outputs of past and current initiatives
- Finalize Current State Report
- Finalize leading practice review to help validate preliminary findings
- Confirm key processes for re-design (such as to change or eliminate steps)



THANK YOU

