



## Wood Buffalo Development Advisory Committee

Wednesday, December 1, 2021

Conducted Electronically Via MS Teams

9:00 AM

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### 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](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:
  - 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 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.

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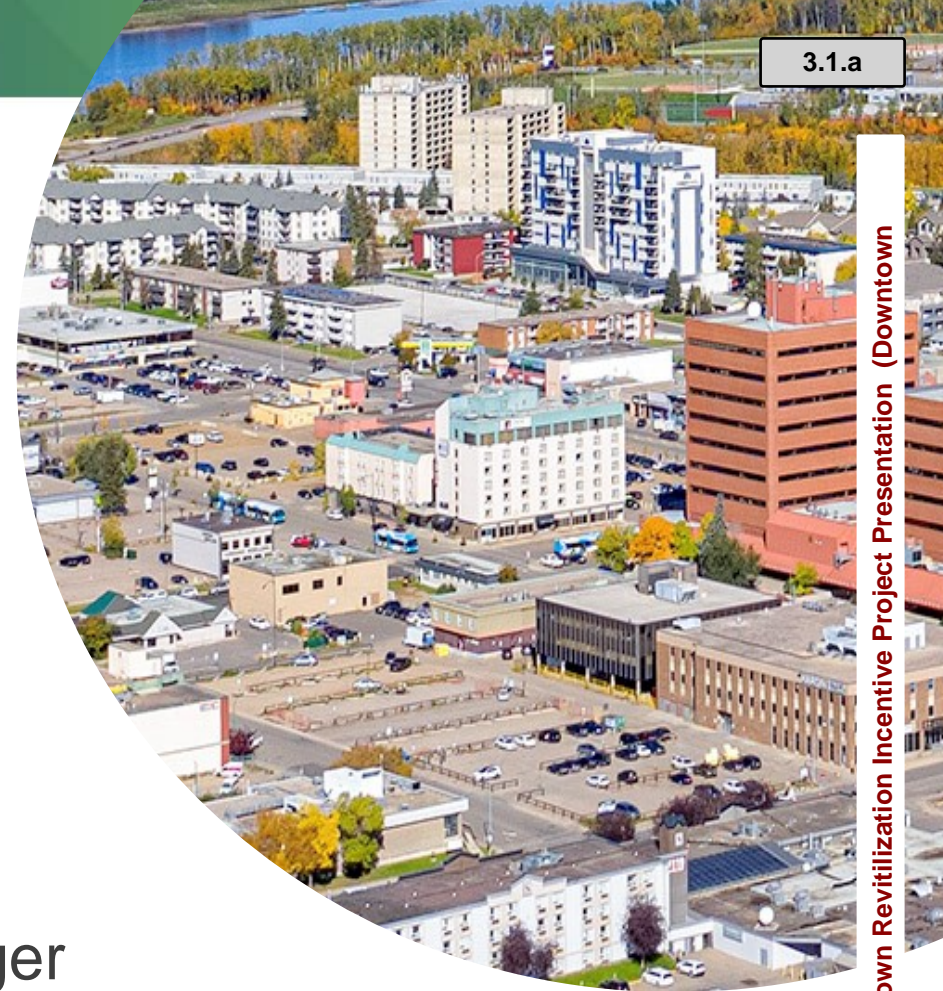
Chair

# Downtown Revitalization Incentives Program

Presenter: Amanda Haitas, Senior Manager

Department: Planning and Development Department

Meeting Date: December 1, 2021



# 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)





# 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



# Program Uptake

## *Inquiries*

Program Phase	Inquiries (#)
Phase 1	200*
Phase 2	144
<b>TOTAL</b>	<b>344</b>

\*Approximately



# Program Uptake

## *Pre-Application Meetings*

Program Phase	Pre-Application Meetings (#)
Phase 1	100
Phase 2	95
<b>TOTAL</b>	<b>195</b>



# Program Uptake

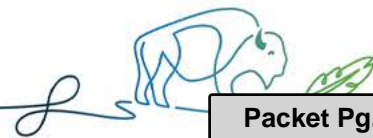
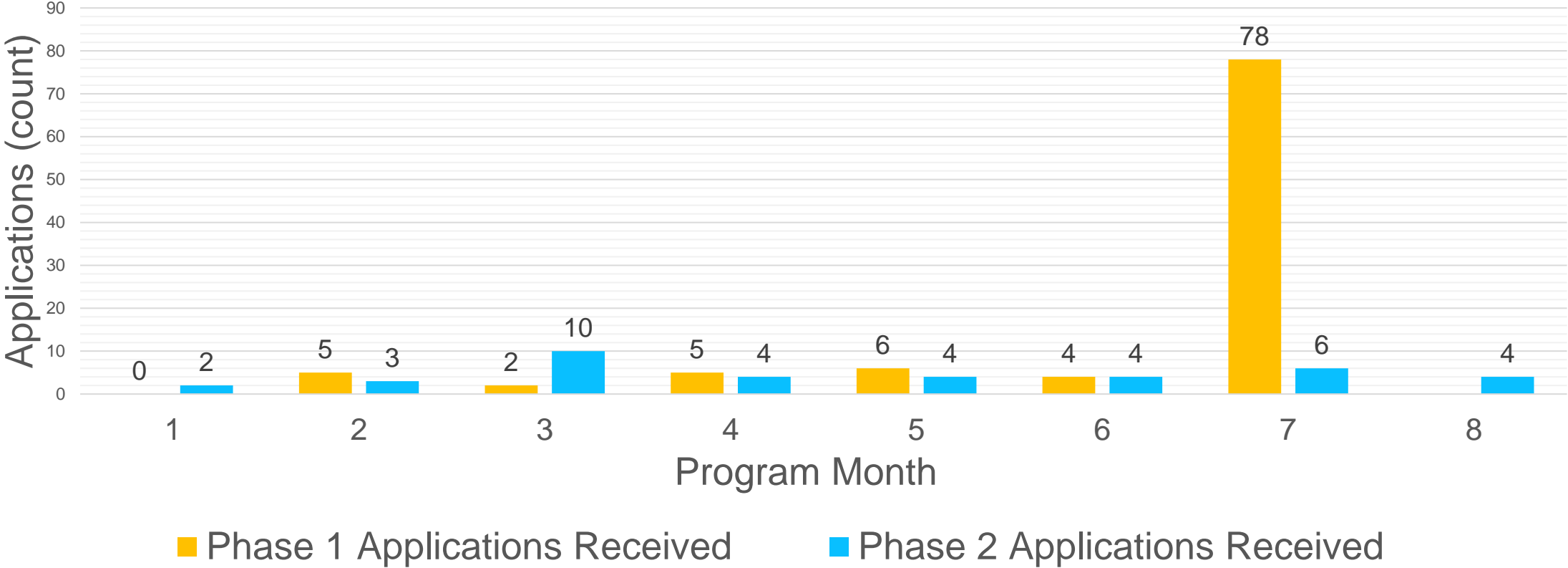
*Applications Received*

Program Phase	Applications Received (#)
Phase 1	100
Phase 2	37
<b>TOTAL</b>	<b>137</b>



# Program Uptake

*Applications Received*



# Program Uptake

## *Approved Applications*

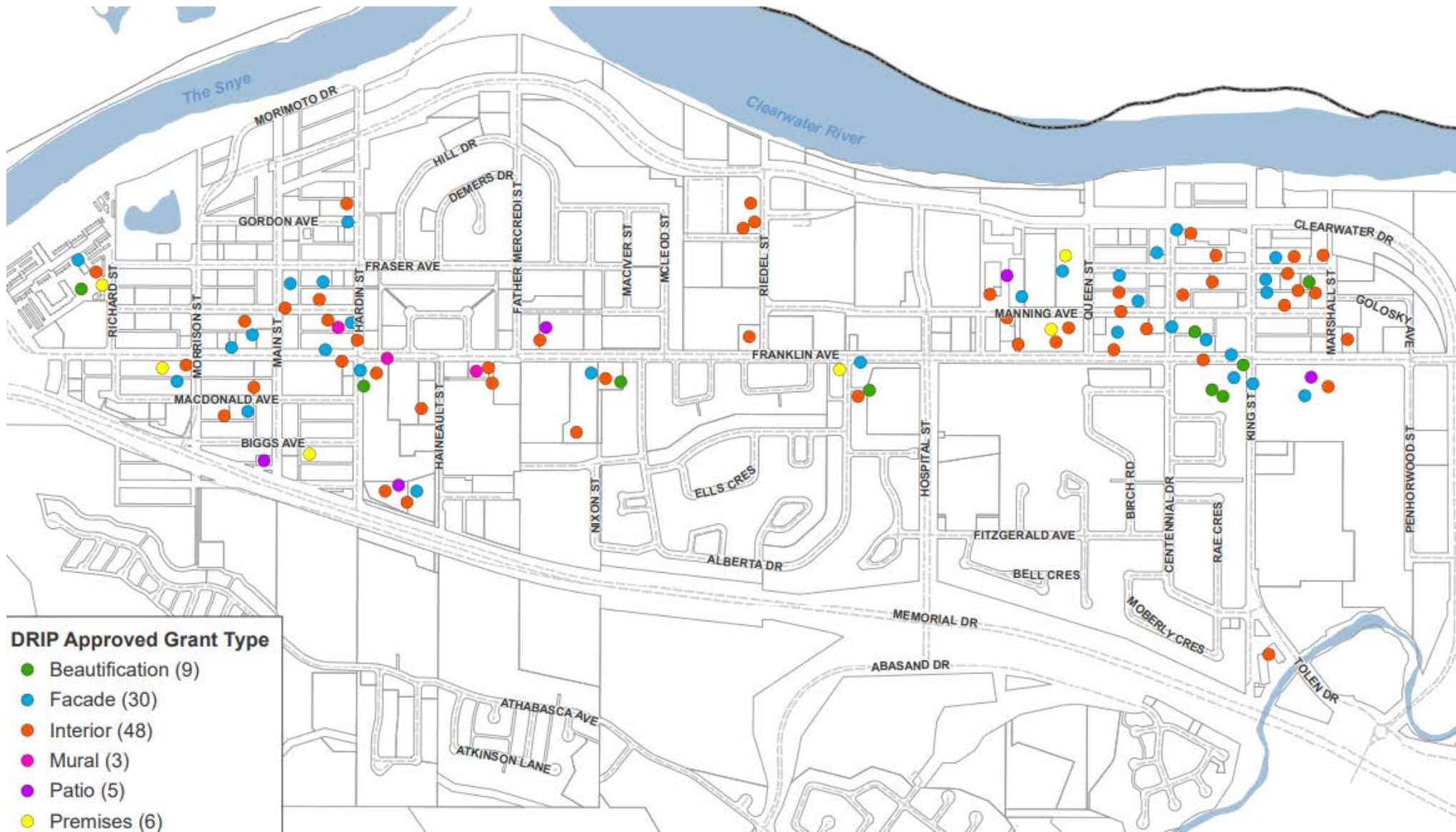
Grant	Approved App. (#)	Grant (\$)	Project Value (\$)
Façade Improvement Grant	32	\$1,862,786	\$4,813,606
Interior Improvements Grant	51	\$1,924,745	\$6,240,735
Patio Grant	5	\$64,166	\$120,559
Beautification Grant	9	\$31,563	\$164,720
Mural Grant	2	\$33,413	\$50,295
Premises Improvements Grant	5	\$131,969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



# 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
<b>TOTAL</b>	<b>\$4,048,641</b>	<b>\$7,729,532</b>	<b>\$11,778,173</b>



# Program Uptake

*Reimbursed Projects*

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





# Completed Projects

*EasyTerm Auto, Façade project*

8218 Franklin Avenue



BEFORE



AFTER

# Completed Projects

*The Morrison Centre, Façade project*  
9914 Franklin Avenue



BEFORE



AFTER



# 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



# 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)**

# Other Projects – Coming Soon

*RCCG The Lord's Heritage, Façade project*

1 Alberta Drive



BEFORE



AFTER (PROPOSED)

# Next Steps

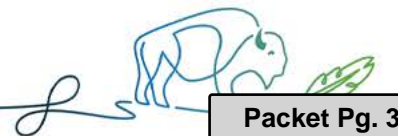
- Verifying and reimbursing recipients for complete projects
- Meeting with potential applicants (Phase 2)
- Application processing (Phase 2)
  - Application deadline is March 31, 2022 (or until funds run out)
- Advertising and promotions
- Monitoring the impact of the Program





Thank you!

Contact:  
[incentives@rmwb.ca](mailto: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



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO



# 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

