



## Council

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

Tuesday, February 28, 2023  
6:00 PM

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## Agenda

1. **Call to Order**

2. **Adoption of Agenda**

3. **Consent Agenda**

3.1. Minutes of Council Meeting - February 14, 2023

3.2. Minutes of Special Council Meeting - February 15, 2023

3.3. Appointment of Chair - Assessment Review Boards

THAT Sean Schaffer be appointed as Chair of the Assessment Review Boards, effective immediately to December 31, 2024.

3.4. Council-Appointed Advisory Committee Meeting Minutes

THAT the Minutes from Council-Appointed Committee Meetings, as outlined in Attachments 1-7, be accepted as information.

4. **Recognition**

4.1. Proclamation - Alberta Francophonie Month

5. **Unfinished Business**

5.1. Public Hearing - Bylaw No. 23/002 - Land Use Bylaw Amendment - Text amendment to the "C1 - Community Commercial District" specific to Lot 4, Block 65, Plan 782 2691 and to Section 93B.1(c) of the Land Use Bylaw 99/059

Second and Third Readings - Bylaw No. 23/002 – Land Use Bylaw Amendment – Text amendment to the "C1 - Community Commercial District" specific to Lot 4, Block 65, Plan 782 2691 and to Section 93B.1 (c) of the Land Use Bylaw 99/059

1. THAT Bylaw No. 23/002, being both a Land Use Bylaw amendment specific to Lot 4, Block 65, Plan 782 2691; and a general amendment to Section 93B.1(c) of the Land Use Bylaw, be read a second time.
2. THAT Bylaw No. 23/002 be read a third and final time.

## **6. New Business**

### **6.1. Community Plan on Homelessness 2023 - 2024 Grant Allocation**

THAT \$5,267,728 be allocated to the 2023-2024 Community Plan on Homelessness grants as outlined in Attachment 1, dated February 28, 2023.

### **6.2. 2023 Public Art Work Plan**

THAT the Public Art Wood Buffalo 2023 Work Plan, provided as Attachment 1 to the Report dated February 28, 2023, be accepted as information; and

THAT \$214,000 be drawn from the Public Art Reserve Fund to support the Public Art Wood Buffalo 2023 Work Plan.

### **6.3. Wood Buffalo Wayfinding Strategy**

THAT the Wood Buffalo Wayfinding Strategy, dated January 2023, be adopted as an overarching guiding document to support the development of wayfinding plans in the neighbourhoods and communities of the Regional Municipality of Wood Buffalo.

### **6.4. 2022 Q4 Capital Budget Fiscal Amendments Update**

THAT the 2022 Q4 Capital Budget Fiscal Amendments update, as summarized on Attachment 1 (2022 Capital Budget Fiscal Amendments, dated December 31, 2022), be accepted as information.

## **7. Councillors' Motions**

### **7.1. Ice Surfaces - Northside Twin Arena - Councillor K. Ball**

WHEREAS there is a significant shortage of available ice times for users within our community; and

WHEREAS there are currently four ice surfaces available, and studies have shown that Fort McMurray is short a minimum of two ice surfaces to properly service a community of our size; and

WHEREAS many organizations are currently restricted on how many participants can register due to ice shortage and as a result, some potential users are being turned away; and

WHEREAS this prohibits organizations in our community to grow and provide adequate services to our residents.

BE IT RESOLVED THAT Administration be directed to review the design from 2016 for the Northside Twin Arena at Abraham's Landing and bring forward a report that includes the following information:

- analysis of total cost of ownership (capital/construction costs, costs related to land, and operating costs);
- analysis of the approved 2023 Capital Budget that includes projects that would need to be moved to future years to accommodate a project of this nature; and
- a capital budget amendment should Council wish to consider adjusting the approved 2023 Capital Budget to include this project.

7.2. Bus Stop - Quarry Ridge - Councillor K. McGrath

THAT Administration be directed to bring forward for Council's consideration at the March 28, 2023 Council meeting a report on the feasibility of a bus stop at the Quarry Ridge Sub-division located at the southwest corner of Highway 63 and Mackenzie Boulevard junction, such report to take into consideration any ridership, safety, and security requirements.

**Adjournment**

**Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, February 14, 2023, commencing at 6:00 PM.**

**Present:**

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

**Absent:**

Kendrick Cardinal, Councillor  
 Loretta Waquan, Councillor  
 Stu Wigle, Councillor

**Administration:**

Paul Thorkelsson, Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Deanne Bergey, Director, Community and Protective Services  
 Laurie Farquharson, Chief Financial Officer  
 Kelly Hansen, Director, Strategic Planning and Program Management  
 Matthew Harrison, Director, Communications and Engagement  
 Brad McMurdo, Director, Planning and Development  
 Antoine Rempp, Director, Environmental Services  
 Keith Smith, Director, Public Works  
 Susan Trylinski, Director, Legal Services  
 Darlene Soucy, Legislative Officer

**1. Call to Order**

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

## 2. Adoption of Agenda

Councillor K. Ball served notice of his intent to bring forward the following motion for Council's consideration at the February 28, 2023 Council meeting:

"WHEREAS there is a significant shortage of available ice times for users within our community; and

WHEREAS there are currently four ice surfaces available, and studies have shown that Fort McMurray is short a minimum of two ice surfaces to properly service a community of our size; and

WHEREAS many organizations are currently restricted on how many participants can register due to ice shortage and as a result, some potential users are being turned away; and

WHEREAS this prohibits organizations in our community to grow and provide adequate services to our residents.

BE IT RESOLVED THAT Administration be directed to review the design from 2016 for the Northside Twin Arena at Abraham's Landing and bring forward a report that includes the following information:

- analysis of total cost of ownership (capital/construction costs, costs related to land, and operating costs);
- analysis of the approved 2023 Capital Budget that includes projects that would need to be moved to future years to accommodate a project of this nature; and
- a capital budget amendment should Council wish to consider adjusting the approved 2023 Capital Budget to include this project."

Councillor K. McGrath served notice of his intent to bring forward the following motion for Council's consideration at the February 28, 2023 Council meeting:

"THAT Administration be directed to bring forward for Council's consideration at the March 28, 2023 Council meeting a report on the feasibility of a bus stop at the Quarry Ridge Sub-division located at the southwest corner of Highway 63 and Mackenzie Boulevard junction, such report to take into consideration any ridership, safety, and security requirements."

### **MOTION:**

THAT the Agenda be adopted as presented.

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

### 3. Consent Agenda

THAT the recommendations contained in items 3.1, 3.2, 3.3, and 3.4 be approved

#### 3.1. **Minutes of Special Council Meeting - January 23, 2023**

THAT the Minutes of the Special Council Meeting held on January 23, 2023, be approved as presented.

#### 3.2. **Minutes of Council - Meeting - January 24, 2023**

THAT the Minutes of the Council Meeting held on January 24, 2023, be approved as presented.

#### 3.3. **Minutes of Special Council Meeting - February 7, 2023**

THAT the Minutes of the Special Council Meeting held on February 7, 2023, be approved as presented.

#### 3.4. **Bylaw No. 23/003 - Land Use Bylaw No. 99/059 and Timberlea Area Structure Plan Bylaw No. 01/020 Amendments - 110 Prospect Drive, Lot 25, Block 20, Plan 152 4140**

THAT Bylaw No. 23/003, being an amendment to the Land Use Bylaw No. 99/059 and the Timberlea Area Structure Plan Bylaw No. 01/020, specific to 110 Prospect Drive, Lot 25, Block 20, Plan 152 4140 be read a first time; and

THAT the required Public Hearing be held on March 14, 2023.

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

#### 4. **Presentations**

##### 4.1. **Owen Erskine, Chair, and Jean-Marc Guillamot, Former Vice-Chair, Wood Buffalo Downtown Revitalization Advisory Committee, re: Annual Report**

Owen Erskine, Chair, and Jean-Marc Guillamot, former Vice-Chair, Wood Buffalo Downtown Revitalization Advisory Committee, presented the Committee's 2022 Annual Report highlighting the ongoing teamwork with Administration on the approved priorities, infrastructure and enhancement actions, including completion of Kiyām Community Park construction, opening of the Downtown Community Policing Office, continued implementation of the Downtown Revitalization Incentive Program, and the development of the Wayfinding Strategy and Downtown Plan.

#### 5. **New Business**

##### 5.1. **Community Identification Committee Recommendation - Naming the Park behind École Dickinsfield and Sister Mary Phillips School as "Lauren Stemmann Children's Park"**

Christopher Booth, Manager, Community Development Planning, and Leneah Stemmann, Lauren Stemmann's mother, spoke to the Community Identification Committee's recommendation to name the park behind École Dickinsfield and Sister Mary Phillips School in memory of Lauren, who passed away from cancer in 2022 at the age of 12. It was noted that the Park already has significance to the Stemmann family as Lauren attended Sister Mary Phillips School, where she inspired students to hold special fundraisers for the Terry Fox Foundation.

#### **MOTION:**

THAT the Park located behind École Dickinsfield and Sister Mary Phillips School, as shown in Attachment 1, be named "Lauren Stemmann Children's Park".

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

## 5.2. 2023 Proposed Community Capital Grant

Deanne Bergey, Director, Community and Protective Services, and Caitlin Hanly, Municipal Legal Counsel, spoke to the proposed 2023 Community Capital Grant for the McMurray Sno-Drifters Snowmobile Association, noting that the grant would be to purchase a replacement groomer and would be funded from insurance proceeds provided to the Municipality.

Karen Downey, Executive Assistant, McMurray Sno-Drifters Snowmobile Association, spoke in support of the recommended grant to replace a damaged groomer.

### MOTION:

THAT a Community Capital Grant of \$115,050 be allocated to McMurray Sno-Drifters Snowmobile Association for the purchase of a groomer and be funded from the insurance proceeds provided to the Municipality.

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

## 5.3. Reflections Lookout Budget Amendment

Keith Smith, Director, Public Works, and Stephen Fudge, Manager, Parks, provided an overview of the proposed Reflections Lookout Budget amendment, noting that due to the increased industry and material costs, the bid pricing for the next phase of the project exceeds the remaining budget, and noting that additional funding is requested to complete Phase 2 construction. Alternative options as outlined in the report were also reviewed and discussed.

### Exits and Returns

Councillor S. Dogar exited the meeting at 7:10 p.m. and returned at 7:14 p.m.

Councillor F. Banjoko exited the meeting at 7:13 p.m. and returned at 7:19 p.m.

Councillor K. Ball exited the meeting at 7:47 p.m. and returned at 7:49 p.m.

**MOTION:**

THAT the Reflection Lookout Budget Amendment be deferred to the February 28, 2023 Council meeting.

<b>RESULT:</b>	<b>DEFEATED [4 TO 4]</b>
<b>MOVER:</b>	Shafiq Dogar, Councillor
<b>SECONDER:</b>	Jane Stroud, Councillor
<b>FOR:</b>	Dogar, Grandison, McGrath, Stroud
<b>AGAINST:</b>	Bowman, Ball, Banjoko, Bussieres
<b>ABSENT:</b>	Cardinal, Waquan, Wigle

Recess

A recess occurred from 7:58 p.m. to 8:17 p.m.

**MOTION:**

THAT the Reflections Lookout Budget Amendment be referred to Administration to complete further costing on an Alternative Option 1 that includes hard or accessible surfacing on the trail that leads to the play structure and on the gravel trail that leads to the remaining hard surfacing.

<b>RESULT:</b>	<b>CARRIED [7 TO 1]</b>
<b>MOVER:</b>	Ken Ball, Councillor
<b>SECONDER:</b>	Shafiq Dogar, Councillor
<b>FOR:</b>	Bowman, Ball, Banjoko, Bussieres, Dogar, Grandison, McGrath
<b>AGAINST:</b>	Stroud
<b>ABSENT:</b>	Cardinal, Waquan, Wigle

**5.4. 2023 Capital Budget Amendments**

Laurie Farquharson, Chief Financial Officer, spoke to the 2023 Capital Budget Amendment, noting that the proposed amendments will result in a net increase of \$840,000.00 to the 2023 and thereafter Capital Budget.

**MOTION:**

THAT the 2023 Capital Budget Amendments as summarized on Attachment 1 (2023 Capital Budget Amendment – Project Amendment and Cancellation, dated February 14, 2023) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2023 Capital Budget Amendment – Project Amendment and Cancellation – Project Cash Flow Summary, dated February 14, 2023) be approved.

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

### 5.5. Internal Audit Charter and 2023 to 2024 Internal Audit Plan

Laurie Farquharson, Chief Financial Officer, and Alicia Hubert, Supervisor, Risk and Compliance, provided an overview of the proposed Internal Audit Charter and 2023 to 2024 Internal Audit Plan.

#### MOTION:

THAT the Internal Audit Charter and the 2023 – 2024 Internal Audit Plan be approved.

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

#### Adjournment

The meeting adjourned at 8:57 p.m.

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Mayor

\_\_\_\_\_  
Chief Legislative Officer

**Minutes of a Special Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, February 15, 2023, commencing at 4:00 PM.**

**Present:**

Sandy Bowman, Mayor  
 Ken Ball, Councillor  
 Funky Banjoko, Councillor  
 Lance Bussieres, Councillor  
 Shafiq Dogar, Councillor  
 Allan Grandison, Councillor (via MS Team)  
 Jane Stroud, Councillor

**Absent:**

Kendrick Cardinal, Councillor  
 Keith McGrath, Councillor  
 Loretta Waquan, Councillor  
 Stu Wigle, Councillor

**Administration:**

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

**1. Call to Order**

Mayor S. Bowman called the meeting to order at 4:01 p.m.

**2. In-Camera Session**

**MOTION:**

THAT Council close item 2.1 to the public pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

<b>RESULT:</b>	<b>CARRIED [6 TO 1]</b>
<b>MOVER:</b>	Funky Banjoko, Councillor
<b>SECONDER:</b>	Ken Ball, Councillor
<b>FOR:</b>	Bowman, Ball, Banjoko, Bussieres, Grandison, Stroud
<b>AGAINST:</b>	Dogar
<b>ABSENT:</b>	Cardinal, McGrath, Waquan, Wigle

**2.1 Advice from Officials/Privileged Information**

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

<b>Name</b>	<b>Reason for Attending</b>
Paul Thorkelsson	Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice
Don Lidstone, KC (via MS Teams)	External Counsel
Jim Peacock (via MS Teams)	Integrity Commissioner

**Exit**

Councillor S. Dogar exited the meeting at 4:50 p.m.

**Recesses**

A recess occurred from 5:03 p.m. to 5:14 p.m.

A recess occurred from 5:27 p.m. to 5:34 p.m., at which time Councillor S. Dogar returned to the meeting.

**MOTION:**

THAT the meeting reconvene in public.

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

**MOTION:**

WHEREAS Council believes that Councillor Shafiq Dogar has acted in a manner contrary to the Code of Conduct; and

WHEREAS Councillor Dogar has been afforded procedural fairness with respect to Council's consideration of this matter and was notified in advance that Council:

- a) would be considering the matter and was given a copy of this draft Resolution that may be considered by Council;
- b) may consider sanctions recommended by the Integrity Commissioner, and may accept or vary the sanctions subject to the *Municipal Government Act*; and

WHEREAS Councillor Dogar was expressly informed of his right to retain legal counsel and for his legal counsel to be present at any Council meeting in which this Resolution would be discussed and voted on; and

WHEREAS Councillor Dogar was given the opportunity to personally, or via his legal counsel, or both, to make submissions to the rest of Council regarding his conduct in this matter at a fairness hearing held in camera by Council prior to Council deliberations on this matter; and

WHEREAS Council has considered the submissions made by Councillor Dogar and/or his legal counsel; and

WHEREAS Council has attempted to reach a consensus as to the appropriate action; and

WHEREAS each member of Council honestly believes that during the fairness hearing they had an open mind, were amenable to persuasion, and were ready and willing to be persuaded by submissions made by Councillor Dogar; and

WHEREAS Council has provided united or separate reasons so that Councillor Dogar understands the basis for the decision to address his conduct;

BE IT RESOLVED AS FOLLOWS:

1. THAT Council receive the Integrity Commissioner Report and accept the findings of the Commissioner.
2. THAT Council find that Councillor Dogar (the Member) acted in contravention of the Council Code of Conduct Bylaw No. 18/009 for the reasons set out in the Report.
3. THAT Council adopt and impose the following recommended sanctions, as set out in the Report, as an expression of its commitment to the Council Code of Conduct Bylaw No. 18/009:
  - a. Direct the Member to promptly provide an apology to the Complainant. The Member may provide the apology in **private** either in person or in writing but in either case, to ensure that the apology is both meaningful and substantive, the Member is to solicit and receive assistance from Dennis Fraser and/or Holly Fortier, and the Member is to cooperate in receiving this assistance.
  - b. Direct that Dennis Fraser and Holly Fortier, within the Indigenous community, be involved in the Indigenous Awareness training of the Member and the assessment of the Member's understanding of relevant Indigenous issues and that the Member promptly undertake this training. This is to occur as soon as possible, and in any event within two (2) months of the date of this resolution. Council (i) further directs the Member to report back to Council on the learnings in a closed session within three (3) months and (ii) requests Dennis Fraser and/or Holly Fortier to report to Council in a closed session on the effect of the training.

**RESULT:** CARRIED [6 TO 1]  
**MOVER:** Ken Ball, Councillor  
**SECONDER:** Jane Stroud, Councillor  
**FOR:** Bowman, Ball, Banjoko, Bussieres, Grandison, Stroud  
**AGAINST:** Dogar  
**ABSENT:** Cardinal, McGrath, Waquan, Wigle

### Adjournment

The meeting adjourned at 5:40 p.m.

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Mayor

\_\_\_\_\_  
Chief Legislative Officer



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

OFFICE OF THE MAYOR

February 8, 2023

### **NOTICE OF SPECIAL MEETING**

Pursuant to Section 194 of the *Municipal Government Act*, RSA. 2000 c.M-26, a Special In Camera Council Meeting is hereby scheduled to take place at 4:00 p.m. on the 15<sup>th</sup> day of February, 2023, in the Jubilee Centre Council Chamber, to consider the following:

1. Advice from Officials/Privileged Information – Integrity Commissioner Report for Action (in camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)

Sandy Bowman  
Mayor  
Regional Municipality of Wood Buffalo

Minutes Acceptance: Minutes of Feb 15, 2023 4:00 PM (Consent Agenda)



## COUNCIL REPORT

Meeting Date: February 28, 2023

### **Subject: Appointment of Chair - Assessment Review Boards**

#### **APPROVALS:**

**Paul Thorkelsson**

\_\_\_\_\_  
Director

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Chief Administrative Officer

#### **Recommended Motion:**

THAT Sean Schaffer be appointed as Chair of the Assessment Review Boards, effective immediately to December 31, 2024.

#### **Summary and Background:**

The *Municipal Government Act* and the Assessment Review Boards Bylaw No. 18/017 require that Council appoint the Chair of the Composite Assessment Review Board and the Local Assessment Review Board ("Assessment Review Boards") for a term of two years. The Chair has the authority to determine the panels that will sit for each hearing.

The Assessment Review Board has met to discuss the appointment of Chair. As a result of their meeting, the Board is recommending that Sean Schaffer be appointed in this capacity. Sean has accepted the nomination and confirmed his interest in serving as Chair. Additionally, he has completed the required provincial training and certification requirements to fulfill this role.

#### **Rationale for Recommendation:**

To ensure compliance with the governing legislation and to provide Board continuity, it is recommended that Council appoint the Chair of Assessment Review Boards.

#### **Strategic Plan Values:**

Fiscal Management



## COUNCIL REPORT

Meeting Date: February 28, 2023

**Subject: Council-Appointed Advisory Committee Meeting Minutes**

**APPROVALS:**

**Paul Thorkelsson**

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Director

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Chief Administrative Officer

**Recommended Motion:**

THAT the Minutes from Council-Appointed Committee Meetings, as outlined in Attachments 1-7, be accepted as information.

**Summary and Background:**

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

To ensure alignment with the provisions of transparency all advisory committee minutes are forwarded for placement on a public council agenda for information to members of Council, and as well as residents and the general public.

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

**Strategic Plan Values:**

Building Partnerships

**Attachments:**

- 1. 2023-01-09 Community Investment Program Advisory Committee Minutes**
- 2. 2023-01-12 Advisory Committee on Aging Minutes**
- 3. 2023-01-12 Wood Buffalo Waterfront Advisory Committee Minutes**

**4. 2023-01-18 Regional Advisory Committee on Inclusion, Diversity and Equity Minutes****5. 2023-01-20 Vehicle For Hire Committee Minutes****6. 2023-01-25 Wood Buffalo Pro-Business Advisory Committee Minutes****7. 2023-01-26 Communities in Bloom Committee Minutes**

**Minutes of a Meeting of the Community Investment Program Advisory Committee held via electronic communications in Fort McMurray, Alberta, on Monday, January 9, 2023, commencing at 6:30 PM.**

**Present:**

Chantal Beaver, Chair, Public-At-Large  
 Erica Brewer, Public-At-Large  
 Trudy Cockerill, Social Profit - Rural Organization  
 Krista Downey, Public-At-Large  
 Michael McQuilter, Oil Sands Industry Representative  
 Matthew Miniely, Social Profit - Small Organization  
 Anna Seinen, External Funding Organization Representative  
 Liana Wheeldon, Social Profit - Large Organization  
 Funky Banjoko, Councillor

**Absent:**

Brandon Cardinal, Indigenous Representative  
 Allan Grandison, Councillor

**Administration:**

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

**1. Call to Order**

Darlene Soucy, Clerk, Legislative Services, called the meeting to order at 6:32 p.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Chantal Beaver
<b>SECONDER:</b>	Erica Brewer
<b>FOR:</b>	Beaver, Brewer, Cockerill, Downey, McQuilter, Miniely, Seinen, Wheeldon
<b>ABSENT:</b>	Cardinal

### 3. Minutes of Previous Meetings

#### 3.1. **Special Community Investment Program Advisory Committee Meeting - December 7, 2022**

THAT the Minutes of the Special Community Investment Program Advisory Committee Meeting held on December 7, 2022 be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Michael McQuilter
<b>SECONDER:</b>	Liana Wheeldon
<b>FOR:</b>	Beaver, Brewer, Cockerill, Downey, McQuilter, Miniely, Seinen, Wheeldon
<b>ABSENT:</b>	Cardinal

### 4. New and Unfinished Business

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

Michael McQuilter nominated Chantal Beaver for the position of Chair. Chantal Beaver accepted the nomination and was elected Chair by acclamation.as there were no further nominations.

#### **MOTION:**

THAT Chantal Beaver be appointed to the position of Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Liana Wheeldon
<b>SECONDER:</b>	Krista Downey
<b>FOR:</b>	Beaver, Brewer, Cockerill, Downey, McQuilter, Miniely, Seinen, Wheeldon
<b>ABSENT:</b>	Cardinal

#### Assuming the Chair

Chantal Beaver assumed the Chair at 6:35 p.m.

Liana Wheeldon nominated Erica Brewer for the position of Vice-Chair. Erica Brewer accepted the nomination and was elected Vice-Chair by acclamation as no other nominations were made.

**MOTION:**

THAT Erica Brewer be appointed to the position of Vice-Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Anna Seinen
<b>SECONDER:</b>	Liana Wheeldon
<b>FOR:</b>	Beaver, Brewer, Cockerill, Downey, McQuilter, Miniely, Seinen, Wheeldon
<b>ABSENT:</b>	Cardinal

**4.2. Community Investment Program Review Phase One Update**

Luke Wilson, Project Manager, and Mark Fanous, Delivery Team, Deloitte LLP, provided the Phase One update for the Community Investment Program (CIP) review, noting that the document review is ongoing and that consultations sessions with Administration have been conducted to help understand current CIP process and define evaluation criteria. The next phase will include consultation with select Committee Members and stakeholders from the social profit sector, as well as benchmarking of comparable municipalities.

Exit and Return

Councillor F. Banjoko exited the meeting at 6:46 p.m. and returned at 6:49 p.m.

**4.3. 2023 Meeting Schedule**

As the Committee agreed to at the December 7, 2022 meeting, future meetings will be scheduled based on the timelines provided by Deloitte.

**MOTION:**

THAT Community Investment Program Advisory Committee meetings be held virtually at 6:30 p.m. on March 22, 2023 and April 26, 2023, and in person at 6:00 p.m. on June 28, 2023.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Erica Brewer
<b>SECONDER:</b>	Trudy Cockerill
<b>FOR:</b>	Beaver, Brewer, Cockerill, Downey, McQuilter, Miniely, Seinen, Wheeldon
<b>ABSENT:</b>	Cardinal

**Adjournment**

The meeting adjourned at 7:32 p.m.

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Chair

**Minutes of a Meeting of the Advisory Committee on Aging in Room 207 at the Municipal Offices in Fort McMurray, Alberta, on Thursday, January 12, 2023, commencing at 1:00 PM.**

**Present:**

Henry Hunter, Chair, Wood Buffalo Housing Representative  
 Ken Ball, Councillor  
 Luana Bussieres, St. Aidan's House Society Representative  
 Janice Eisenhauer, Public - At - Large  
 Carolyn Evancio, Seniors Resource Committee Representative  
 Clement Mercredi, Indigenous Representative  
 Ken Saunderson, Golden Years Society Representative  
 Denise Wilkinson, Senior-At-Large - Urban

**Absent:**

Darline Reid, Alberta Health Services Representative

**Administration:**

Deanne Bergey, Director, Community and Protective Services  
 Isela Contreras-Dogbe, Supervisor, Community and Protective Services  
 Heidi Major, Department Administrator, Community and Protective Services  
 Darlene Soucy, Legislative Officer  
 Destiny Hilliard, Clerk, Legislative Services

**1. Call to Order**

Legislative Services Clerk Destiny Gale, called the meeting to order at 1:10 p.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

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

### 3. Minutes of Previous Meetings

#### 3.1. Advisory Committee on Aging Meeting - December 8, 2022

**MOTION:**

THAT the minutes of the Advisory Committee on Aging Meeting held on December 8, 2022 be approved as presented.

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

### 4. New and Unfinished Business

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

Luana Bussieres nominated Henry Hunter for the position of Chair. Henry Hunter accepted the nomination and was elected Chair by acclamation as no other nominations were made.

**MOTION:**

THAT Henry Hunter be appointed to the position of Chair.

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

#### Assuming the Chair

Henry Hunter assumed the Chair at 1:15 p.m.

Carolyn Evancio nominated Ken Saunderson for the position of Vice-Chair. Ken Saunderson declined the nomination. Councilor K. Ball nominated Luana Bussieres for the position of Vice-Chair. Luana Bussieres accepted the nomination and was elected Vice-Chair by acclamation as no other nominations were made.

#### **MOTION:**

THAT Luana Bussieres be appointed to the position of Vice-Chair.

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

#### **4.2. Review of 2023 Committee Meeting Schedule**

#### **MOTION:**

THAT the regular Advisory Committee on Aging meetings be held at 1:00 p.m. on the second Thursday of the month, with the exception of any statutory holidays and scheduled recess periods

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

#### **4.3. Committee Mandate and Overview**

Destiny Gale, Clerk, Legislative Services, and Deanne Bergey, Director, Community and Protective Services, provided a brief orientation of the Committee including the Committee's mandate, roles and responsibilities of members, the meeting process, and an overview of the Committee.

#### **4.4. Administrative Updates**

Heidi Major, Department Administrator, Community and Protective Services, provided an update of the Snow Angels program noting that 105 seniors signed up for a snow angel, approximately 81 of those have been matched with the remaining 24 unmatched in the downtown area.

Committee members discussed the status of the Age Friendly Work Plan, noting that the Age Friendly Work Plan Working Group will continue to engage with stakeholders to gather information on grant funding needs. It was further noted that the next step in completing the application for Age Friendly status, is to request a letter of support from Council.

#### **Entrance:**

Janice Eisenhower joined the meeting at 1:28 p.m.

#### **4.5. Seniors Resource Committee Update**

Committee Member Carolyn Evancio, provided an update on the Seniors Resource Committee noting the committee has new members and the top priorities currently include Seniors Month in June; the Christmas Light Tour; and YMM Top 10 over 60. It was further noted that voting for the YMM Top 10 over 60 will take place on February 1, 2023, and the winner will be announced during the Senior's lunch in June.

Administration committed to investigating free transit for seniors during Senior's Week, including in the rural hamlets and the SmartBus program.

#### **4.6. Emerging Issues and Trends**

Heidi Major, Department Administrator, Community and Protective Services, noted that Emerging Issues and Trends will be a standing agenda item to provide the Committee with an opportunity for regular discussions.

Committee members discussed the effects of COVID-19 isolation on seniors.

Committee Member Ken Saunderson, brought forward issues for the committee's consideration and awareness on behalf of seniors, the paint used for pride sidewalks is slippery, and that with the recent Alberta affordability issues, there are concern with an

increase in rent for Wood Buffalo Housing. Henry Hunter, Chair, confirmed that rent prices at Wood Buffalo Housing will not be affected.

#### **4.7. Information Updates**

Legislative Services will be holding a Boards and Committees orientation at a later date, all members are invited with new members encouraged to attend.

Committee members discussed how to address accessibility issues in private buildings around the municipality.

Vice-Chair Luana Bussieres advised of an Accessibility Workshop taking place March 1st and 2nd in White Rock B.C. by the Rick Hanson Foundation; suggesting a member of the committee attend as it would increase internal knowledge.

#### **Adjournment**

The meeting was adjourned at 2:08 p.m.

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Chair

**Minutes of a Meeting of the Wood Buffalo Waterfront Advisory Committee held via electronic communications in Fort McMurray, Alberta, on Thursday, January 12, 2023, commencing at 5:00 PM.**

**Present:**

Erica Brewer, Recreation Representative, Chair  
 Gary Devison, Seniors Representative  
 Leonard Hansen, Community Development  
 Cheryl Hocker, Public-At-Large  
 Bill Loutitt, Indigenous Representative  
 Greg MacAulay, Oil and Gas Industry  
 Denise Martineau, Public-At-Large  
 Mitch Mercredi, Land Development Sector  
 Rene Wells, Law Enforcement Representative  
 Liana Wheeldon, Culture (Arts, Culture & Heritage)  
 Ken Ball, Councillor  
 Stu Wigle, Councillor

**Absent:**

Ayisha Salman, Public-At-Large

**Administration:**

Kelly Hansen, Director, Strategic Planning and Program Management  
 Amanda Haitas, Senior Manager, Planning and Development  
 Nina Caines, Senior Manager, Parks, Roads and Rural Operations  
 Sonia Soutter, Senior Legislative Officer, Manager, Legislative Services  
 Kevin Meacher, Department Administrator  
 Anita Hawkins, Clerk, Legislative Services

**1. Call to Order**

Sonia Soutter, Senior Legislative Officer, Manager, Legislative Services, called the meeting to order at 5:05 p.m.

**Introduction of Members**

Introductions were made, starting with new and current Committee Members, followed with the Committee's administrative support team.

**Entrance**

Councillor S. Wigle joined the meeting at 5:08 p.m.

## 2. Adoption of Agenda

### MOTION:

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Erica Brewer
<b>SECONDER:</b>	Liana Wheeldon
<b>FOR:</b>	Brewer, Devison, Hansen, Hocker, Loutitt, MacAulay, Martineau, Mercredi, Wells, Wheeldon
<b>ABSENT:</b>	Salman

## 3. Minutes of Previous Meetings

### 3.1. Wood Buffalo Waterfront Advisory Committee Meeting - May 12, 2022

#### MOTION:

THAT the minutes of the Wood Buffalo Waterfront Advisory Committee meeting held on March 12, 2022, be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Gary Devison
<b>SECONDER:</b>	Greg MacAulay
<b>FOR:</b>	Brewer, Devison, Hansen, Hocker, Loutitt, MacAulay, Martineau, Mercredi, Wells, Wheeldon
<b>ABSENT:</b>	Salman

## 4. New and Unfinished Business

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

For the position of Chair, Gary Devison nominated Liana Wheeldon, who declined the nomination and Councillor K. Ball nominated Erica Brewer, who accepted the nomination. As no further nominations were put forward, Erica Brewer was selected Chair by acclamation.

#### MOTION:

THAT Erica Brewer be appointed to the position of Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Greg MacAulay
<b>SECONDER:</b>	Gary Devison
<b>FOR:</b>	Brewer, Devison, Hansen, Hocker, Loutitt, MacAulay, Martineau, Mercredi, Wells, Wheeldon
<b>ABSENT:</b>	Salman

#### Assuming the Chair

Erica Brewer assumed the Chair at 5:24 p.m.

For the position of Vice-Chair, Liana Wheeldon nominated, Rene Wells, who accepted the nomination; Denise Martineau self-nominated; and Councillor K. Ball nominated Mitch Mercredi, who declined the nomination. Voting then occurred with Denise Martineau receiving the majority of the votes and was selected as Vice-Chair.

#### **MOTION:**

THAT Denise Martineau be appointed to the position of Vice-Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Liana Wheeldon
<b>SECONDER:</b>	Mitch Mercredi
<b>FOR:</b>	Brewer, Devison, Hansen, Hocker, Loutitt, MacAulay, Martineau, Mercredi, Wells, Wheeldon
<b>ABSENT:</b>	Salman

#### **4.2. 2023 Committee Meeting Schedule**

Through consensus of the Committee Members, the Wood Buffalo Waterfront Advisory Committee Meetings will be held using a hybrid format; and the start time will be 5:30 p.m.

#### **MOTION:**

THAT regular Wood Buffalo Waterfront Advisory Committee meetings be held at 5:30 p.m. on the 2<sup>nd</sup> Thursday of each month, with the exception of any statutory holidays and scheduled recess periods.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Gary Devison
<b>SECONDER:</b>	Liana Wheeldon
<b>FOR:</b>	Brewer, Devison, Hansen, Hocker, Loutitt, MacAulay, Martineau, Mercredi, Wells, Wheeldon
<b>ABSENT:</b>	Salman

**MOTION:**

THAT a Special Meeting of the Wood Buffalo Waterfront Advisory Committee be held on Thursday, February 23, 2023, commencing at 5:30 p.m. to review the scope of the Waterfront Park Project.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Gary Devison
<b>SECONDER:</b>	Bill Loutitt
<b>FOR:</b>	Brewer, Devison, Hansen, Hocker, Loutitt, MacAulay, Martineau, Mercredi, Wells, Wheeldon
<b>ABSENT:</b>	Salman

**4.3. Committee Administration Overview****Review Alignment to Council's Strategic Plan and Committee Bylaw**

Kevin Meacher, Department Administrator, reviewed the Committee's mandate as per the Committees Bylaw and its linkage to Council's Strategic Plan.

**Meeting Protocols and Procedures**

Kevin Meacher, Department Administrator, provided an overview of meeting protocols and procedures, noting his role as liaison between the Committee and Administration and invited Committee Members to submit questions or possible agenda items for future meetings.

**Microsoft Teams**

Kevin Meacher, Department Administrator, provided an overview of Microsoft Teams and directed the Members to the Wood Buffalo Advisory Committee Teams Page for Committee documentation.

### Committee Members Orientation

Sonia Soutter, Senior Legislative Officer, Manager, Legislative Services, invited the Committee Members to attend the Committee Members' Orientation Session, for which invitations will be sent out in the coming weeks.

### **Adjournment**

The meeting adjourned at 6:19 p.m.

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Chair

**Minutes of a Meeting of the Regional Advisory Committee on Inclusion, Diversity and Equity held in room 206 at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, January 18, 2023, commencing at 5:30 PM.**

**Present:**

Shehzad Bandukda, (Via MS Teams)  
 Kg Banjoko, (Via MS Teams)  
 Jason Beck, (Via MS Teams)  
 Mitchel Bowers, (Via MS Teams)  
 Donya Salari  
 Nicole Spring, (Via MS Teams)  
 Allan Grandison, Councillor

**Absent:**

Brandon Cardinal  
 Hanna Fridhed  
 Chantelle Tatum

**Administration:**

Deanne Bergey, Director, Community and Protective Services  
 Caitlin Downie, Manager, Culture and Social Development  
 Krystell O'Hara, Department Administrator, Community and Protective Services  
 Caitlin Sheaves, Clerk, Legislative Services

**1. Call to Order**

Legislative Services Clerk Caitlin Sheaves, called the meeting to order at 5:45 p.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Shehzad Bandukda
<b>SECONDER:</b>	Nicole Spring
<b>FOR:</b>	Bandukda, Beck, Bowers, Salari, Spring
<b>ABSENT:</b>	Banjoko, Cardinal, Fridhed, Tatum

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

#### **3.1. Regional Advisory Committee on Inclusion, Diversity and Equity (RACIDE) Meeting - November 16, 2022**

##### **MOTION:**

THAT the Minutes of the Regional Advisory Committee on Inclusion, Diversity and Equity Meeting held on November 16, 2022, be approved as presented.

<b>RESULT:</b>	<b>ACCEPTED [UNANIMOUS]</b>
<b>MOVER:</b>	Jason Beck
<b>SECONDER:</b>	Shehzad Bandukda
<b>FOR:</b>	Bandukda, Beck, Bowers, Salari, Spring
<b>ABSENT:</b>	Banjoko, Cardinal, Fridhed, Tatum

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

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

Nicole Spring nominated Mitchel Bowers for the position of Chair. Mitchel Bowers accepted the nomination and was elected Chair by acclamation as no other nominations were made.

##### **MOTION:**

THAT Mitchel Bowers be appointed to the position of Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Jason Beck
<b>SECONDER:</b>	Shehzad Bandukda
<b>FOR:</b>	Bandukda, Beck, Bowers, Salari, Spring
<b>ABSENT:</b>	Banjoko, Cardinal, Fridhed, Tatum

Jason Beck nominated Nicole Spring for the position of Vice-Chair. Nicole Spring accepted the nomination and was elected Vice-Chair by acclamation as no other nominations were made.

**MOTION:**

THAT Nicole Spring be appointed to the position of Vice-Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Jason Beck
<b>SECONDER:</b>	Shehzad Bandukda
<b>FOR:</b>	Bandukda, Beck, Bowers, Salari, Spring
<b>ABSENT:</b>	Banjoko, Cardinal, Fridhed, Tatum

**4.2. 2023 Committee Meeting Schedule**

**MOTION:**

THAT the regular Regional Advisory Committee on Inclusion, Diversity and Equity Committee meetings be held at 5:30 p.m. on the third Wednesday of the month, with the exception of any statutory holidays and scheduled recess periods.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Jason Beck
<b>SECONDER:</b>	Donya Salari
<b>FOR:</b>	Bandukda, Beck, Bowers, Salari, Spring
<b>ABSENT:</b>	Banjoko, Cardinal, Fridhed, Tatum

**4.3. RACIDE Orientation**

Krystell O'Hara, Department Administrator, Community and Protective Services, provided a brief orientation of RACIDE including the committee mandate, roles and responsibilities of members, meeting process, and an overview of the timeline and background of the Committee and the Equity and Inclusion Office.

Action Item:

Administration to provide members with additional information on the UNESCO Coalition of Inclusive Municipalities.

Entrance:

Committee Member Kg Banjoko entered the meeting at 6:06 p.m.

#### **4.4. Restorative Justice Presentation**

Nicole Chouinard, Manager, RCMP Support Services, presented an overview of the Restorative Justice program including the core principals and elements of the program and the referral criteria and process. It was further noted that work to improve and expand the program is ongoing.

#### **4.5. Emerging Issues**

Committee Member Nicole Spring brought forward an issue for the committee's consideration and awareness regarding Municipal Transit. A member of the community has advised that bullying and harassment has been a recurring issue on the 'School Special' transit routes with reports of students being harassed, assaulted, and bullied while riding the bus to and from school. The issues have been brought to the attention of the school board and the Transit Services Department, with no avail or resolve.

Deanne Bergey, Director, Community and Protective Services, advised that Administration will investigate these concerns and bring an update to the Committee at a later date.

#### **Adjournment**

The meeting adjourned at 7:27 p.m.

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Chair

**Minutes of a Meeting of the Vehicle for Hire Committee held in room 207 at the Municipal Offices in Fort McMurray, Alberta, on Friday, January 20, 2023, commencing at 1:00 PM.**

**Present:**

Sesan Aina, Public-At-Large  
 Julieta Miranda, Driver Representative  
 Abdifatah Mursal, Brokerage Representative  
 Michael Sieger, Airport and Tourism Representative  
 Penny Skinner, Brokerage Representative  
 Rene Wells, Law Enforcement Representative  
 Councillor, Funky Banjoko

**Absent:**

Jama Ali, Public-At-Large  
 Tim Lindsay, Public-At-Large  
 Orangzeb Malik, Driver Representative

**Administration:**

Deanne Bergey, Director, Community and Protective Services  
 Toni Elliott, Senior Manager, Community and Protective Services  
 Aaron Anderson, Manager, Bylaw Services  
 Sonia Soutter, Manager, Senior Legislative Officer, Legislative Services  
 Monica Tilley, Department Administrator, Bylaw Services  
 Caitlin Sheaves, Clerk, Legislative Services

**1. Call to Order**

Legislative Services Clerk Caitlin Sheaves, called the meeting to order at 1:06 p.m.

## 2. Adoption of Agenda

### MOTION:

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Penny Skinner
<b>SECONDER:</b>	Rene Wells
<b>FOR:</b>	Aina, Miranda, Sieger, Skinner, Wells
<b>ABSENT:</b>	Ali, Lindsay, Malik, Mursal

## 3. New and Unfinished Business

### 3.1. Appointment of Chair and Vice-Chair

Councillor F. Banjoko nominated Julieta Miranda for position of Chair. Julieta Miranda accepted the nomination and was elected Chair by acclamation as no other nominations were made.

### MOTION:

THAT Julieta Miranda be appointed to the position of Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Rene Wells
<b>SECONDER:</b>	Michael Sieger
<b>FOR:</b>	Aina, Miranda, Sieger, Skinner, Wells
<b>ABSENT:</b>	Lindsay, Malik, Mursal, Ali

Penny Skinner nominated Michael Sieger for the position of Vice-Chair. Michael Sieger accepted the nomination and was elected Vice-Chair by acclamation as no other nominations were made.

### MOTION:

THAT Michael Sieger be appointed to the position of Vice-Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Julieta Miranda
<b>SECONDER:</b>	Sesan Aina
<b>FOR:</b>	Aina, Miranda, Sieger, Skinner, Wells
<b>ABSENT:</b>	Ali, Lindsay, Malik, Mursal

### 3.2. Governance Orientation

#### Entrance:

Abdifatah Mursal entered the meeting at 1:19 p.m.

Sonia Soutter, Manager, Legislative Services, provided an orientation on Council Appointed Boards and Committees, which outlined the roles and responsibilities of the Chair and Vice-Chair, Committee Members, and Administration. A review of the Procedure Bylaw, Code of Conduct, Governing Legislation, and Freedom of Information and Protection of Privacy Act was also provided.

### 3.3. Vehicle for Hire Committee Mandate

Deanne Bergey, Director, Community and Protective Services, provided an overview of the Vehicle for Hire Committee Mandate.

### 3.4. 2023 Committee Meeting Schedule

#### **MOTION:**

THAT the regular Vehicle for Hire Committee meetings be held at 6:00 p.m. on the third Monday of each month, with the exception of any statutory holidays and scheduled recess periods and;

THAT the next regular Vehicle for Hire Committee meeting be held on Tuesday, February 21, 2023 at 6:00 p.m.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Rene Wells
<b>SECONDER:</b>	Sesan Aina
<b>FOR:</b>	Aina, Miranda, Mursal, Sieger, Skinner, Wells
<b>ABSENT:</b>	Ali, Lindsay, Malik

### 3.5. Next Steps

Aaron Anderson, Manager, Bylaw Services, provided an overview of next steps and objectives for the Committee's consideration, and shared vehicle for hire statistics, which included incidents and complaints, inspections, and citations.

The Committee requested for a summary on the recent engagement report, as well as regular updates on the vehicle for hire statistics, including trend data.

Action Items:

Administration to present an overview of the Vehicle for Hire Bylaw engagement report at the next regular committee meeting.

Administration to include vehicle for hire statistics as a standing agenda item, and present trend data and updates regularly on this subject.

**Adjournment**

The meeting adjourned at 2:33 p.m.

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Chair

**Minutes of a Meeting of Wood Buffalo Pro-Business Advisory Committee held in Room 207 at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, January 25, 2023, commencing at 2:00 PM.**

**Present:**

Dianna De Sousa, Chair, Fort McMurray Chamber of Commerce  
 Carmelo Daprocida, Vice-Chair, BILD, Wood Buffalo  
 Lana Maloney, Fort McMurray Construction Association  
 Robbie Picard, Public-At-Large  
 John Rybak, Consulting Engineers of Alberta, Wood Buffalo  
 Kristi Hines, Fort McMurray Wood Buffalo Economic Development and Tourism

**Absent:**

Mike Deranger, Northern Alberta Aboriginal Business Association  
 Stu Wigle, Councillor

**Administration:**

Kelly Hansen, Director, Strategic Planning and Program Management  
 Dennis Vroom, Program Manager, Municipal Initiatives  
 Sonia Soutter, Manager, Senior Legislative Officer  
 Heather Fredeen, Clerk, Legislative Services

**1. Call to Order**

In the absence of a Chair, Legislative Clerk, Heather Fredeen, called the meeting to order at 2:01 p.m.

Mayor S. Bowman provided opening comments and welcomed members to the Committee.

Committee members and Administration introduced themselves and the sectors they represent.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be amended by moving "Governance Orientation" under item 3.3, to come before item 3.1; and

THAT the Agenda be adopted as amended.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Lana Maloney  
**SECONDER:** Dianna de Sousa  
**FOR:** Daprocida, De Sousa, Hines, Maloney, Picard, Rybak  
**ABSENT:** Deranger

### 3. New Business

#### 3.3 Committee Administration Overview - Governance Orientation

Sonia Soutter, Manager, Senior Legislative Officer, Legislative Services, provided a governance orientation on Council appointed Boards and Committees including applicable legislation, processes and procedures.

#### Exit

Mayor S. Bowman exited the meeting at 2:25 p.m.

#### 3.1. Appointment of Chair and Vice-Chair

Kristi Hines nominated Dianna De Sousa for the position of Chair of the Wood Buffalo Pro-Business Advisory Committee. Dianna De Sousa accepted the nomination and as there were no further nominations, was appointed Chair by acclamation

#### **MOTION:**

THAT Diana De Sousa be appointed as Chair of the Wood Buffalo Pro-Business Advisory Committee.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Robbie Picard  
**SECONDER:** Carmelo Daprocida  
**FOR:** Daprocida, De Sousa, Hines, Maloney, Picard, Rybak,  
**ABSENT:** Deranger

Diana De Sousa nominated Carmelo Daprocida for the position of Vice-Chair of the Wood Buffalo Pro-Business Advisory Committee. Carmelo Daprocida accepted the nomination and as there were no further nominations, was appointed Vice-Chair by acclamation.

#### **MOTION:**

THAT Carmelo Daprocida be appointed as Vice-Chair of the Wood Buffalo Pro-Business Advisory Committee.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Dianna De Sousa
<b>SECONDER:</b>	Kristi Hines
<b>FOR:</b>	Daprocida, De Sousa, Hines, Maloney, Picard, Rybak,
<b>ABSENT:</b>	Deranger

### 3.2. 2023 Committee Meeting Schedule

#### MOTION:

THAT regular Wood Buffalo Pro-Business Advisory Committee meetings be held at 2:00 p.m. on the second Wednesday of each month, with the exception of statutory holidays and scheduled recess periods.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Dianna De Sousa
<b>SECONDER:</b>	Lana Maloney
<b>FOR:</b>	Daprocida, De Sousa, Hines, Maloney, Picard, Rybak,
<b>ABSENT:</b>	Deranger

### 3.3. Committee Administration Overview (Continued)

Dennis Vroom, Program Manager, Municipal Initiatives provided an overview of the Wood Buffalo Pro-Business Advisory Committee mandate contained in Schedule M of the Committees Bylaw No. 17/024; and how the Committee's mandate aligns with Council's Strategic Plan 2022-2025.

#### Adjournment

The meeting adjourned at 3:37 p.m.

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Chair

**Minutes of a Meeting of the Communities in Bloom Committee held at the South Operations Centre in Fort McMurray, Alberta, on Thursday, January 26, 2023, commencing at 6:00 PM.**

**Present:**

Destiny Jefferies, Public-At-Large  
 Romana Kashif, Public-At-Large  
 Lindsey King, Public-At-Large  
 Nicole McMillan, Public-At-Large  
 Helen Meyer, Public-At-Large  
 Tammy Riel, Public-At-Large  
 Diane Zundel, Public-At-Large  
 Kendrick Cardinal, Councillor

**Administration:**

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

**1. Call to Order**

Legislative Services Clerk Destiny Gale, called the meeting to order at 6:16 p.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Tammy Riel
<b>SECONDER:</b>	Helen Meyer
<b>FOR:</b>	Cardinal, Jefferies, Kashif, King, McMillan, Meyer, Riel, Zundel

### 3. Minutes of Previous Meetings

#### 3.1. Communities in Bloom Committee Meeting - November 24, 2022

##### **MOTION:**

THAT the minutes of the Communities in Bloom Committee Meeting held on November 24, 2022 be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Lindsey King
<b>SECONDER:</b>	Destiny Jefferies
<b>FOR:</b>	Cardinal, Jefferies, Kashif, King, McMillan, Meyer, Riel, Zundel

### 4. New and Unfinished Business

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

Councilor K. Cardinal nominated Destiny Jefferies for the position of Chair. Destiny Jefferies declined the nomination. Destiny Jefferies nominated Helen Meyer for the position of Chair. Helen Meyer accepted the nomination and was elected Chair by acclamation as no other nominations were made.

##### **MOTION:**

THAT Helen Meyer be appointed to the position of Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Destiny Jefferies
<b>SECONDER:</b>	Nicole McMillan
<b>FOR:</b>	Cardinal, Jefferies, Kashif, King, McMillan, Meyer, Riel, Zundel

##### Assuming of Chair

Helen Meyer assumed the Chair at 6:32 p.m.

Helen Meyer nominated Destiny Jefferies for the position of Vice-Chair. Destiny Jefferies declined the nomination. Destiny Jefferies nominated Nicole McMillan for the position of Vice-Chair. Nicole McMillan accepted the nomination and was elected Vice-Chair by acclamation as no other nominations were made.

##### **MOTION:**

THAT Nicole McMillan be appointed to the position of Vice-Chair.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Destiny Jefferies
<b>SECONDER:</b>	Lindsey King
<b>FOR:</b>	Cardinal, Jefferies, Kashif, King, McMillan, Meyer, Riel, Zundel

#### 4.2. 2023 Committee Meeting Schedule

##### MOTION:

THAT the regular Communities in Bloom meetings be held at 6:00 p.m. on the fourth Thursday of the month, with the exception of any statutory holidays and scheduled recess periods.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Nicole McMillan
<b>SECONDER:</b>	Diane Zundel
<b>FOR:</b>	Cardinal, Jefferies, Kashif, King, McMillan, Meyer, Riel, Zundel

#### 4.3. 2022 Nominate your Neighbour Program Review

Seville Kwan, Department Administrator, gave a brief overview of the 2022 Nominate your Neighbour Winter Program noting that the program closed on December 15, 2022 and had over 90 recognitions for decorated homes and businesses. It was noted that Committee Members worked together to build and distribute packages to those who were nominated.

#### 4.4. 2023 Flower of the Year Update

Seville Kwan, Department Administrator, gave a brief overview of the 2023 Flower of the Year, the African daisy. It was noted that this flower was chosen as its color aligns with the Communities in Bloom Symposium, which is being hosted in the Wood Buffalo Region this year.

Committee Member Destiny Jefferies, noted that once the graphics are designed for the seed packages the Committee members will then begin packing the seeds for distribution to the community through local businesses and the Nominate your Neighbor Summer Program.

#### 4.5. Communities in Bloom Year End Report

Committee Members discussed presenting the Communities in Bloom Year End Report to Council.

With consensus of the committee, Helen Meyer, Chair, will present the Communities in Bloom Year End Report to Council during the April 11th Council Meeting.

#### **4.6. Communities in Bloom Symposium and Awards Update**

Seville Kwan, Department Administrator, gave a brief overview of the 2023 Communities in Bloom Symposium that will be taking place in the Wood Buffalo Region, from September 27 - 30, 2023. Committee Members discussed the various tour stops, keynote speakers, seminars, workshops, and venues they would like to see included in the Symposium.

Councillor Cardinal noted that during the Symposium he would like to see a detailed showcase of the protected wetlands, Indigenous medicines and a tour of the Wood Buffalo National Park.

#### **4.7. Roundtable**

Committee Member Diane Zundel, proposed that a member of the committee make a presentation to Grow Wood Buffalo, a local horticulture group. Helen Meyer, Chair, agreed to do so.

Legislative Services will be holding a Boards and Committees orientation at a later date, all members are invited with new members encouraged to attend.

#### **Adjournment**

The meeting adjourned at 7:47 p.m.

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Chair



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

OFFICE OF THE MAYOR

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

- WHEREAS** French and English are the two official languages of Canada; with French being the first non-Indigenous, European language spoken in what is now Alberta; and
- WHEREAS** the Regional Municipality of Wood Buffalo is home to 4,390 French-speaking people; and
- WHEREAS** the French-speaking population in the Regional Municipality of Wood Buffalo has increased three-fold since 2001; and
- WHEREAS** the Regional Municipality of Wood Buffalo has a strong, diverse, and vibrant French-speaking community and is proud to recognize the diversity of our region; and
- WHEREAS** the French-speaking community contributes to the social, economic and cultural fabric of the Regional Municipality of Wood Buffalo; and
- WHEREAS** the ACFA régionale de Wood Buffalo has been working in our region since 1980, organizing events, providing community services and workshops; and
- WHEREAS** 2018 marked the Province of Alberta's official proclamation of March as the Alberta Francophonie Month.

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

### **“ALBERTA FRANCOPHONIE MONTH”**

**IN WITNESS WHEREOF**, I have hereunder set my hand and caused to be affixed the seal of the Regional Municipality of Wood Buffalo in Fort McMurray, Alberta, this 28<sup>th</sup> day of **February 2023**.

**Sandy Bowman**  
**Mayor**

**Public Hearing re: Bylaw No. 23/002 – Land Use Bylaw Amendment – Text amendment to the “C1 – Community Commercial District” specific to Lot 4, Block 65, Plan 782 2691 and to Section 93B.1(c) of the Land Use Bylaw 99/059**

- A. Introduction from Administration
  - Brad McMurdo, Director, Planning and Development
  
- B. Written Presentations
  - None received
  
- C. Verbal Presentations
  - None received
  
- D. Other Verbal Presentations (Time Permitting and with Consent of Council)
  
- E. Questions of Council
  
- F. Closing Statement from Administration

**Subject: Bylaw No. 23/002 – Land Use Bylaw Amendment – Text amendment to the “C1 - Community Commercial District” specific to Lot 4, Block 65, Plan 782 2691 and to Section 93B.1 (c) of the Land Use Bylaw 99/059**

**APPROVALS:**

**Paul Thorkelsson**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

1. THAT Bylaw No. 23/002, being both a Land Use Bylaw amendment specific to Lot 4, Block 65, Plan 782 2691; and a general amendment to Section 93B.1(c) of the Land Use Bylaw, be read a second time.
2. THAT Bylaw No. 23/002 be read a third and final time.

**Summary:**

The Planning and Development Department received an application to amend the Land Use Bylaw to add “Cannabis Retail Store” as a Discretionary Use - Planning Commission in the C1- Community Commercial District, specific to Lot 4, Block 65, Plan 782 2691, known as 700 Signal Road.

Additionally, the application proposes a text amendment to Section 93B.1(c) of the Land Use Bylaw to allow Cannabis Retail Stores to be located on lands abutting parcels with medium and high-density residential uses on the main floor.

The authority to amend the Land Use Bylaw is vested with Council under the *Municipal Government Act*.

**Background:**

The subject property is located in Thickwood and is currently designated ‘C1 - Community Commercial District’ under the Land Use Bylaw 99/059 (Attachment 1).

In December 2021, Planning and Development received an application for a site-specific text amendment to the ‘C1- Community Commercial District’ to allow a Cannabis Retail Store as a "Discretionary Use - Planning Commission" for the subject property. Currently, the C1 district does not allow for a Cannabis Retail Store; and

Section 93B.1 (c) of the Land Use Bylaw further restricts the proposed use by prohibiting Cannabis Retail Stores from being located adjacent to a property that has residential uses on the main floor. The subject property is adjacent to two condominiums that have residential uses on the main floor. Therefore, amendments to both the C1 district and Section 93B.1 (c) are required for the applicant to submit a development permit for a Cannabis Retail Store at 700 Signal Road.

As recommended by Planning and Development, the applicant hosted a public engagement session on October 27, 2022. No concerns were received.

Furthermore, Administration also mailed 300 letters to neighbouring property owners on October 31, 2022, seeking comments on the proposed amendments and received four (4) letters in opposition from residents, as well as from representatives of a condominium association. These letters expressed concern around health and safety, declining property values, and proximity to schools.

Cannabis has been legal in Canada since October 17, 2018, and amendments were made to the Municipality's Land Use Bylaw immediately thereafter to align with legalization. However, appreciating the concerns raised at the time of legalization, Planning and Development requested current feedback on Cannabis Retail Store uses from Alberta Health Services, who expressed no objections. Input regarding safety was also requested from the RCMP and the Municipality's Community and Protective Services Department. They both confirmed that there have been no safety-related complaints surrounding Cannabis Retail Stores in the region since their introduction in 2018. Furthermore, the Assessment and Taxation Department also confirmed that this type of business will not influence property assessments in a neighbourhood.

The subject property meets all other Land Use Bylaw regulations supporting the introduction of a Cannabis Retail Store, including the required separation distances from schools, childcare facilities, alcohol and drug rehabilitation centers, and hospitals.

#### **Rationale for Recommendation:**

In the Urban Service Area, Cannabis Retail Stores are typically allowed on sites designated for more intensive commercial uses, such as the ‘C3 - Shopping Centre Commercial District’. This application proposes to introduce Cannabis Retail Store as a site-specific amendment to the C1 district specific to 700 Signal Road. This location is a shopping plaza and thereby is in keeping with facilitating retail activities in a commercial area. Permitting Cannabis Retail Store as a "Discretionary Use - Planning Commission", provides a higher level of scrutiny and discretion when reviewing a development permit application. It also ensures that surrounding property owners are notified of any development permit decisions, thereby allowing a concerned party the opportunity to appeal the decision to the Subdivision and Development Appeal Board should they believe that there are potential negative impacts associated with an approval.

While the Land Use Bylaw currently allows Cannabis Retail Stores to be on the main

floor of mixed-use buildings, Section 93B.1 (c) prohibits them from being situated next to parcels with residential uses on the main floor, Administration feels this limiting provision related to public safety can now be removed, as no safety concerns have been observed by the RCMP and Community and Protective Services over the last 4 years.

The proposed amendment is consistent with Council's Strategic Plan by delivering a pro-business environment with a focus on cutting red tape. The amendment to Section 93B.1 (c) of the Land Use Bylaw will create a further opportunity for new business. Additionally, this amendment is consistent with the directions and principles of the Municipal Development Plan, including policy U.1.5 which promotes neighbourhood cores that provide a variety of retail options.

Administration supports the proposed Land Use Bylaw amendment and recommends that the proposed bylaw (Attachment 2) be given first reading prior to the scheduling of a public hearing.

**Strategic Plan Values:**

Local Economy

**Attachments:**

**1. Subject Area Map**

**2. Bylaw No. 23/002 - Land Use Bylaw Amendment**

# SUBJECT AREA MAP

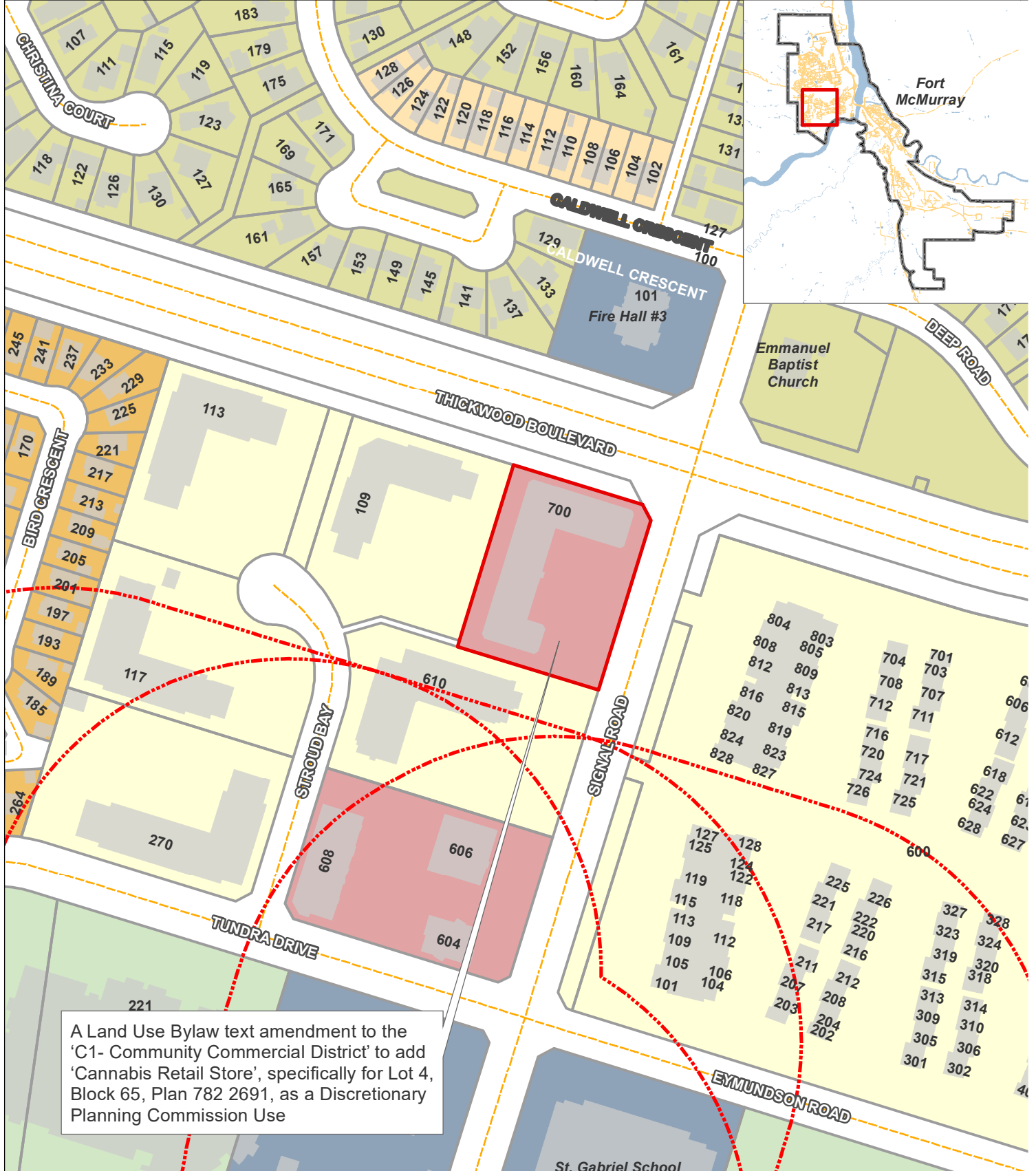
## 700 Signal Road

### Lot 4, Block 65, Plan 7822691

Updated: January 24, 2023

5.a

Attachment



Attachment: 1. Subject Area Map (Bylaw No. 23/002 - Land Use Bylaw Amendment - Site Specific Lot 4 Block 65 Plan 782 2691)

- 150m Buffer from Schools
- Subject Area
- Survey Parcels
- Building Outlines
- C1 - Community Commercial
- R2 - Low Density Residential
- R3 - Medium Density Residential
- PR - Parks and Recreation
- PS - Public Service
- R1 - Single Detached Residential
- R1S - Single Family Small Lot Residential
- Roadways

1 cm = 25 m



Map Produced by the Geographic Information System

Packet Pg. 53

**BYLAW NO. 23/002****A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND LAND USE BYLAW NO. 99/059**

**WHEREAS** Section 191 and 640 of the *Municipal Government Act*, RSA 2000, c. M-26 authorizes and requires Council both to pass and amend a Land Use Bylaw;

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

1. Land Use Bylaw No. 99/059 is hereby amended by:
  - a) adding the following to Section 105.4:
    - (f) Cannabis Retail Store (Only for Lot 4, Block 65, Plan 782 2691)

as depicted on Schedule "A" attached here to.
  - b) replacing the text in Section 93B.1(c) with the following:
    - (c) A Cannabis Retail Store must not be located on a parcel abutting an existing low-density residential use but can be allowed on the main floor of a mixed-use building.
2. This bylaw comes into effect on the day it is passed.

READ a first time this 24<sup>th</sup> day of January, 2023.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

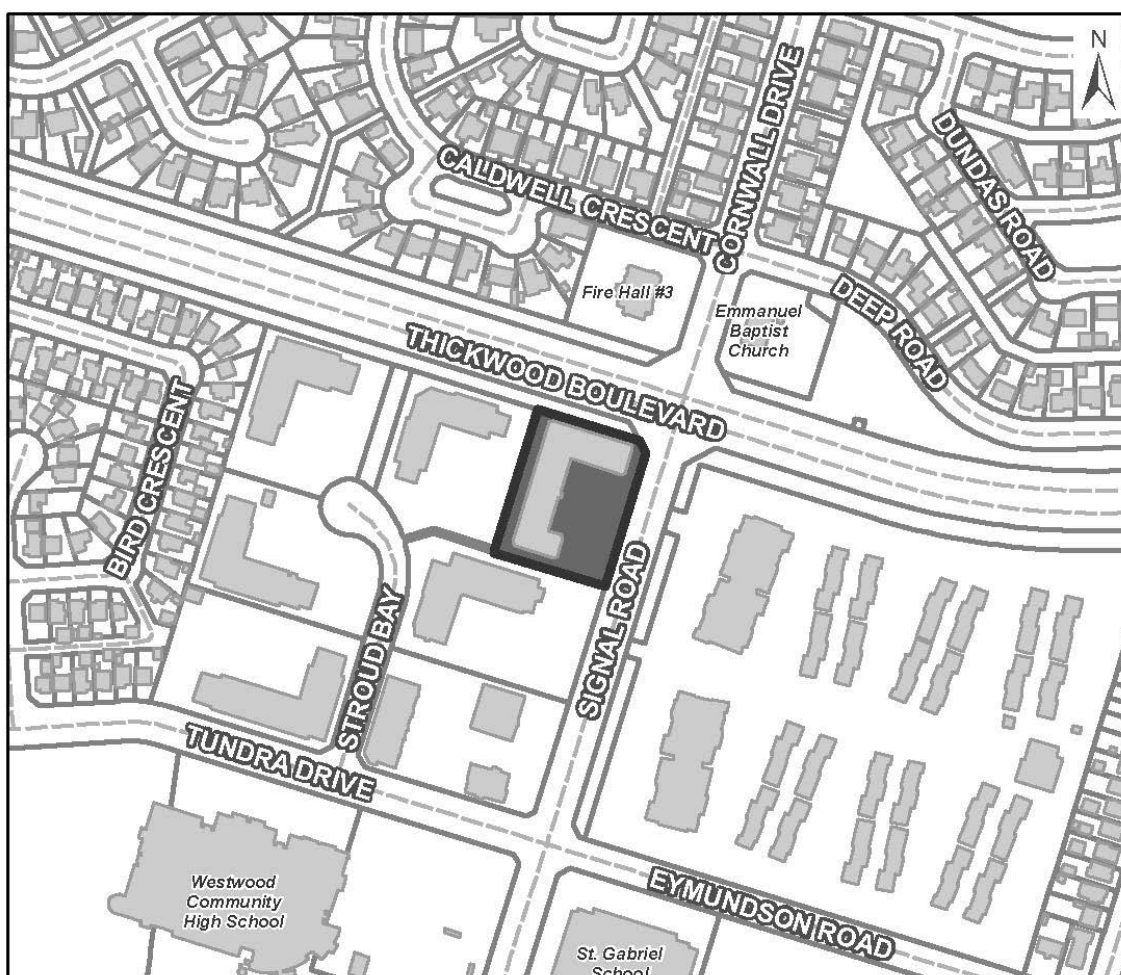
READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Legislative Officer

# Schedule "A" to Bylaw No. 23/002



## **SUBJECT AREA**

A site-specific text amendment to Lot 4, Block 65, Plan 782 2691 (Civic address – 700 Signal Road) zoned as “C1 - Community Commercial District”, to add “Cannabis Retail Store” as a discretionary planning commission use.



# COUNCIL REPORT

Meeting Date: February 28, 2023

## Subject: Community Plan on Homelessness 2023 - 2024 Grant Allocation

### APPROVALS:

**Paul Thorkelsson**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

### Recommended Motion:

THAT \$5,267,728 be allocated to the 2023-2024 Community Plan on Homelessness grants as outlined in Attachment 1, dated February 28, 2023.

### Summary:

The Regional Municipality of Wood Buffalo (Municipality) receives funding from the federal government (Infrastructure Canada) and the provincial government (Ministry of Seniors, Community and Social Services) to support homelessness initiatives. The funds are administered through the Community Investment Program's (CIP) Community Plan on Homelessness (CPH) Grant and distributed to non-profit organizations whose goals and objectives align with the municipal, provincial, and federal objectives to end homelessness.

Summary of 2023-2024 CPH funding sources and allocations:

#### Sources

Government of Canada (GOC)	\$1,820,566
GOC: Community Capacity Initiative	56,680
Government of Alberta (GOA)	3,251,000
GOA: Estimated Carryforward (2022-2023)	812,750
	<u><b>\$5,940,996</b></u>

#### Allocations

Grants to Non-Profit Organizations	\$5,267,728
Contract Monitoring (RMWB)	663,267
Special Projects	10,000
Estimated 2023-2024 GOA Carryforward	-
	<u><b>\$5,940,996</b></u>

The Municipality is the Region's designated community-based organization (CBO) that administers the annual Alberta Ministry of Seniors, Community and Social Services Outreach Support Services Initiatives (OSSSI) grant. It is also the community entity (CE)

that administers Government of Canada Homelessness Reaching Home funding, part of the national housing strategy. The Municipality is responsible for contracting service providers through grants administered by the Community Investment Program, monitoring service delivery and costs, reporting to all three levels of government on the outputs and outcomes of funded programs and supporting the community to address homelessness and reach Functional Zero. The Municipality retains a portion to administer the grants and monitor and support the CPH programs. Special projects include the Homeless Connect annual event.

### **Background:**

The Community Plan on Homelessness Program provides funding to programs that meet the criteria of the municipal strategic plan, provincial strategic areas, the federal directives. For the 2023-2024 fiscal period, the Homelessness Initiatives Strategic Committee's (HISC) strategic priorities were also considered. The CPH Program looks to provide solutions to permanent housing using a variety of strategic programs: Permanent Supportive Housing, Eviction Prevention, Outreach, Diversion, Housing First, Rapid Re-Housing, and Centralized Intake, as outlined the grant guidelines in Attachment 2.

The 2023-2024 grant submissions were reviewed by Administration for completeness and presented to the HISC to evaluate and make recommendations. HISC has representatives from the United Way, Wood Buffalo Housing, Industry, Urban Service Area, Rural Service Area, and Indigenous communities and Alberta Health Services. It also includes non-voting members from the federal and provincial governments. Its mandate is to act as a steward to end homelessness, and to make CPH funding recommendations to Council. HISC is a Community Advisory Board (CAB) and a federal funding requirement.

Four non-profit organizations applied for a total of eleven different programs, with requests totaling \$5,367,663. All applications were deemed eligible in accordance with the funding restrictions outlined in the federal and provincial partnership agreements. On January 17<sup>th</sup>, 2023, a HISC meeting was held to allow the executive directors from the four funded agencies to present on their requests. Each proposed program met the grant criteria, and \$5,267,728 is recommended for funding (recommendation summaries in Attachment 3), in alignment with the following HISC priority areas:

- Housing First Program / Rapid Re-Housing Program / Permanent Supportive Housing Program
- Coordinated Access
- Prevention / Outreach
- Diversion
- Other Support Programs

**Budget/Financial Implications:**

The Community Plan on Homelessness grants are offset by provincial and federal grants; there are no operating budget impacts to the Municipality.

**Rationale for Recommendation:**

These funding allocations have been reviewed by and are recommended by HISC. With financial support from the federal and provincial governments, the proposed grant allocations will support Housing First, Rapid Re-Housing, Centralized Intake, Permanent Supportive Housing, Eviction Prevention, Diversion, Outreach Programming and Housing Supports for people who are experiencing homelessness or at risk of experiencing homelessness.

**Strategic Plan Values:**

Fiscal Management  
Building Partnerships

**Attachments:**

- 1. Community Plan on Homelessness Grant Recommended 2023-2024 Grants**
- 2. 2023-2024 Community Plan on Homelessness Grant Guidelines**
- 3. Community Plan on Homelessness 2023-2024 Recommendation Summaries**

Community Investment Program - Community Plan on Homelessness Grant  
Recommended 2023 - 2024 Grant Allocation Summary, February 28, 2023

Organization		Program	2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2022-2023 Estimated Carry Forward	2023-2024 Request	2023 - 2024 Recommended by HISC			Difference of Recommended vs. Requested
								Federal	Provincial	Total	
1	Centre of Hope Non-Profit Society of Fort McMurray	Eviction Prevention Program	64,163	94,169	99,850	-	106,426		106,426	106,426	-
2	Centre of Hope Non-Profit Society of Fort McMurray	Housing First Program	816,354	821,632	800,451	171,143	804,697		784,937	784,937	(19,760)
3	Centre of Hope Non-Profit Society of Fort McMurray	Permanent Supportive Housing Program	844,459	839,607	919,547	113,815	925,817		925,817	925,817	-
4	The Governing Council of the Salvation Army in Canada	Diversion Program	-	153,373	145,580	-	147,810	145,470		145,470	(2,340)
5	The Governing Council of the Salvation Army in Canada	Housing First Program	567,423	525,504	544,505	-	572,441	562,640		562,640	(9,800)
6	Wood Buffalo Wellness Society	Centralized Intake Program	295,798	305,931	253,600	-	302,007	302,007		302,007	-
7	Wood Buffalo Wellness Society	Housing First Program	-	520,174	508,256	27,674	445,010		445,010	445,010	-
8	Wood Buffalo Wellness Society	Outreach Program	139,110	107,503	125,618	-	119,923	76,471	43,452	119,923	-
9	Wood Buffalo Wellness Society	Rapid Re-Housing Program	466,627	441,236	425,365	-	457,990	452,490		452,490	(5,500)
10	Wood Buffalo Wellness Society	Permanent Supportive Housing Program - Tawâw	-	-	536,846	423,572	732,152		696,347	696,347	(35,805)
11	YMCA of Northern Alberta	Housing First Program	707,720	690,071	712,328	76,547	753,390		726,660	726,660	(26,730)
			3,901,654	4,499,200	5,071,946	812,750	5,367,663	1,539,078	3,728,650	5,267,728	(99,935)

# COMMUNITY INVESTMENT PROGRAM

2023-2024

## Community Plan on Homelessness

Grant Guidelines



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# Community Plan on Homelessness

## Request for Information (“RFI”)

This Request for Information (“RFI”) is an invitation by the Regional Municipality of Wood Buffalo (the “Municipality”) to prospective Applicants to submit responses outlining programs aimed at ending homelessness, providing housing and supportive services for individual adults/families, including those with high acuity experiencing homelessness. **This funding for the Community Plan on Homelessness (CPH) is provided by the Government of Alberta and the Government of Canada.**

## Purpose of RFI

The CPH RFI is offered annually to agencies delivering intensive case management, housing support programs, assertive community treatment, outreach and permanent supportive housing programs.

## Program Consideration

To be considered for funding, programs must meet the criteria of the Provincial strategic areas or the Federal Directives, and several Municipal, including Fiscal Management Strategy (Direct the implementation of a community resilience strategy, Ensure government grants are fully utilized), Building Partnerships (Support opportunities and community partnerships that help promote a positive image of Wood Buffalo, Rural and Indigenous Communities and Relationships, Create and enhance reconciliation spaces), Downtown Visualization (Approve, enhance, and enforce bylaws and beautification standards. Programs that address the above criteria are listed below:

- Permanent Supportive Housing Program
- Eviction Prevention Program
- Outreach Program
- Diversion Program
- Housing First Program
- Rapid Re-Housing Program
- Centralized Intake Program
- Tawâw Housing First Program

## Pre-Application Meetings and Support

A pre-application meeting is encouraged to discuss potential programs. During a pre-application meeting, the CPH staff will discuss how the grant process works, accessing and completing applications in the CIP Grant Portal, and other key information. Details related to the Housing First program and the Municipal, Provincial and Federal Plans (e.g., any gaps) are discussed. Standards for wages, mileage, rent supplement, etc., are outlined.

To schedule a pre-application meeting, you may send a request to [CPH@rmwb.ca](mailto:CPH@rmwb.ca).

# Community Plan on Homelessness

## Application Process

### Stage 1

1. CIP will notify you via email when the application form is available in the CIP Grant Portal. Log in to your CIP Grant Portal account and complete the application.
2. Submit the application, including required attachments and related budgets for the grant year.
3. The CIP Grant Portal will accept applications until 4:30 p.m. on **November 15, 2022**.
4. Contact [CIP@rmwb.ca](mailto:CIP@rmwb.ca) if you have any questions or need clarification.

### Stage 2

1. If clarification on the submitted application is required, you will receive an email notifying you that revisions have been requested. Please log in to the CIP Grant Portal to provide clarifications.
2. Administration will review the application and supporting documents to ensure eligibility in collaboration with the Homelessness Initiative Strategic Committee (HISC). HISC reviews the applications to ensure they align with HISC identified priorities and funding criteria. Organizations will be notified of the HISC recommendation to Council prior to the Council meeting.
3. HISC presents its recommendations to Council as the final stage of the application process. The final decision will be made by Council during the Council meeting.
4. Applicants will be notified of Council's decision following the Council meeting.

## Contact Information

If you have any questions or would like clarification, please contact [CPH@rmwb.ca](mailto:CPH@rmwb.ca) or Pulse at **780-743-7000** or Toll Free at **1-800-973-9663**.

## Eligibility

Allocation of the funding is assigned to non-profit organizations based on:

- their ability, capacity, and knowledge in delivery of services that align with evidence-based community trends and needs
- the Homelessness Initiative Strategic Committee (HISC) and community priorities at the time of RFI (i.e., intensive case management, housing support programs, assertive community treatment, outreach, and permanent supportive housing programs)
- the annual funding stream criteria, eligibility and directives.

# Community Plan on Homelessness

This RFI is extended to organizations who have delivered CPH programs defined below in the 2022-2023 fiscal operating year:

- Eviction Prevention Program
- Outreach Program
- Diversion Program
- Centralized Intake Program
- Housing First Program
- Rapid Re-Housing Program
- Permanent Supportive Housing

The Applicant must:

- be a registered non-profit organization
- offer programs and/or services that meet the classifications and directives outlined in the program consideration
- provide programs and/or services that align with the 'Expected Deliverables' outlined below
- have submitted all required reports, financial statements, or uncommitted grant proceeds from any previous Community Investment Program Grant
- offer programs/services within the Regional Boundary.

The Community Plan on Homelessness will not fund:

- programs or facilities for activities which are mandated or the responsibility of the Federal or Provincial governments, including but not limited to programs and facilities of health care, education, religious activities, housing and childcare.

## Expected Deliverables

A successful Applicant will be required to:

- improve the quality of life for residents in Wood Buffalo through strategic services that are of benefit to the region, as set out in a Service Delivery Agreement
- ensure accountability by providing the following reports:
  - intake, exit, and enrollment reports (where applicable)
  - quarterly reports
  - six-month and year end progress reports that identify challenges and successes of the program
  - monthly data, case notes, etc. to be recorded in Efforts to Outcomes database (where applicable)
  - monthly statement of expenses with supporting receipts and/or invoices
  - monthly spreadsheets on the measures and outcomes
- Complete and /or upload the following in the CIP Grant Portal:
  - Certificate of Insurance within 30 calendar days of execution of grant agreement
  - quarterly progress reports including statistics, and a description of services provided in relation to the funds spent

# Community Plan on Homelessness

- six-month and annual report describing the accomplished and unaccomplished goals of the approved program, successes and challenges of the program
- Financial Statements. Specific financial reporting requirements are determined by the following grant thresholds:
  - < \$100,000 – Summary of Revenue and Expenditures
  - \$100,000 - \$499,999 – Review Engagement Financial Statements
  - >\$500,000 – Audited Financial Statements

## Approved Uses of Grant Funds

In agreements with the Municipality, recipients will follow the guidelines for eligible costs, as determined by the source of the funding used to support the anticipated program.

As per Schedule B in the **Provincial and Federal** agreement, eligible costs are as follows:

- Subject to the terms and conditions of the agreement, the costs incurred must be eligible costs as stipulated in the agreement. Eligible costs are only subject to change with the prior written approval of the Municipality (the “eligible costs”). For greater certainty, any costs not specifically listed in the budget or listed as ineligible costs shall not be eligible costs. Costs that exceed the budgeted amount in each category of the budget require the prior written consent of the Municipality.
- Eligible costs must be incurred during the term. No costs incurred prior to or following the term are eligible Costs.
  - If the Municipality requests a program specific audit and/or evaluation following the expiry of the project period, the cost of the audit and/or evaluation is an eligible cost. Other expenses dated outside of the term are not eligible.
- Costs are considered eligible only if they are in the opinion of Municipality:
  - directly related to the activities as described in Schedule A of the agreement.
  - reasonable; and
  - correspond with budgeted and requested amounts outlined in Section 7 of Schedule B of the agreement.
- Subject to Section A and B hereof, only those costs with respect to which the recipient has incurred an obligation during the term and received goods and services by the end of the term are eligible Costs.

# Community Plan on Homelessness

## Ineligible Expenses

Whether the program is funded by Provincial or Federal grant funds, the following is a list of ineligible costs:

- entertainment expenses
- donations, gifts
- gift cards
- fines and penalties
- club membership fees
- expenses related to affordable housing
- expenses related to social housing
- software and/or hardware development and/or the purchase that limits or eliminates the involvement of Provincial and/or Federal evaluations or data collections
- the portion of the GST that is reimbursed to the recipient
- any costs deemed excessive or outside the scope of the budgeted categories in the opinion of the Municipality
- audit fees, except when the audit is specifically requested by the Municipality

## Disclosure of Information

Information contained in the submitted application may be part of the public Council agenda and accessible through all methods that the Council agenda is available.

Recipients are required to complete their project within the term of the grant agreement. There is no guarantee of continued or additional funding beyond the term of the grant agreement. All approvals are contingent upon the Municipality receiving grant funding from the Provincial and Federal government. The Municipality reserves the right to make additional calls for applications if new funding becomes available during the year.

A condition of accepting funding is that the Municipality has the authority to examine Recipients' records at any time to ensure funds are being used in the manner originally agreed upon. **Any funds not used as described in the agreement may have to be returned.**

Council reserves the right to allocate Community Plan on Homelessness Grants in such a manner as deemed to be in the best interest of the Municipality (Community Investment Program Policy FIN-220, Section 2.1.2).

# Community Plan on Homelessness

## Key Dates

November 1, 2022	CPH available for pre-application meetings
November 15, 2022	RFI applications opens
Upon request	One-on-one grant portal sessions with CPH (contact <a href="mailto:CPH@rmwb.ca">CPH@rmwb.ca</a> )
December 5, 2022	RFI Applications Closes – deadline to submit your application is 4:30p.m. MST.
December 12-16, 2022	Application clarification and correspondence with CPH staff
TBD	HISC recommendation preparations
TBD	Council meeting and final decisions
TBD	Decision letters and further information provided
Within 30 days of CIP receiving signed Grant Agreement	Grant distribution
Quarterly progress reports due 30 days at the end of the quarter	Recipient submits quarterly progress reports: <ul style="list-style-type: none"> <li>• July 31, 2023</li> <li>• October 31, 2023</li> <li>• January 31, 2024</li> <li>• April 30, 2024</li> </ul>
Within 30 days of execution of Grant Agreement	Certificate of Insurance submitted by Applicant
October 31, 2023	Recipient submits 6 Month Report
April 30, 2024	Recipient submits Final Report
120 days following the fiscal year end of the Organization	Recipient submits Financial Statements

# Community Plan on Homelessness

## Definitions

**Applicant** – Any group, club, individual or organization incorporated as a non-profit, charitable or Part IX Corporation, or registered as a society under the Alberta Societies Act and is in good standing under its relevant constating legislation.

**Centralized Intake Program** – Centralized Intake is the first point of contact or entry into the Housing First System.

**Certificate of Insurance** – For details on the level of insurance required, please contact CIP.

**Council** – Mayor and Council of the Regional Municipality of Wood Buffalo.

**Permanent Supportive Housing Program** - 24 Hour staffing in a location with other tenants with comparable complex and co-occurring issues, with some individuals unable to maintain housing.

**Diversion Program** – The Diversion Program assists individuals that are either homeless or at risk of homelessness. Referrals to this program come through the local emergency shelter.

**Eviction Prevention Program** – Assists individuals or families, who are facing eviction by identifying barriers and establishing an action plan to maintain tenancy.

**Grant** – Transfer of monies from the Municipality to an applicant, group or organization for a project that meets the specific grant program requirements.

**Grant Programs** – Funding programs created to directly administer grants to applicants under specific guidelines (i.e., Community Impact Grant, Games Legacy Fund, Community Plan on Homelessness Funding).

**Homelessness Initiative Strategic Committee (HISC)** - is an action-focused group that stewards and advocates for the community plan on homelessness.

**Housing First Program** – Permanent Housing is provided along with the supports that may include referrals for intensive medical or psychiatric assessments/treatments and case management services including life skills training, landlord liaison assistance and addictions counselling.

**Municipality** – The Regional Municipality of Wood Buffalo.

**Outreach Program** – Assists individuals and families who do not meet the requirements for the Housing First and Rapid Re-housing programs, or they are very low on the waitlist with lower needs. The Outreach worker will assist participants with finding secure and sustainable housing, finding employment, connecting with community resources, and helping participants navigate through the systems.

**Rapid Re-Housing Program** - Individuals with moderately acute needs require case management supports to assist with housing and life stability; otherwise, they may cycle in and out of homelessness.

# Community Plan on Homelessness

**Recipient** – Successful grant applicant who receives funding from the Municipality.

**Regional Boundary** – The physical area of the Municipality that includes any lands comprising of First Nation Reserve located within the Municipality's geographical boundaries.

**Societies Act** – A society may be incorporated under this Act to promote any benevolent, philanthropic, patriotic, religious, charitable, artistic, literary, educational, social, professional, recreational, sporting or any other useful object, but not for the purpose of carrying on any trade or business.

**Tawâw Housing First Partnership** – The Tawâw (pronounced ta-WOW in Cree, meaning “come in,” “welcome”) Housing First Partnership is an innovative collaboration drawing upon the expertise, experience, and networks of three established community organizations to create rapid access to 22 beds for homeless Indigenous individuals and families.

**Term** – The effective date and duration of the agreement.

For more information, please visit the Community Investment Program website at [www.rmwb.ca/CIP](http://www.rmwb.ca/CIP)

Centre of Hope Non-Profit Society of Fort McMurray

Eviction Prevention Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
64,163	94,169	99,850	106,426	106,426	-

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
70	10,779	March 31, 2021	2,936,914	1,019,425	1,836,940

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: The Eviction Prevention Program aligns with the HISC priorities and Provincial strategic areas of investment under Homeless Prevention. This program provides support and rental arrears to individuals and families facing eviction.

Community Impacts/Outcomes: Provide person-centered, strength-based services to individuals and families who are in short-term crisis and at risk of homelessness. Prevent individuals and families from increasing severity of crisis or risk of homelessness. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	106,426	106,426
Total Revenues	106,426	106,426
Expenses		
Staff Costs	34,944	34,944
Operational Costs	1,807	1,807
Client Related Costs	60,000	60,000
Administrative Costs (10%)	9,675	9,675
Total Expenses	106,426	106,426
Total Surplus (Deficit)	\$ -	\$ -

Centre of Hope Non-Profit Society of Fort McMurray

Housing First Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended (Partial)

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

HISC supports full scope of the program. Due to funding constraints, 98% of total request is recommended.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
816,354	821,632	800,451	804,697	784,937	(19,760)

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
91,088	46,708	March 31, 2021	2,936,914	1,019,425	1,836,940

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: This Housing First program aligns with the HISC priorities and the Provincial strategic areas of investment under Housing Supports.

Community Impacts/Outcomes: Provide person-centered, strength-based services to promote long-term housing stability. Supports for improved overall well-being. Reduction in barriers to sustained housing. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals. Increased harm-reduction.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	804,697	784,937
Total Revenues	804,697	784,937
Expenses		
Staff Costs	340,122	340,122
Operational Costs	37,785	37,785
Client Related Costs	38,100	38,000
Rent Supplement	315,536	297,672
Administrative Costs (10%)	73,154	71,358
Total Expenses	804,697	784,937
Total Surplus (Deficit)	\$ -	\$ -

Centre of Hope Non-Profit Society of Fort McMurray

*Permanent Supportive Housing Program*

**2023-2024 Community Plan on Homelessness Grant**

Community Plan on Homelessness Grant Analysis

Recommended
<b>CPH Grant Guidelines</b> - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
844,459	839,607	919,547	925,817	925,817	-

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
149,094	44,807	March 31, 2021	2,936,914	1,019,425	1,836,940

Notes:

Secured Revenue:

\$0

In Progress Revenue:

\$0

2023/2024 Grant Request:

This Permanent Supportive Housing program aligns with HISC priorities and the Provincial strategic areas of investment under Housing Supports.

Community Impacts/Outcomes:

Provide person-centered, strength-based services to promote long-term housing stability. Supports for improved overall well-being. Reduction in barriers to sustained housing. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals. Increased harm-reduction.

Budget Table	2023-2024 Request	2023-2024 Recommended
<b>Revenues</b>		
RMWB Community Plan on Homelessness Grant	925,817	925,817
<b>Total Revenues</b>	<b>925,817</b>	<b>925,817</b>
<b>Expenses</b>		
Staff Costs	827,185	827,185
Operational Costs	4,467	4,467
Client Related Costs	10,000	10,000
Administrative Costs (10%)	84,165	84,165
<b>Total Expenses</b>	<b>925,817</b>	<b>925,817</b>
<b>Total Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>

Governing Council of the Salvation Army in Canada

Diversion Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended (Partial)

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

HISC supports full scope of the program. Due to funding constraints, 98% of total request is recommended.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
-	153,373	145,580	147,810	145,470	(2,340)

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
-	3,956	March 31, 2021	9,010,586	2,123,859	720,251

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: This Diversion program aligns with HISC's priorities and the Federal Reaching Home Housing Partnering Strategy Directives under Prevention and Shelter Diversion.

Community Impacts/Outcomes: Provide person-centered, strength-based services to individuals and families who are in short-term crisis or episodic homelessness. Prevent individuals and families from increasing severity of crisis or risk of homelessness. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	147,810	145,470
Total Revenues	147,810	145,470
Expenses		
Staff Costs	77,740	75,712
Operational Costs	2,300	2,200
Client Related Costs	34,333	34,333
Rent Supplement	20,000	20,000
Administrative Costs (10%)	13,437	13,225
Total Expenses	147,810	145,470
Total Surplus (Deficit)	\$ -	\$ -

Governing Council of the Salvation Army in Canada

Housing First Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended (Partial)

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

HISC supports full scope of the program. Due to funding constraints, 98% of total request is recommended.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
567,423	525,504	544,505	572,441	562,640	(9,800)

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
62,219	32,223	March 31, 2021	9,010,586	2,123,859	720,251

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: This Housing First program aligns with the HISC priorities and the Federal Reaching Home Housing Partnering Strategy Directives under Housing services.

Community Impacts/Outcomes: Provide person-centered, strength-based services to promote long-term housing stability. Supports for improved overall well-being. Reduction in barriers to sustained housing. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals. Increased harm-reduction.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	572,441	562,640
Total Revenues	572,441	562,640
Expenses		
Staff Costs	252,356	245,772
Operational Costs	38,945	38,795
Client Related Costs	35,126	30,626
Rent Supplement	193,974	196,298
Administrative Costs (10%)	52,040	51,149
Total Expenses	572,441	562,640
Total Surplus (Deficit)	\$ -	\$ -

Wood Buffalo Wellness Society

Centralized Intake Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
295,798	305,931	253,600	302,007	302,007	-

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
-	44	March 31, 2021	2,677,703	68,142	2,057,082

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: The Centralized Intake program aligns with HISC's priorities and the Federal Reaching Home Housing Partnering Strategy Directives under Coordinated Access. This program is the lead in the Coordinated Access System making available more opportunities for referrals from other services, which has alleviated some of the demand on the current system.

Community Impacts/Outcomes: Increase capacity within the homeless system to reduce the timeframe for experiences of homelessness and improve quality of life for residents. Prevent increased reliance on community-based and emergency support services.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	302,007	302,007
Total Revenues	302,007	302,007
Expenses		
Staff Costs	263,015	263,015
Operational Costs	6,537	6,537
Client Needs	5,000	5,000
Administrative Costs (10%)	27,455	27,455
Total Expenses	302,007	302,007
Total Surplus (Deficit)	\$ -	\$ -

Wood Buffalo Wellness Society

Housing First Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
-	520,174	508,256	445,010	445,010	-

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
-	37,029	March 31, 2021	2,677,703	68,142	2,057,082

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: This Housing First program aligns with the HISC priorities and the Provincial strategic areas of investment under Housing Supports.

Community Impacts/Outcomes: Provide person-centered, strength-based services to promote long-term housing stability. Supports for improved overall well-being. Reduction in barriers to sustained housing. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals. Increased harm-reduction.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	445,010	445,010
Total Revenues	445,010	445,010
Expenses		
Staff Costs	159,403	159,403
Operational Costs	5,852	5,852
Client Related Costs	44,500	44,500
Rent Supplement	194,800	194,800
Administrative Costs (10%)	40,455	40,455
Total Expenses	445,010	445,010
Total Surplus (Deficit)	\$ -	\$ -

Wood Buffalo Wellness Society

Outreach Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
139,110	107,503	125,618	119,923	119,923	-

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
-	-	March 31, 2021	2,677,703	68,142	2,057,082

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

**2023/2024 Grant Request:** This Outreach program aligns with HISC's priorities, the Provincial strategic areas of investment under Connections to Long-term Solutions and Federal Reaching Home Housing Partnering Strategy Directives under Basic Needs Services.

This program is split between Federal and Provincial funding. Federal amount is to fund staffing cost; Provincial amount is to fund operational costs.

Community Impacts/Outcomes: Provide person-centered, strength-based services to individuals and families who are in short-term crisis or episodic homelessness. Prevent individuals and families from increasing severity of crisis or risk of homelessness. Prevent increased reliance on community-based and emergency support services. Increased harm-reduction.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	119,923	119,923
Total Revenues	119,923	119,923
Expenses		
Staff Costs	76,471	76,471
Operational Costs	3,520	3,520
Client Related Costs	36,000	36,000
Administrative Costs (10%)	3,932	3,932
Total Expenses	119,923	119,923
Total Surplus (Deficit)	\$ -	\$ -

Wood Buffalo Wellness Society

Rapid Re-Housing Program

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended (Partial)

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

HISC supports full scope of the program. Due to funding constraints, 99% of total request is recommended.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
466,626	441,236	425,365	457,990	452,490	(5,500)

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
30,648	8,587	March 31, 2021	2,677,703	68,142	2,057,082

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: This Rapid Re-Housing program aligns with HISC's priorities and the Federal Reaching Home Housing Partnering Strategy Directives under Housing services

Community Impacts/Outcomes: Provide person-centered, strength-based services to promote long-term housing stability. Supports for improved overall well-being. Reduction in barriers to sustained housing. Prevent increased reliance on community-based and emergency support services.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	457,990	452,490
Total Revenues	457,990	452,490
Expenses		
Staff Costs	159,403	159,403
Operational Costs	5,852	5,852
Client Related Costs	57,500	52,500
Rent Supplement	193,600	193,600
Administrative Costs (10%)	41,635	41,135
Total Expenses	457,990	452,490
Total Surplus (Deficit)	\$ -	\$ -

Wood Buffalo Wellness Society

*Permanent Supportive Housing Program - Tawâw*

2023-2024 Community Plan on Homelessness Grant

Community Plan on Homelessness Grant Analysis

Recommended (Partial)

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

HISC supports full scope of the program. Due to funding constraints, 95% of total request is recommended.

CPH Grant Summary:

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
-	-	536,847	732,152	696,347	(35,805)

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
-	-	March 31, 2021	2,677,703	68,142	2,057,082

Notes:

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: This Permanent Supportive Housing program aligns with the HISC priorities the Provincial strategic areas of investment under Housing Supports and provides unique and specific supports to Indigenous homeless individuals.

Community Impacts/Outcomes: Provide person-centered, culturally appropriate, strength-based services to promote long-term housing stability. Supports for improved overall well-being. Reduction in barriers to sustained housing. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals. Increased harm-reduction.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	732,152	696,347
Total Revenues	732,152	696,347
Expenses		
Staff Costs	564,973	564,973
Operational Costs	14,400	7,850
Client Related Costs	86,220	60,220
Administrative Costs (10%)	66,559	63,304
Total Expenses	732,152	696,347
Total Surplus (Deficit)	\$ -	\$ -

YMCA of Northern Alberta

*Housing First Program*

**2023-2024 Community Plan on Homelessness Grant**

Community Plan on Homelessness Grant Analysis

Recommended (Partial)

CPH Grant Guidelines - programs must meet the criteria of the Provincial Strategic Areas of Investment or the Federal Directives, and Council's Strategic Plan.

HISC supports full scope of the program. Due to funding constraints, 96% of total request is recommended.

**CPH Grant Summary:**

2020-2021 Approved	2021-2022 Approved	2022-2023 Approved	2023-2024 Request	2023-2024 Recommended by HISC	Variance Recommended vs. Requested
707,720	690,071	712,328	753,390	726,660	(26,730)

Uncommitted Program Fund		Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Grant Request All Programs
2020-2021	2021-2022				
49,692	31,727	December 31, 2021	56,153,179	861,832	753,390

**Notes:**

Secured Revenue: \$0

In Progress Revenue: \$0

2023/2024 Grant Request: This Housing First program aligns with the HISC priorities and the Provincial strategic areas of investment under Housing Supports.

Community Impacts/Outcomes: Provide person-centered, strength-based services to promote long-term housing stability. Supports for improved overall well-being. Reduction in barriers to sustained housing. Prevent increased reliance on community-based and emergency support services. Increased self-sufficiency of individuals. Increased harm-reduction.

Budget Table	2023-2024 Request	2023-2024 Recommended
Revenues		
RMWB Community Plan on Homelessness Grant	753,390	726,660
Total Revenues	753,390	726,660
Expenses		
Staff Costs	305,300	305,300
Operational Costs	32,600	31,600
Client Related Costs	50,300	37,000
Rent Supplement	296,700	286,700
Administrative Costs (10%)	68,490	66,060
Total Expenses	753,390	726,660
Total Surplus (Deficit)	\$ -	\$ -



## COUNCIL REPORT

Meeting Date: February 28, 2023

**Subject: 2023 Public Art Work Plan**

**APPROVALS:**

**Paul Thorkelsson**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT the Public Art Wood Buffalo 2023 Work Plan, provided as Attachment 1 to the Report dated February 28, 2023, be accepted as information; and

THAT \$214,000 be drawn from the Public Art Reserve Fund to support the Public Art Wood Buffalo 2023 Work Plan.

**Summary:**

The Public Art Wood Buffalo 2023 Work Plan (Work Plan) outlines the key priorities and program direction for the year. The Work Plan also supports decision making and resource allocation to support the vision and strategies as outlined in the Wood Buffalo Public Art Plan. The Work Plan supports a variety of program areas and projects that aim to build artist capacity and increase opportunities for regional artists as it builds the Municipal Public Art Collection.

**Background:**

The Work Plan was developed by Administration to support the goals and strategies identified in the Public Art Plan and are in alignment with Council's Strategic Plan 2022-2025. The Work Plan was supported by the Public Art Committee at their February 8, 2023 meeting.

The Work Plan focuses on the following program areas and projects:

- Acquisitions - Acquires works of art that enrich communities, support artists, and form a visual art history of the region. The upcoming year will focus on a pilot program for the acquisition of art by artists in or from Wood Buffalo and Treaty 8 territory, cataloguing the Municipal Public Art Collection and municipal art assets, and developing a process for maintenance and long-term conservation.
- Artist and Community - An open artist call for artists and communities to work collaboratively on projects will be piloted. This encourages artists and community

to co-create a project with shared goals, themes, or ideas. Information sessions will align to support learning and building experience.

- Temporary Art - Artworks are created for a specific event, or place for a specific occasion and timeframe. Programs for 2023 include the annual street banner program, and biennial igNIGHT - art illuminated exhibition.
- Public Sites - Supports the creation of permanent public art in the public realm.
  - o The Public Art Bench program will continue with another sister bench project connecting rural and urban communities.
  - o The Indigenous Curator will continue to find opportunities for collaborating, decolonizing systems, and advancing the profile of Indigenous art and artists in the Region.
  - o Exploratory discussions have begun to develop a project that will incorporate culture and diversity. A project outline is under development.

### **Budget/Financial Implications:**

Administration is requesting that \$214,000.00 be transferred from the existing Public Art Reserve for the delivery of programs and projects related to the 2023 Public Art Work Plan.

The Public Art Reserve holds all Percent-for-Art funds to be utilized to commission Public Art. The Municipality allocates to the Public Art Reserve one-half of a percent of the annual construction costs of approved Capital Projects.

<b>Public Art Reserve</b>	
<b>Balance December 31, 2021</b>	<b>\$2,996,476</b>
2022 Allocation to Reserve	\$249,000
2022 Approved Drawdown (to date)	\$303,226
<b>Balance December 31, 2022</b>	<b>\$2,942,250</b>
2023 Allocation to Reserve	\$108,478

<b>Balance February 15, 2023</b>	<b>\$3,050,728</b>
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**Rationale for Recommendation:**

The Work Plan was developed by Administration with consideration of current projects and opportunities. The Public Art Committee formally recommended the adoption of the 2023 Public Art Work Plan at their February 8, 2023 meeting.

The Work Plan focuses on achieving the mandate of the Public Art Plan of strengthening community identity and sense of place through the creation and development of public art in the Region.

**Strategic Plan Values:**

Building Partnerships  
Rural and Indigenous Communities and Relationships  
Downtown Visualization

**Attachments:**

**1. Public Art Wood Buffalo 2023 Work Plan**

**2. Public-Art-Policy-PRC-170**

**Public Art Work Plan Presentation**

# PUBLIC ART WOOD BUFFALO

## 2023 WORK PLAN

### Introduction

The development of the 2023 annual work plan was coordinated by the Community and Protective Services Department and guided by an Interdepartmental Public Art Working Group. The Public Art Committee endorsed this Work Plan at their February 8, 2023 meeting.

All recommendations presented are supported by the Wood Buffalo Public Art Plan 2021-2030, adopted by Council in May 2021. In alignment with this plan, projects are categorized under the key program areas:

**Acquisitions** - Public art acquired through purchase, donation, or commission to be included in the Public Art Collection.

**Artist and Community** - Public art co-creating by artists and community.

**Temporary Art** - Public art for a specific event or place for a limited time.

**Public Site** - Permanent public art in the public realm.

**Private Site** - Public art on private sector development sites

**Collection Management** – Management and upkeep of the permanent collection

This Work Plan outlines a summary of public art projects from 2022 and projects to be initiated in 2023. Funding for each program area is derived from the public art reserve as per the Public Art Policy (PRL-170).

### 2022 Work Plan Overview

Last year's projects included the renewal of the Public Art Policy PRC-170 and the creation of Public Art Administrative Procedure PRC-170-P01. There were also several projects completed that remained from the 2021 Work Plan while 2022 offered increased opportunities for local talent and community artists.

2022 Projects	Description	Timeline
<b>ACQUISITIONS</b>		
Jubilee Main Floor	Artworks of regional relevance for lobby of Jubilee. First installation Q1 2023	On-going
<b>ARTIST AND COMMUNITY</b>		
Artist and Community	Pilot artist call launched in 2023	On-going
<b>TEMPORARY ART</b>		
Street Banner Program	Annual street banner program	Complete
Mural Academy	Mural Mentorship Program – Artist talk, workshops, Borealis Skateboard Park, and Mini-Mural project	Complete
<b>PUBLIC SITES</b>		
Public Art Bench Program	Benches were installed at Kiyām Park (2) and Saprae Creek (1). Anzac bench installation Spring 2023.	On-going
Birchwood Trail Artwork	Installation of <i>Winter Solstice – The Longest Hunt</i> at Doug Barnes Cabin	Complete
Kiyām Community Park	Two Art Benches and the temporary Pop-Up Photography mural	Complete
Waterfront/Downtown	Projects under review	On-hold
Indigenous Curator	Process and project development	On-going

## 2023 Public Art Work Plan

### ACQUISITION PROGRAM

The Public Art Program will acquire works of art that enrich communities, support local artists, and form a visual art history of the region for the use and enjoyment of the Wood Buffalo residents. The focus for this year is to pilot a program to acquire artworks that have local relevance, catalogue the public art collection, and develop a process for maintenance and long-term conservation.

### ARTIST AND COMMUNITY PROGRAM

The Artist and Community Program will roll out in 2023 and will provide support through a small-scale open art call to support local artists and community in co-creating projects with shared goals, themes, or ideas. These projects are unique, and community driven with an aim of meaningful connection. Program development may include workshops that support artists and community through the application process, increase understanding for public art and how it is created and build on skills.

### TEMPORARY PUBLIC ART PROGRAM

Temporary works are public art completed by an artist created for a specific event or place for a specific occasion and timeframe. These works are not considered part of the public art collection. Programs include the annual street banner program, murals, and the biennial igNIGHT exhibition.

### PUBLIC SITES PROGRAM

The public sites program supports the creation of permanent public art in public spaces in new and renewed facilities, parks, developments, and infrastructure. Projects can take many forms including discrete sculptural objects, functional elements, the design of a specific element of a building or public space, the design of entire elements of public infrastructure and others. Contemporary approaches that are being used more increasingly are including artist-on-design teams, public art residencies, and curator-driven projects.

- The Public Art Bench Program will expand the Art Bench program to add another set of sister benches to be feature and connect rural and the Fort McMurray community.
- Work will continue with the Indigenous Curator who is collaborating to advance the profile of Indigenous art, decolonizing systems, and building processes that better align with the cultural processes of Indigenous people.

## 2023 Public Art Work Plan Reserve Transfer

The Public Art Program is requesting the transfer of \$214,000.00 from the existing Public Art Reserve to be used for the 2023 Public Art Work Plan. A breakdown of allocation by program is provided below:

Program	Allocation
Acquisitions	\$60,000
Artist & Community	\$0
Temporary Public Art	\$139,000
Public Sites	\$15,000

# COUNCIL POLICY



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

Document Name: Public Art

Department Name: Community and Protective Services

Document Number: PRC-170

Effective Date: September 27, 2022

Next Revision Date: September 27, 2025

## **STRATEGIC PLAN LINKAGE**

- Fiscal Management

## **PURPOSE AND OBJECTIVE**

Public Art is fundamental to building community identity and a sense of place that is unique to the region. The Public Art Policy (the “Policy”) provides a Council framework for implementing the Wood Buffalo Public Art Plan. The Plan demonstrates commitment to a Public Art ecosystem with sustainable structures and supports that foster a connected community, visible Indigenous presence, and vibrant public realm. This Policy establishes and supports the Public Art Program and identifies financing requirements related to the Public Art Reserve for delivery of Public Art programs and projects.

## **GENERAL PRINCIPLES**

### **1. Definitions:**

- 1.1. “Acquisition” means the acquiring of Public Art through commission, purchase, donation, bequest, or Curatorial Process.
- 1.2. “Artist” means a person who:
  - a) is recognized as an artist;
  - b) possesses skill, training, and experience in their artistic discipline;
  - c) is active in and committed to their practice; and
  - d) has a history of public presentation.
- 1.3. “Conservation” means the care of Public Art, including a range of preventative measures and professional treatments.
- 1.4. “Curatorial Process” means the process through which a curator is engaged to develop a narrative and theme for a Public Art project and invites specific Artists to submit proposals, directly purchases Public Art, directly commissions Public Art, or manages an open competition for Artists.
- 1.5. “Indigenous Communities” means Indigenous communities located within the boundaries of the Regional Municipality of Wood Buffalo.

- 1.6. "Maintenance" means the upkeep of Public Art as recommended in a maintenance package associated with an Acquisition or as otherwise determined by the Public Art Program.
- 1.7. "Municipal Public Art Collection" means an inventoried collection of Public Art owned and held in trust by the Municipality.
- 1.8. "Percent-for-Art" means the percentage of capital construction project costs, as approved by Council through the annual Municipal budget process, to be allocated to the Public Art Reserve.
- 1.9. "Public Art" means artistic and cultural expression as experienced in the public realm. Public art is a place-based creative practice. Unlike a singular, moveable art form, public art embraces a series of creative practices that encompass a variety of forms and approaches, temporary or permanent, that respond to and engage with specific sites and situations. The outcome of an Artist's creative practice can be part of the actual infrastructure of a physical built environment, or it can be part of the community engagement process of establishing or redeveloping an area, a place, or a space. Public Art can be a permanent or temporary space-specific work, it can form part of a festival, be a series of events, or be an intervention co-created with community.
- 1.10. "Public Art Committee" means the Council-appointed committee established through a bylaw for the purpose of advising Council on the implementation of the Public Art Program.
- 1.11. "Public Art Plan" or "Plan" means the Council-adopted Wood Buffalo Public Art Plan.
- 1.12. "Public Art Program" or "Program" means the program adopted by Council and supported through the Public Art Reserve for the purpose of developing, selecting, acquiring, and displaying the Municipal Public Art Collection.
- 1.13. "Public Art Reserve" means the monetary fund established to support activities of the Public Art Program.
- 1.14. "Public Art Workplan" or "Workplan" means an annual prioritized list that sets out Public Art Program areas and projects with associated budgets and approaches.

## 2. Responsibilities:

### 2.1. Council to:

- 2.1.1. approve this Policy and any future amendments, as required;
- 2.1.2. annually approve allocations to the Public Art Reserve;
- 2.1.3. appoint members to the Public Art Committee; and
- 2.1.4. consider and support the annual Public Art Workplan.

### 2.2. Chief Administrative Officer (CAO) to:

- 2.2.1. recommend any amendments to this Policy;
- 2.2.2. support implementation of this Policy; and
- 2.2.3. support staffing requirements to deliver the Public Art Program.

### 3. General Procedures

#### 3.1. Public Art Program:

- 3.1.1. The Municipality will implement a sustainable and responsive funding strategy for the management and growth of the Public Art Program.
- 3.1.2. For the general benefit of the community, the Municipality will increase the presence of Public Art and build integrity of the Public Art Program through comprehensive standards, procedures, and processes.
- 3.1.3. The Public Art Program will honour Indigenous Communities and cultural ways of knowing.
- 3.1.4. The Public Art Program cultivates an inclusive community where all cultural traditions and expressions are respected, promoted, and equitably resourced and also acknowledges the distinctiveness of communities, people, and cultures.

#### 3.2. Public Art Reserve:

- 3.2.1. The Municipality will support Public Art through a Percent-for-Art sustainable funding model that allocates a small percentage of capital funds toward the Public Art Reserve.
- 3.2.2. The Municipality will allocate to the Public Art Reserve one-half of a percent (0.5%) of the annual construction costs of approved Capital Projects.
- 3.2.3. The Public Art Reserve will hold all Percent-for-Art funds with such funds being utilized to commission Public Art at the associated capital project site or an alternative site.
- 3.2.4. The Public Art Reserve should be applied to support a diversity of accessible Public Art opportunities throughout the Municipality.
- 3.2.5. The Public Art Reserve will support the Conservation of Public Art.
- 3.2.6. Where budgeted funds are not spent or allocated in their entirety within a budget year, such funds will remain in the Public Art Reserve.

#### 3.3. Public Art Workplan:

- 3.3.1. An annual Public Art Workplan will be developed in consultation with Municipal departments and the Public Art Committee.
- 3.3.2. The Workplan will align with the goals and objectives of the Public Art Program and be presented to Council in the first quarter.
- 3.3.3. The Workplan will identify the year's Program initiatives. If approved, funds are to come from the Public Art Reserve.

### 4. Rescind and Replace

This Policy rescinds and replaces the Municipal Public Art Policy PRL-160, dated September 8, 2015.

**APPROVAL**

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time, as necessary.

  
\_\_\_\_\_  
Sandy Bowman, Mayor  
\_\_\_\_\_  
Jade Brown, Chief Legislative Officer  
\_\_\_\_\_  
Date

**SUPPORTING REFERENCES AND POSITION RESPONSIBLE**

Legal References:	Copyright Act, RSC 1985, c C-42 Municipal Government Act, RSA 2000, c M-26
Cross References:	Fiscal Responsibility Policy FIN-160 Public Art Administrative Procedure PRC-170-P01 Wood Buffalo Public Art Plan 2021-2030
Position Responsible:	Director, Community and Protective Services

**COUNCIL POLICY DETAILS AND REVISION HISTORY**

<b>Date</b>	<b>Action</b>	<b>Description</b>
July 9, 2014	Introduction	New Municipal Public Art Policy PRL-160.
September 8, 2015	Revision – Minor	Extension of Policy term.
September 27, 2022	Revision – Substantive	Public Art Policy PRC-170 rescinds and replaces Municipal Art Policy PRL-160. Changes were made to definitions, responsibilities, and procedures. Cross references were added. The format was revised to meet requirements for the new Policy template.

# 2023 Public Art Work Plan

Presenters: Deanne Bergey – Director, Community and Protective Services  
Sharon Heading – Chair, Public Art Committee

Meeting Date: February 28, 2023



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# Wood Buffalo Public Art Plan

## Mandate:

- *To strengthen community identity and sense of place through the creation and development of public art in the region.*



# Public Art Plan Strategies



- A Robust Public Art Ecosystem
- Sustainable Structures & Supports
- A Vibrant Public Realm
- Visible Indigenous Presence
- A Connected Community

# What is the Annual Public Art Work Plan?

- Aligns with the Public Art Plan and supports its implementation
- Developed in collaboration with the Public Art Committee and the Interdepartmental Public Art Working Group
- Outlines proposed public art projects for Council's approval
- Provides a requested draw down from the Public Art Reserve

# Acquisition

Acquire works of art that enrich communities, support local artists, and form a visual history of the region for the use and enjoyment of the people of Wood Buffalo.

## Highlights in 2022:

- Installation of “Winter Solstice – The Longest Hunt”
- Reconciliation Artworks for Council Chambers



# Acquisition

## 2023 Work Plan:

- Carryover project – Art Call for works by artists with a connection to Wood Buffalo/Treaty 8 territories
- Documentation of artworks held in trust will continue as acquisitions are made
- An annual review process and maintenance plan for the safekeeping of assets will be initiated



# Artist and Community

Provide opportunities for local artists and community to co-create projects with shared goals, themes, or ideas.

## Highlights for 2022:

- Research for pilot program

## 2023 Workplan:

- Pilot program to launch in 2023
- Artist information sessions and learning opportunities



# Temporary Art

Works of art completed by an artist created for a specific event or place, for a specific occasion and timeframe.

## Highlights of 2022:

- Mural Academy
- Artist Talk
- Mini Mural
- Street Banner Program



Mural Academy – mural mentorship. Lead artist – AJA Loudon

# Temporary Art

## 2023 Work Plan:

- Annual street banner program
- leased local artwork program (*NEW*)
- igNIGHT – art illuminated exhibition



“NorthernSpirit” 2022 Street Banner designs

# Public Sites

Supports the creation of permanent public art for the public realm in new and renewed facilities, parks, developments, and other infrastructure.

## Highlights of 2022:

- Indigenous Curator
- Public Art bench program
- Kiyām Park

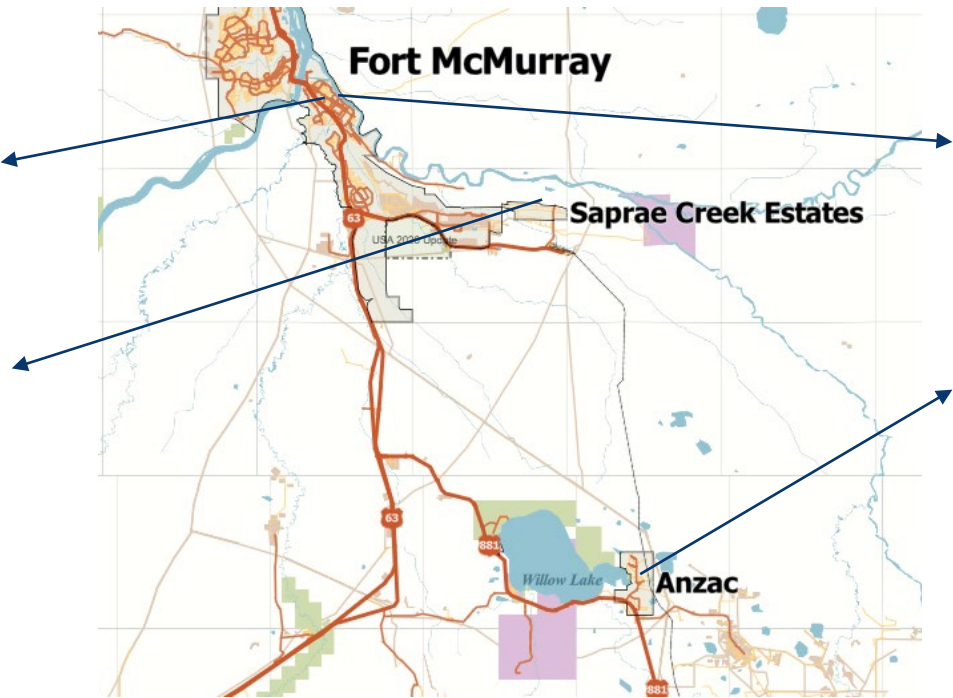


Photographer - Crystal Mercredi, Videographer - Lucas Seaward and Mural design - Sedef Uzer Prakash

# Public Sites



“Call of the Wild” by Amy Keller-Rempp



“Follow the Sun” by Kritsana Naowakhun

Attachment: Public Art Work Plan Presentation (2023 Public Art Work Plan)



# Public Sites

## 2023 Work Plan:

- The Indigenous Curator will continue to support program development, Indigenous framework and narrative
- Expansion of the Public Art bench program



# Transfer to Public Art Program

Program	Allocation
Acquisitions	\$60,000
Artist & Community	\$0
Temporary Public Art	\$139,000
Public Sites	\$15,000

# Transfer to Public Art Program

Request of \$214,000.00 be transferred from the Public Art Reserve for the delivery of the 2023 Public Art Work Plan.



“Teachings” by Frederick R. McDonald

# Thank You





## COUNCIL REPORT

Meeting Date: February 28, 2023

**Subject: Wood Buffalo Wayfinding Strategy**

**APPROVALS:**

**Paul Thorkelsson**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT the Wood Buffalo Wayfinding Strategy, dated January 2023, be adopted as an overarching guiding document to support the development of wayfinding plans in the neighbourhoods and communities of the Regional Municipality of Wood Buffalo.

**Summary:**

The Wood Buffalo Wayfinding Strategy is a guiding document that provides foundational elements for wayfinding in the Regional Municipality of Wood Buffalo (RMWB) including guiding principles, recommendations and considerations, and sign designs. The Strategy provides an approach for developing wayfinding plans, including directional signage, in the neighbourhoods and communities of the RMWB.

**Background:**

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

There are multiple benefits to incorporating wayfinding into a community, like encouraging residents or visitors to use more active modes of transportation, reflecting Indigenous culture and history, and strengthening regional identity.

The Wood Buffalo Wayfinding Strategy traces its origins back to the Council-appointed Waterfront Advisory Committee. As part of reimagining the waterfront and downtown, there was discussion regarding having proper signage to guide people throughout these areas.

Rather than developing a stand alone wayfinding plan for the downtown, Administration focused on first developing an overarching Wayfinding Strategy, that would provide an approach for developing wayfinding plans, including directional signage, in neighbourhoods and communities across the Region.

The Wayfinding Strategy includes foundational elements for wayfinding in the Region including sign designs, recommendations and guiding principles.

Five guiding principles were developed to guide regional wayfinding projects:

1. *Celebrate Wood Buffalo:* Banners, illustrations, and signs reflect and celebrate the diverse character of the Region.
2. *Connect people to places:* Directional signs provide vehicular and pedestrian route connections between important destinations and promote safe, active travel.
3. *Consider pedestrian needs:* Wayfinding signage provides direction to pedestrians and people using alternative modes of transportation such as bicycles and mobility scooters.
4. *Ensure consistency:* The visual identity used in the wayfinding program is consistent across the Region through use of RMWB brand elements including typefaces, colour scheme, and materials.
5. *Wayfinding is for all:* Wayfinding includes fonts in sizes and colours that users can read, universal icons, and place names in Cree and Dene languages.

Wood Buffalo sign family designs were developed through consideration of existing gateway sign design, the input gathered through engagement, and industry best practices.

The sign family is a coordinated set of sign types that work together to create a visually cohesive wayfinding system. Each sign type has a specific purpose and audience. Each wayfinding plan will include the signs needed for wayfinding based on destinations, target audience, and routing.

Should the Wayfinding Strategy be adopted, there will be several actions to move forward, including:

- Finalization of a Fort McMurray Downtown Wayfinding Plan, with implementation considered as part of the Budget 2024 process;
- Establishment of a timeline for neighbourhood and community Wayfinding Plan development; and
- Development of a Council policy to complement the Strategy.

As work in this area continues, the Wayfinding Strategy will be monitored and evaluated, with a formal review in five years' time to ensure it is meeting the needs of the Region.

#### **Budget/Financial Implications:**

There are no additional immediate costs associated with the adoption of the Wayfinding Strategy. Any costs for future signage will be requested as part of the regular annual budget process.

**Rationale for Recommendation:**

The Wood Buffalo Wayfinding Strategy fills an identified gap, providing strategic recommendations and visual standards for wayfinding across the Region. It includes best practices and an approach that the Municipality can follow to help Wood Buffalo neighbourhoods and communities develop future wayfinding plans.

**Strategic Plan Values:**

Building Partnerships  
Rural and Indigenous Communities and Relationships  
Local Economy  
Downtown Visualization

**Attachments:****1. Wood Buffalo Wayfinding Strategy January 2023****Wayfinding Strategy PowerPoint Presentation**



# Wood Buffalo Wayfinding Strategy

January 2023



## Land acknowledgment

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

## Acknowledgments

We would like to recognize everyone who contributed ideas and time to make the Wayfinding Strategy a collaborative effort.

### RMWB Administration

### Consultant team

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

### Wood Buffalo

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



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### What we heard

"The wayfinding strategy should honour the past, reflect the present, and anticipate the future."



## Project summary

The Regional Municipality of Wood Buffalo (RMWB) is one of Canada's largest municipalities. The Wood Buffalo Wayfinding Strategy fills an identified gap, providing strategic recommendations and visual standards for wayfinding within the region. The Strategy supports existing policy and Council direction.

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

Benefits of wayfinding include encouraging people to use more active modes of transportation, making the public realm accessible, reflecting Indigenous culture and history, and strengthening regional identity.

Five guiding principles were developed to guide regional wayfinding projects.

### ***Principle 1: Celebrate Wood Buffalo***

Banners, illustrations, and signs reflect and celebrate the diverse character of the region.

### ***Principle 2: Connect people to places***

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

### ***Principle 3: Consider pedestrian needs***

Wayfinding signage provides direction to pedestrians and people using alternative modes of transportation such as bicycles and mobility scooters.

### ***Principle 4: Ensure consistency***

The visual identity used in the wayfinding program is consistent across the region through use of RMWB brand elements including typefaces, colour scheme, and materials.

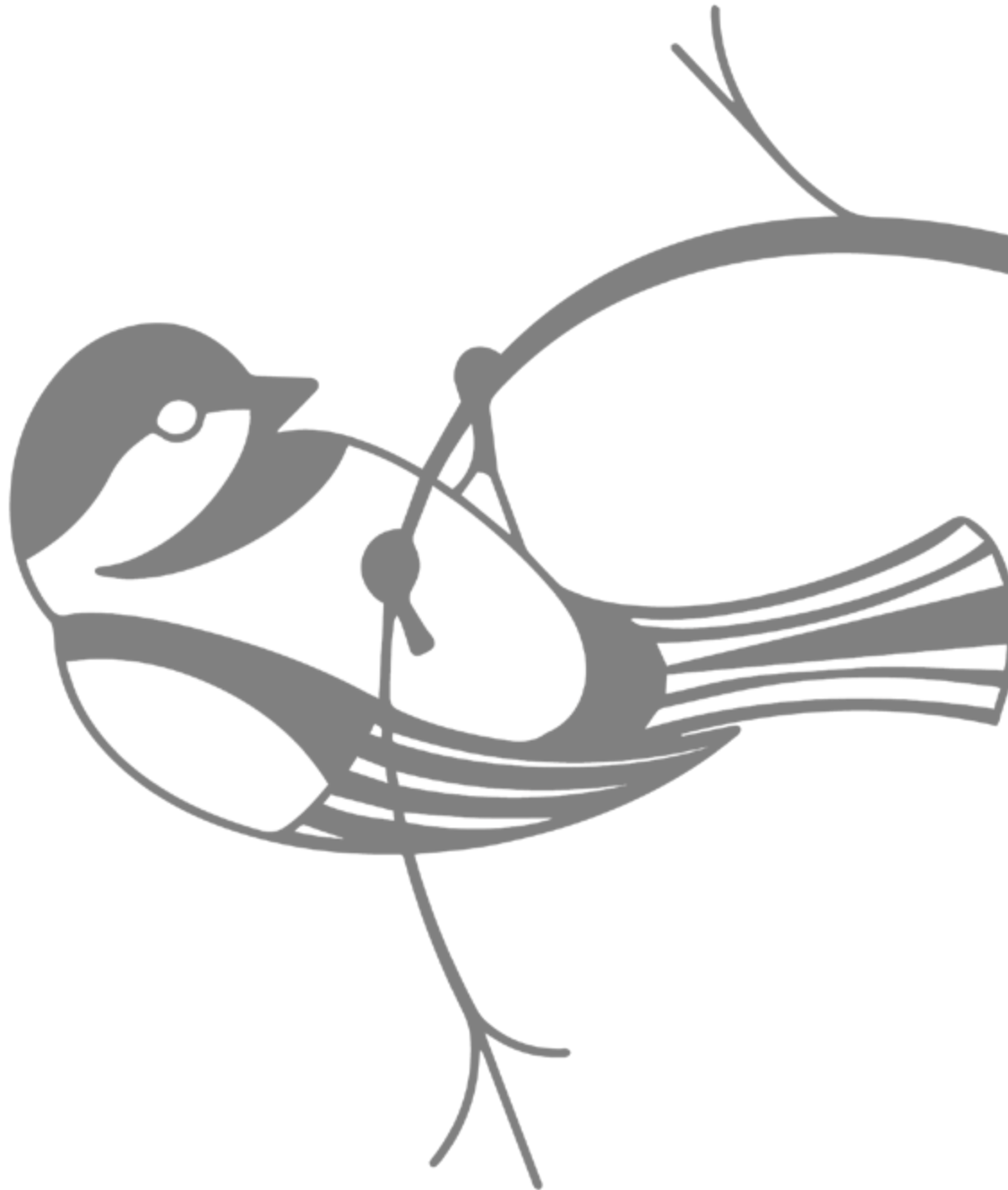
### ***Principle 5: Wayfinding is for all***

Wayfinding includes fonts in sizes and colours that users can read, universal icons, and place names in Cree and Dene languages.

Wood Buffalo sign family designs were developed through consideration of existing gateway sign design, the input gathered through engagement, and industry best practices.

The sign family is a coordinated set of sign types that work together to create a visually cohesive wayfinding system. Each sign type has a specific purpose and audience. Each wayfinding plan will include the signs needed for wayfinding based on destinations, target audience, and routing.

The Strategy includes an approach that the municipality can follow to help Wood Buffalo communities and neighbourhoods develop future wayfinding plans. Best practices are included to provide guidance through the process.



## What we heard

"Wayfinding is part of bringing people downtown, but the wayfinding needs to be coupled with a hook, something that will draw people downtown."

Geo-caching has been fun for me and my kids and brought us to a bunch of new places downtown and could fairly easily be tied to wayfinding signs (magnetic geo-caches, etc.). Getting kids/schools involved will also help."

# Introduction

## Purpose of document

The Wood Buffalo Wayfinding Strategy provides foundational elements for wayfinding in the region including guiding principles, recommendations and considerations, and sign designs.

The Strategy provides an approach for developing wayfinding plans, including directional signage, in Wood Buffalo communities and neighbourhoods.

## How to use this document

### RMWB Administration

- Use the guiding principles to develop a formal policy for incentivizing wayfinding in the region's communities and neighbourhoods.
- Update Bylaws and policies as needed to support the Strategy.
- Use the procedures to develop wayfinding plans for communities and neighbourhoods according to the guiding principles and best practices.
- Help communities and neighbourhoods with communications and engagement to support the creation of locally-supported wayfinding plans.

### Community and Neighbourhood leaders

- Work with the municipality and wayfinding consultants through the procedures to create a wayfinding plan for your local area.

## What we heard

"Wayfinding should be:

Visual.

Bright colours.

Maps.

Educational.

Fun.

Interactive.

Engaging.

All ages.

Multi-lingual.

Inclusive.

Vibrant.

Interesting.

Memorable.

Accessible."

# Wayfinding for Wood Buffalo

## What is wayfinding?

Wayfinding is a series of visual cues to help someone understand where they are and where they are going. The cues can include signs, banners, public art, landmarks or historic buildings, colour systems, and lighting. All these elements work together to create a cohesive system to aid in orientation, navigation, and contribute to a sense of place.

### What does a successful wayfinding plan look like?

- The process to create the plan includes input from residents, Indigenous partners, local business owners, and other stakeholders.
- The plan incorporates signs and elements that are inclusive, accessible, useful, and legible for all demographics.
- The plan provides opportunities to tell local stories.

## Definitions

### Sense of place

“Sense of place” refers to the identity of a space, place, landscape, building, street, neighbourhood, or community. It refers to the feelings or emotions that are felt when the space is entered or experienced. For example, a space can make a visitor feel relaxed, cozy, anxious, or overwhelmed. Wayfinding elements such as banners and signs

typically reflect and magnify the identified sense of place of a community, as that is one of the things that makes the community unique.

### Orientation

Orientation is creating awareness of where you are currently situated and understanding the surrounding area.

### Navigation

Navigation is provided by wayfinding signs that communicate a specific route between where you are, and where you want to be.

### Streetscape

Streetscapes extend from building edge to building edge and include street trees, sidewalks and curbs, roadways, banners, signs, lights, and seating areas. The idea behind beautifying the streetscapes is that an attractive setting promotes activity.

### Public realm

The public realm consists of publicly-owned streets and other publicly accessible open spaces such as parks, squares, plazas, courtyards, and alleys.

## Did you know?

Do you follow street signs to find where to turn? Do you recognize the correct turn when you see a visual cue like a mural or landmark? Does the heritage plaque on the next street provide interesting information about our community? These are all part of wayfinding!

## What we heard

“Wayfinding is more than directional signage; it should help define and characterize communities and neighbourhoods.”

# What is special about wayfinding in Wood Buffalo?

The Regional Municipality of Wood Buffalo (RMWB) is one of Canada's largest municipalities and home to six First Nations, six Métis communities, nine rural communities, and one urban service area. Wayfinding projects can bring neighbourhoods and communities together and create a shared identity with colour, graphics, designs, and public celebration of culture and history.

## Gateway signs

Many of the region's communities and neighbourhoods have gateway signs as recommended in the 2006 Community Placemaking Plan. These signs were developed after extensive engagement and reflect unique cultural or historic aspects of each community.

The gateway sign's graphic element that reflects the unique culture or history of each community can also be used on wayfinding signs and banners. For example, the float plane on Dickinsfield's gateway sign can be simplified and used as a graphic element on wayfinding within the community to enhance the sense of place, or community character.

## Traditional place names

Wood Buffalo is rich with Indigenous history and culture. Wayfinding provides an opportunity to share the true history of the land and celebrate the diverse cultures of the Cree, Dene, and Métis.

The local Indigenous languages in Wood Buffalo are Cree and Dene. Incorporating traditional place names on wayfinding elements contributes to Cree and Dene language preservation and reclamation, and supports several of the Calls to Action outlined in the Truth and Reconciliation Commission of Canada's Final Report.

## What we heard

"Nice to see that attention seems to be on building a cultural identity.

Signage should match the environment."

## What we heard

"Please make sure: where a traditional name exists - use it!"

# Why is wayfinding important to Wood Buffalo?

## 1. Wayfinding encourages people to use more active modes of transportation.

When residents and visitors know that they can travel through the community without getting lost, they are more likely to be comfortable walking to their local destination.

## 2. Wayfinding makes the public realm accessible to all residents and visitors.

Seniors and new residents are more likely to explore on foot when signs provide information they need about nearby destinations and walk times.

Wayfinding contributes to an age-friendly public realm by increasing the number of pedestrians, making seniors feel safer walking in the community.

Wayfinding makes the public realm understandable, encouraging active modes of transportation like biking and walking.

## 3. Wayfinding improves community health.

Being physically active and connecting with other people are some of the key elements of maintaining mental wellbeing. Wayfinding elements can contribute to wellbeing in the following ways:

- Stating walk times on directional signs lets people plan a manageable walking route for active exercise.

- Interpretive signs and special place markers encourage noticing and learning.
- Identifying interesting local destinations provides encouragement for people to explore the amenities in their local area.

## 4. Wayfinding can reflect true Indigenous history.

Incorporating local languages on wayfinding signs reflects culture and history, promoting curiosity and exploration.

Sharing and celebrating special places and land knowledge encourages deeper relationships with the environment and each other.

## 5. Wayfinding helps maintain a regional identity.

Wayfinding creates a shared regional identity with colour, graphics, designs, and public celebration of culture and history.

Reflecting local culture and history on wayfinding elements promotes pride and a sense of belonging.

## 6. Wayfinding encourages people to consider walking all year.

Wayfinding elements make streetscapes more colourful and welcoming during the winter, encouraging continued pedestrian activity all year.

## Did you know?

Residents develop a "mental map" of their community over time.

Newcomers benefit from wayfinding to help develop their own mental map.

## How does wayfinding fit with existing policy?

The Strategy supports existing policy and Council direction.

RMWB Council's Strategic Plan 2022-2025	Wood Buffalo Wayfinding Strategy
Fiscal Management	The wayfinding signs are to be constructed of recyclable materials where possible, and be durable, easily maintained, and able to withstand the region's climatic variety.
Building Partnerships	The project team worked with community partners to reach out across the region for input and feedback.
Rural and Indigenous Communities and Relationships	The sign family incorporates Cree and Dene place names to honour the traditional languages of Cree and Dene in the spirit of truth and reconciliation.
Local Economy	Wayfinding makes it easier for tourists and residents to navigate through the community, supporting growth of local destinations and services. A cohesive regional strategy creates a sense of place, home, and belonging.
Downtown Visualization	The Strategy was used to create a wayfinding plan for downtown Fort McMurray. Improving the urban design of public spaces creates a more attractive, vibrant area that helps build pride and a sense of belonging.

## How does wayfinding fit with existing policy?

The Strategy is guided by the directions put forward in the RMWB Municipal Development Plan. It is anticipated that the forthcoming Municipal Development Plan will continue to support wayfinding and a community, place-based approach to decision making.

RMWB Municipal Development Plan		Wood Buffalo Wayfinding Strategy
R.3.2	Integrate regional recreation	Pedestrian wayfinding is one of the guiding principles of the Strategy.
U.1.1	Establish City Centre as a focal point	Together, the wayfinding elements (signs, banners, etc.) create a cohesive identity for downtown streetscapes.
U.1.2	Protect and enhance Established Neighbourhoods	Established Neighbourhood streetscapes can be enhanced through wayfinding placemaking elements.
U.3.1	Promote integration of urban transportation systems	A comprehensive wayfinding system promotes active transportation (e.g., walking, biking) on existing streets.
U.3.2	Develop an interconnected and accessible green network	Signage containing information about destinations and walk times or distances encourages additional trail use.
U.3.3	Develop a river trail system	The Strategy supports the creation of usable, easy to navigate trail networks.
5.4.3	Promote community placemaking and beautification	Wayfinding elements bring vibrancy to community streetscapes and the public realm.

# How was the Strategy developed?

The municipality worked with the consultant team to create a regional strategy and downtown plan. The team undertook extensive engagement because community feedback is vital in creating a community-focused wayfinding system.

Understanding perspectives, priorities, and experiences supported wayfinding that works for our unique community. Input was acknowledged and considered for the regional Strategy.

## Phase 1: Site audit and research

The site audit documented the current signage in downtown Fort McMurray and identified potential locations for future signage.

After information about the current situation was gathered, residents were invited to give input on wayfinding in the region. Phase 1 engagement occurred June 20 – July 22, 2022. Engagement tactics included a survey, stakeholder workshops, and a virtual open house.

Participants identified key elements for the wayfinding strategy. Input also identified preferred materials and desired “look and feel” for signs.

## Phase 2: Design development

Input gathered during Phase 1 engagement provided the framework for developing a preliminary sign family design. Prototypes of some of the signs were manufactured and installed in the downtown during Phase 2 engagement, September 12 – October 9, 2022.

Feedback on the designs and prototypes was gathered online as well as through meetings and in-person at the Fort McMurray Fall Trade Show & Market.

## Phase 3: Strategy and Plan development

The Strategy was developed based on all the input and information gathered in the first two phases. The Strategy was necessary to provide an overarching regional framework to guide Plan development.

## What we heard

“Can we add some themed walking trails to downtown?”

I would recommend maintaining some of the heritage signs and continue adding to them.”

## How was success defined?

An important first step in developing the Strategy was to define success. The project team discussed key components that could be used to define successful wayfinding.

The following table describes how these key components of success, or objectives, were considered in Strategy development.

	Key component of success, or objective	How the objective was met
1.	Wayfinding elements are appropriate to a winter city with extreme winds and high UV (consider maintenance and associated landscapes).	<ul style="list-style-type: none"> <li>• Sign material is durable aluminum and outdoor-grade to minimize fading. UV and anti graffiti coatings applied to protect from fading and facilitate cleaning.</li> <li>• Wood details on signs is created by applying outdoor-grade laminate on aluminum (no real wood due to maintenance and longevity issues).</li> <li>• Freestanding signs are placed on concrete bases when required to limit damage from salt and grass trimming.</li> <li>• All freestanding signs will require engineered shop drawings. One component of shop drawings is to prove the signs can withstand expected wind speeds, when necessary.</li> <li>• The sign siting process involves an evaluation of underground constraints (e.g., utilities).</li> </ul>
2.	A wayfinding system guides users to a destination, and once they are there, informs them of nearby destinations and paths.	<ul style="list-style-type: none"> <li>• The sign family includes a hierarchy of sign types for developing a wayfinding plan.</li> <li>• Pedestrian orientation signs include maps to help pedestrians plan routes to nearby destinations and amenities.</li> </ul>
3.	Inclusive: incorporates input from Indigenous partners, local business owners, and other stakeholders.	<ul style="list-style-type: none"> <li>• Extensive engagement took place to inform all aspects of the Strategy and sign family.</li> <li>• Cree and Dene place names are included on pedestrian signs.</li> </ul>
5.	Inclusive: signs and elements are accessible and useful and legible for all demographics.	<ul style="list-style-type: none"> <li>• Fonts, sizes, and colour were selected for ease of legibility.</li> <li>• Icons are included for visual recognition without the need to read English.</li> </ul>
6.	Wayfinding tells local stories.	<ul style="list-style-type: none"> <li>• The sign family includes interpretive signs as well as “did you know” markers for special places.</li> </ul>

## How were residents and partners engaged?

Developing the Strategy involved extensive engagement.

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

The Participate Wood Buffalo (PWB) page included online surveys, mapping tools, and an idea widget. Extensive communications occurred through social media, radio, news releases, community posters, and numerous forms of advertising. Engagement results were compiled in two “what we heard” reports, available at [rmwb.ca/participate](https://rmwb.ca/participate).

### Engagement phase 1: Research

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

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

### Engagement phase 2: Design

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

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

### What we heard

“Wayfinding is more than just signage. It’s lighting, art, architecture, paths, and landmarks both popular and unpopular; person-made or naturally occurring.”

## How was input incorporated into the Strategy?

The two engagement phases garnered a large amount of input. The following table describes how the input was incorporated into the Strategy.

	What we heard	How the input was incorporated in the Strategy
1.	Most people get around by vehicle.	<ul style="list-style-type: none"> <li>• Vehicular signs are included in the sign family.</li> <li>• Pedestrian signs encourage walking and biking by displaying walk times to nearby destinations.</li> </ul>
2.	Wayfinding elements should be consistent, readable, and help people get from here to there.	<ul style="list-style-type: none"> <li>• The sign family includes the sign types and hierarchies needed to create a functional wayfinding system.</li> </ul>
3.	Wayfinding design should support effective navigation to adjacent amenities.	<ul style="list-style-type: none"> <li>• Maps on pedestrian orientation signs allow visitors to orient themselves in the community or neighbourhood and navigate to nearby destinations.</li> </ul>
4.	Wayfinding should be there when needed.	<ul style="list-style-type: none"> <li>• The sign family has a cohesive look and feel which will be easily recognizable. The signs are reasonably sized for each sign type, not over-sized and dominant.</li> <li>• Signs have a hierarchy: as one gets closer to a destination, its importance increases and the signage becomes more targeted to that destination. The destination either has its own sign or a parking lot sign from the sign family.</li> </ul>
5.	Community and neighbourhood gateway / entrance signs are well-liked.	<ul style="list-style-type: none"> <li>• Gateway signs don't necessary need to align with new sign family. As wayfinding plans are developed engagement will occur to help determine the design of a gateway sign.</li> </ul>
6.	The heritage plaques are well-liked, and could be more eye-catching.	<ul style="list-style-type: none"> <li>• This feedback was provided to Municipal Heritage Plaque Program administrators.</li> <li>• The sign family includes designs for heritage plaques, larger interpretive signs, and smaller "did you know" markers.</li> </ul>

## How was input incorporated into the Strategy?

	What we heard	How the input was incorporated in the Strategy
7.	The sign family could include free standing vehicular signs to point to destinations off a highway.	<ul style="list-style-type: none"> <li>• The Wood Buffalo sign family includes a highway destination sign that complies with Alberta Transportation requirements for type face size and materials.</li> <li>• Signs within highway rights-of-way must be approved by Alberta Transportation on a case-by-case basis. In some cases it might be easier to get approval for a standard green Alberta Transportation directional sign or place signage on municipal property near roadways that are Alberta Transportation jurisdiction.</li> </ul>
8.	Consider including commemorative plaques in the sign family.	<ul style="list-style-type: none"> <li>• Commemorative plaques are usually small and understated to provide information about a resource without detracting from it. Examples include signs identifying a funding partner, or small signs on benches that indicate a donation was made in someone's memory.</li> <li>• Commemorative plaques are not considered under this strategy but already exist under an existing Parks program.</li> </ul>
9.	Wayfinding signs should include QR codes.	<ul style="list-style-type: none"> <li>• Although QR codes are appropriate for many situations, e.g., restaurant menus, they are not appropriate for use in wayfinding systems for the following reasons.               <ul style="list-style-type: none"> <li>• The linked website requires creation, ongoing maintenance, and regular updating.</li> <li>• QR codes become obsolete within a few years.</li> </ul> </li> </ul>

## How was input incorporated into the Strategy?

	What we heard	How the input was incorporated in the Strategy
10.	Signs should show distances between destinations instead of walk times.	<ul style="list-style-type: none"> <li>• Walk times are included on pedestrian wayfinding signage and for shorter distances on pathways like the trails around the waterfront and Lions Park. Showing walking times rather than distances allows pedestrians to understand how much time it will take to get to their destination. Not everyone can accurately estimate how long it takes to walk a certain distance.</li> <li>• While everyone walks at a different speed, walk times are based on a statistical average, and provide a gauge to determine how long it will take to reach a destination. Incorporating walk times on pedestrian signs is meant to encourage walking.</li> <li>• For integrated hiking and biking pathway systems such as the Birchwood Trails, it is appropriate to show distances instead of walk times. These trails are used more for recreational purposes with less emphasis on reaching a destination.</li> </ul>
11.	Wayfinding should incorporate Indigenous languages, storytelling, and artwork.	<ul style="list-style-type: none"> <li>• The pedestrian signs include place names in Cree and Dene.</li> <li>• Consideration should be given to sourcing local illustrators.</li> <li>• Interpretive signs and “did you know” markers can be used to tell stories about the land.</li> <li>• The Strategy includes a strategic recommendation for local and local Indigenous artists to develop illustrations for wayfinding elements through the Public Art Process.</li> </ul>
12.	How can we incorporate storytelling into wayfinding?	<ul style="list-style-type: none"> <li>• Wayfinding elements include space for illustrations that reflect the local environment or special themes.</li> <li>• The sign family includes designs for heritage plaques, larger interpretive signs, and smaller “did you know” markers, all of which can be used to tell local stories.</li> </ul>

## How was input incorporated into the Strategy?

	What we heard	How the input was incorporated in the Strategy
13.	The region's wayfinding should reflect our northern identity, environment, culture, and history.	<ul style="list-style-type: none"> <li>• Illustrations are included on many of the wayfinding elements and should be used to reflect local identity.</li> <li>• The colour palette was developed specifically for the region by Fort McMurray Wood Buffalo Economic Development and Tourism, and has been adopted as part of the RMWB brand.</li> <li>• The Wayfinding Strategy includes a strategic recommendation for local and local Indigenous artists to develop illustrations for wayfinding elements by using the Public Art Policy.</li> </ul>
14.	Signs should be made from natural materials like wood.	<ul style="list-style-type: none"> <li>• The materiality of the signs was balanced with cost, maintenance, and longevity (resistance to weathering).</li> <li>• Some of the signs are designed to look like they are made of wood, but with the longevity of aluminum.</li> </ul>
15.	Wayfinding elements should be durable and easy to maintain.	<ul style="list-style-type: none"> <li>• The materiality of the signs was selected with consideration of cost, maintenance, and longevity (resistance to weathering).</li> <li>• Signs will have UV and anti-graffiti coating whenever possible.</li> </ul>
16.	Wayfinding programs should be fiscally responsible.	<ul style="list-style-type: none"> <li>• Materials are durable and low maintenance.</li> <li>• The Strategy includes a maintenance recommendation to ensure signs are kept in good repair.</li> <li>• Wayfinding plans can be phased-in, spreading capital costs over a longer period of time.</li> </ul>
17.	Prototype signs for vehicular wayfinding appeared to be too small.	<ul style="list-style-type: none"> <li>• The typeface was made larger and changed to a condensed font to make content easier to read.</li> <li>• Alberta Transportation standards for type face size and height above ground were incorporated into the designs.</li> </ul>

## How was input incorporated into the Strategy?

	What we heard	How the input was incorporated in the Strategy
18.	Some of the prototype colour combinations were difficult to read.	<ul style="list-style-type: none"> <li>Two of the colours were darkened to make the content easier to read.</li> <li>Colour combinations were subsequently tested on-site and updated to enhance contrast and readability.</li> </ul>
19.	Existing trail signs are not accessible since they are mounted at or above 5 feet from the ground.	<ul style="list-style-type: none"> <li>Best practices such as the ADA Standards for Accessible Design indicate sign panels to be mounted so that the bottom of the letters are between 4 feet and 5 feet from the ground.</li> <li>Trail sign posts in the sign family include details to have the sign faces mounted 4 feet from the ground, making them readable from a wheelchair.</li> </ul>
20.	Wayfinding elements should be accessible for people with special needs.	<ul style="list-style-type: none"> <li>Font typeface and size were tested for legibility.</li> <li>Colour combinations were tested for legibility.</li> <li>Content on pedestrian orientation signs is located at a height that is accessible for wheelchair users.</li> </ul>

# Strategic framework

## Guiding principles

These principles will guide decision making when developing wayfinding plans in Wood Buffalo.

### Principle 1. Celebrate Wood Buffalo

Banners, illustrations, and signs reflect and celebrate the diverse character of the local community or neighbourhood. Interpretive signs have information about special, cultural, and heritage locations. The inclusion of local Indigenous languages and art honours and raises awareness of the true history of the region, including traditional names and connection to land. Sign family and other wayfinding elements celebrate and affirm each neighbourhood and community's sense of place and sense of belonging. Wayfinding elements help create beautiful streetscapes that make residents proud.

### Principle 2. Connect people to places

Directional signs provide vehicular and pedestrian route connections between important destinations and promote safe, active travel. Wayfinding sign designs and colours create connections within the region.

### Principle 3. Consider pedestrian needs

Wayfinding signage provides direction to pedestrians and people using alternative

modes of transportation including bicycles and mobility scooters. Maps and walk times to places of interest encourage residents to walk to local destinations and facilities. Pedestrians with "eyes on the street" make communities and neighbourhoods safer.

### Principle 4. Ensure consistency

The visual identity used in the wayfinding program is consistent across the region through use of brand elements including typefaces, colour scheme, and materials. RMWB brand standards reinforce the identity of the region. Destination names and abbreviations are consistent across signage types. The wayfinding sign family is comprehensive and includes a variety of sign types to meet community and neighbourhood needs. A similar look and feel is applied to all sign types.

### Principle 5. Wayfinding is for all

Wayfinding includes fonts in sizes and colours that users can read. Pedestrian signs include universal icons and destination names in Cree and Dene. Wayfinding information is accessible. Wayfinding makes the community welcoming for newcomers since it is easier to get around. Simple, visible wayfinding signs logically present information in manageable amounts and minimize clutter and unnecessary design elements.

### Guiding principles

Participant input was synthesized into five principles to guide the development of wayfinding plans in communities and neighbourhoods throughout the region.

## Strategic recommendations

The following recommendations support the implementation of the Wood Buffalo Wayfinding Strategy.

	Topic	Strategic recommendation
1.	Policy	To ensure the best use of the Strategy, the municipality should develop a Regional Wayfinding Policy, guided by the wayfinding guiding principles, to encourage every community and neighbourhood to develop a wayfinding plan.
2.	Monitoring and evaluation	The Strategy should be reviewed in five years to determine: <ul style="list-style-type: none"> <li>• Is the Strategy helping communities and neighbourhoods develop wayfinding plans?</li> <li>• If the Strategy is not being used, how does it need to be updated to meet current needs?</li> </ul>
3.	Portfolio	Strategic Planning and the Program Management Department was the sponsor for the development of both the Strategy and Downtown Plan, which were delivered by the Communications & Engagement Department. Preparation of new wayfinding plans for other communities and neighbourhoods will require engagement support.  All departments must consider the Wayfinding Strategy and incorporate as guiding document, and the Communications and Engagement Department will support with advice, guidance, design approval. Support will be provided by other municipal departments when required, e.g., Public Works, Engineering, Community and Protective Services, and Indigenous and Rural Relations.
4.	Wood Buffalo wayfinding standards	Community and neighbourhood wayfinding plans should use the sign family and icon family standards, and work within the Strategy's guiding principles and procedures.
5.	RMWB Engineering Services Standards (ESS)	Signs are to be installed according to standards included in the ESS.
6.	Truth and reconciliation	Community and neighbourhood wayfinding plans should incorporate local, traditional place names and Cree and Dene languages on wayfinding elements.
7.	Indigenous land knowledge	Community and neighbourhood wayfinding plans should consider how to share Indigenous land knowledge and the stories behind traditional place names. Interpretive signage and "did you know" markers are examples of elements that could be used to share traditional knowledge.  Indigenous and Rural Relations should work with local knowledge keepers to identify special places that would benefit from heritage plaques, interpretive signs, or "did you know" markers.  When installing signs, ensure that areas used for harvesting traditional plants and medicine are not disturbed.

## Strategic recommendations

	Topic	Strategic recommendation
8.	Trail signs	The municipality should develop wayfinding plans for existing trail networks that do not have adequate and appropriate signs.
9.	Illustrations	<p>The sign family includes opportunities for community-based illustrations. The municipality should follow the public art process supported by Community and Protective Services to develop illustrations for communities and neighbourhoods through competition, a call for artists, or commissioning a local artist.</p> <p>The illustrations should contain simple shapes and clean lines so that they can be scaled appropriately and are legible from a distance. They are used on the pedestrian orientation signs, park signs, the back of vehicular signs and on the street banners. See examples on page 48.</p> <p>Illustrations for “did you know” markers should be developed to reflect the content, e.g., blueberries for a blueberry patch, fish for a fishing spot, etc.</p>
10.	Gateway signs	Community and neighbourhood gateway (entrance) signs are not affected by the Strategy. The current design and engagement processes should continue as a separate program.
11.	Heritage plaques	As existing heritage plaques are replaced, they should be updated with the sign family style and colours to be consistent with the wayfinding elements.
12.	Regulatory signs	Regulatory signs are used to reinforce rules and regulations, and were not included as part of this wayfinding program. Creative Services should develop appropriate guidelines and templates for all regulatory signs based on the design elements and colour system outlined in this Strategy.
13.	Donor recognition	Donor recognition signs are a way of honouring or expressing gratitude to a individual or organization. They were not included as part of this wayfinding program. Creative Services should consider developing a design for donor recognition signs based on the sign family style and RMWB brand colours.
14.	Transit	Transit was not taken into consideration for this Strategy as a Transit Master Plan was in development at the time. Consideration should be given to integrate transit into any future wayfinding programs.

# Standards

## Wood Buffalo's wayfinding elements

Wayfinding is more than signs. All of the elements listed here contribute to orientation and sense of place. The municipality will help communities and neighbourhoods select elements that work in their local context, and follow the Public Art Policy.

### 1. Banners

Banners create an identity. Banners with a simple and distinct colour combination lining a major street provide clues for orientation, as well as indicate vibrancy. They let visitors know that special things happen on this street.



# Wood Buffalo's wayfinding elements

## 2. Murals

Murals can provide directions, include clues to orient a visitor, or be used as a landmark within the wayfinding system.



## 3. Public art

Public art can be used as a landmark to guide visitors through the community. For example, a symbol of a prominent landmark could be used on signs within the local area to create a district.



# Wood Buffalo's wayfinding elements

## 4. Decorative crosswalks

Street and sidewalk art create vibrancy in the streetscape. Decorative crosswalks also enhance safety for pedestrians as they mark shared space in a very visible way.



## 5. Electrical boxes

Decorative electrical boxes add character to the streetscape and can be used to tell visual stories, signifying something about the local area. In wayfinding, they can act as a point of reference for orientation as they are easily distinguishable.

Electrical boxes could also be used to display orientation and directional information as shown in a few of the examples below.



# Wood Buffalo's sign family

## Design

The designs were inspired by the region's colours, landscape, and natural beauty. They incorporate natural-looking materials, vibrant colours, and illustrations of animals and plants native to the region and speak to the culture and authenticity of this community. The wave element was used for some of the signs to reflect the significant role rivers have in the Wood Buffalo's history, present, and future. Sign designs were developed through consideration of existing gateway sign design, the input gathered through engagement, and industry best practices.

The sign family is a coordinated set of sign types that work together to create an RWMB-specific wayfinding system. Each sign type has a specific purpose and audience. As the wayfinding project expands and local plans are developed, a review of needs and wayfinding sign types will occur. Signs types will be selected and placed based on desired outcome, destinations, target audience, and routing.

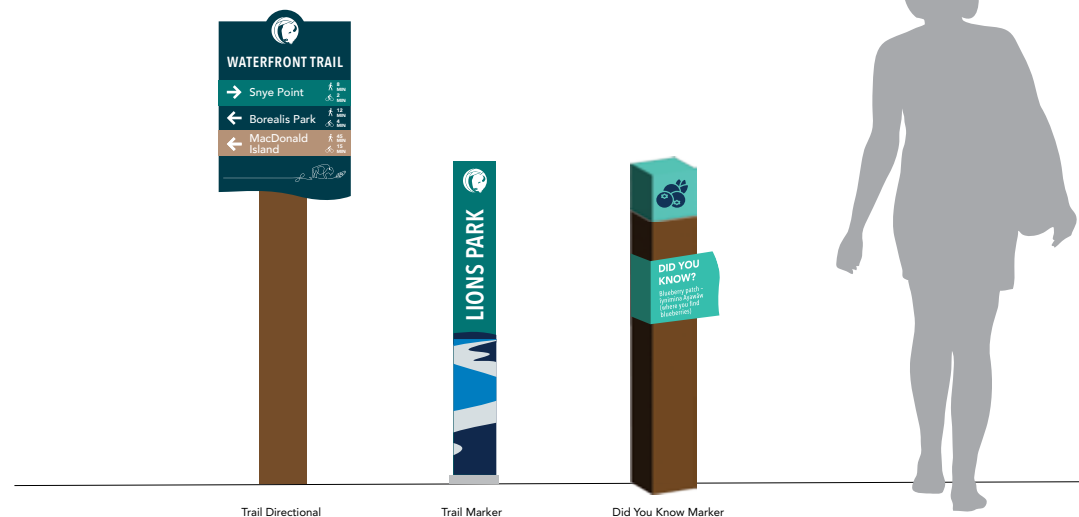
## Language

In the spirit of truth and reconciliation, Wood Buffalo wayfinding includes Cree and Dene languages. While there are many other languages currently spoken in Wood Buffalo, Cree and Dene have been spoken in this territory since time immemorial.

The municipality's Indigenous and Rural Relations department will help Wood Buffalo communities and neighbourhoods determine appropriate translations or traditional place names for local destinations. Seeking guidance from local knowledge keepers and language leaders for translations and traditional place names is critical to a community plan that is reflective of the region's true history.

## What we heard

"I'd like to see simple but meaningful signage without a lot of text."



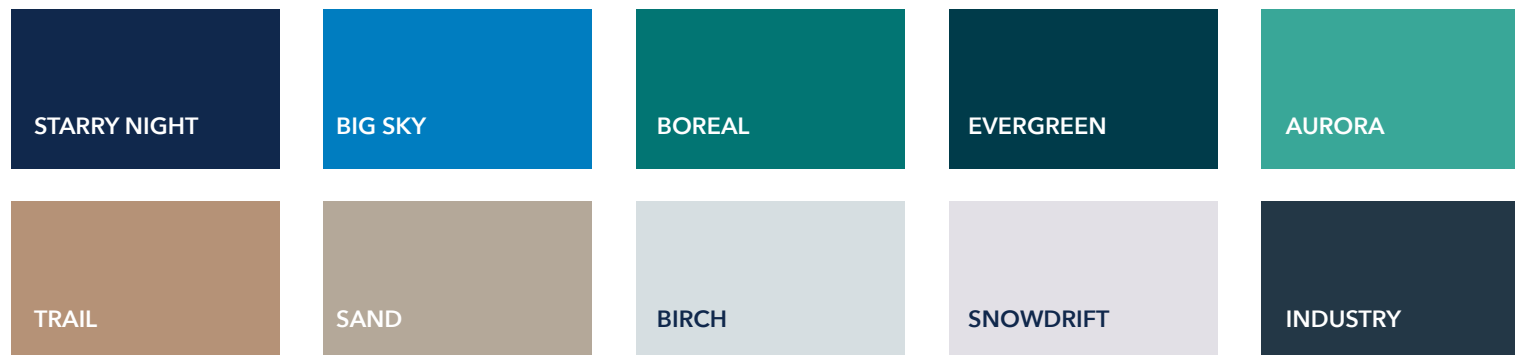
# Wood Buffalo's sign family

## Colours

The sign family uses the RMWB's brand standard colours which were inspired by the region's natural landscapes (see below). The colours work well on signs because they have good contrast and bring colour and vibrancy into the design.

Colour combination can vary for communities and neighbourhood wayfinding plans. The municipality will work with communities and neighbourhoods to determine specific colour combinations for local wayfinding system. They must still adhere to the colour palette outlined in this strategy. Colour combinations should be tested using full-size prototypes to ensure legibility. Once finalized, the colour palette will be standardized for that program plan and area. Examples of various colour combinations are shown on the following pages.

## RMWB brand colours



## Illustrations

Several of the sign types incorporate graphic elements and illustrations to enhance sense of place by identifying special cultural, environmental, or historical elements. These elements add character and identity to the signs and deter graffiti and tagging.

The municipality may lead communities and neighbourhoods through the Public Art Policy to develop locally-inspired illustrations through competition, a call for artists, or commissioning a local or local Indigenous artist. The illustrations should follow a similar look and feel to sample illustrations on page 48, which will be used in future wayfinding plans.

Illustrations should contain simple shapes and clean lines so they can be scaled appropriately and are legible from a distance. The icons developed for neighbourhood and community gateway signs will require simplifying as most are too detailed to be effectively used as wayfinding illustrations.

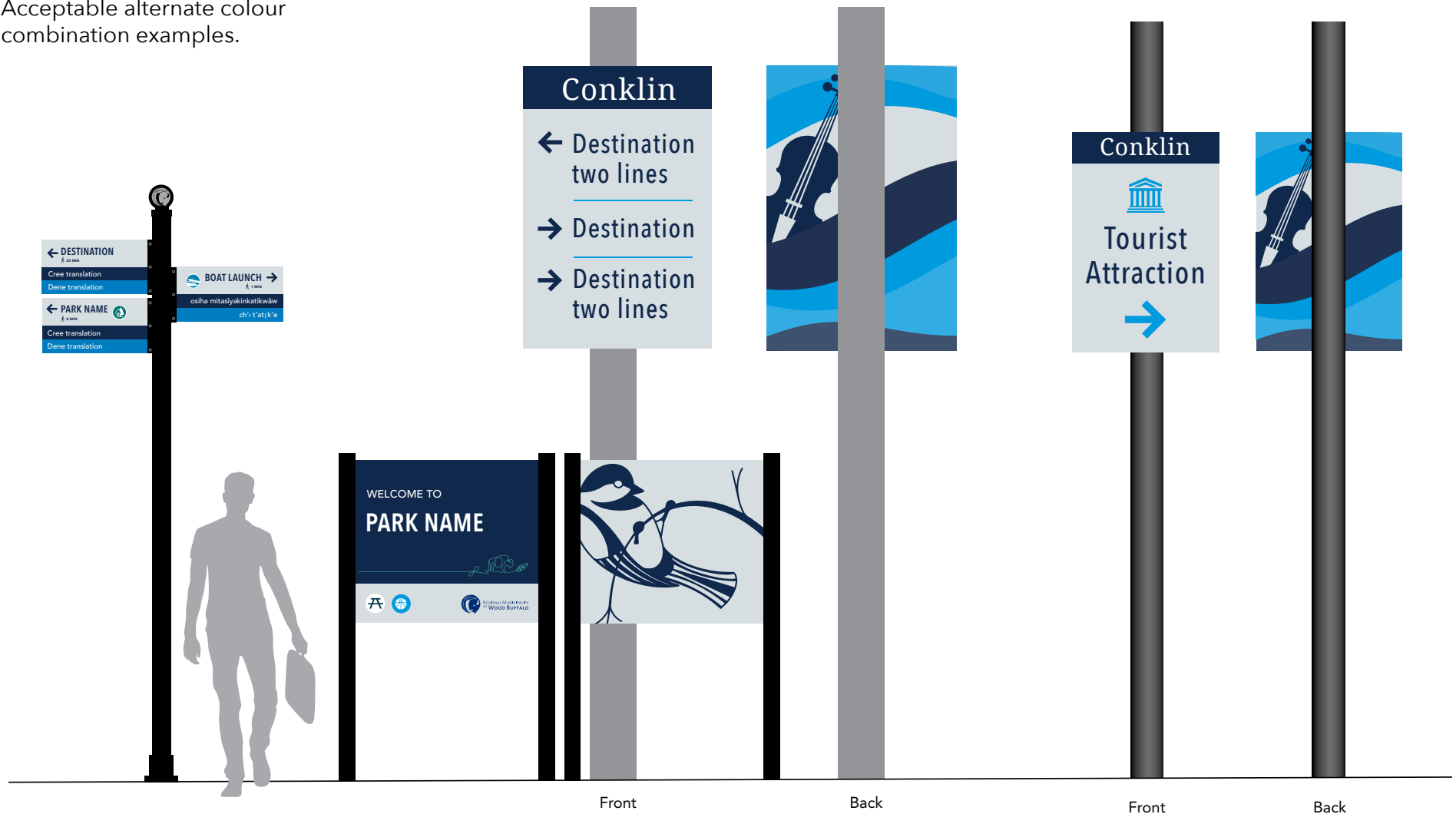
## What we heard

"I think more colour would make signs stand out and it is a good principle in winter city design."

# Wood Buffalo's sign family

## Colour scenarios

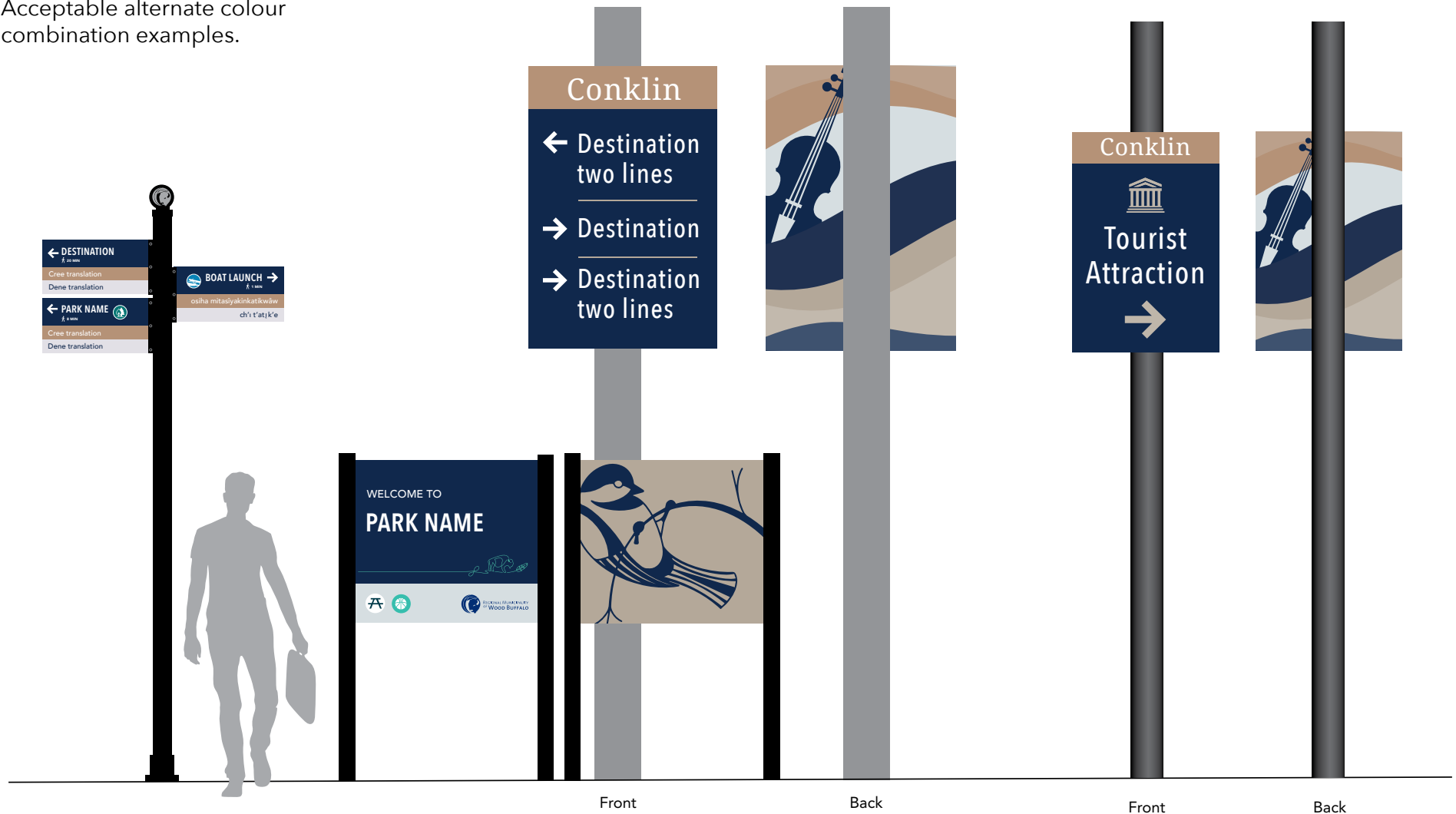
Acceptable alternate colour combination examples.



# Wood Buffalo's sign family

## Colour scenarios

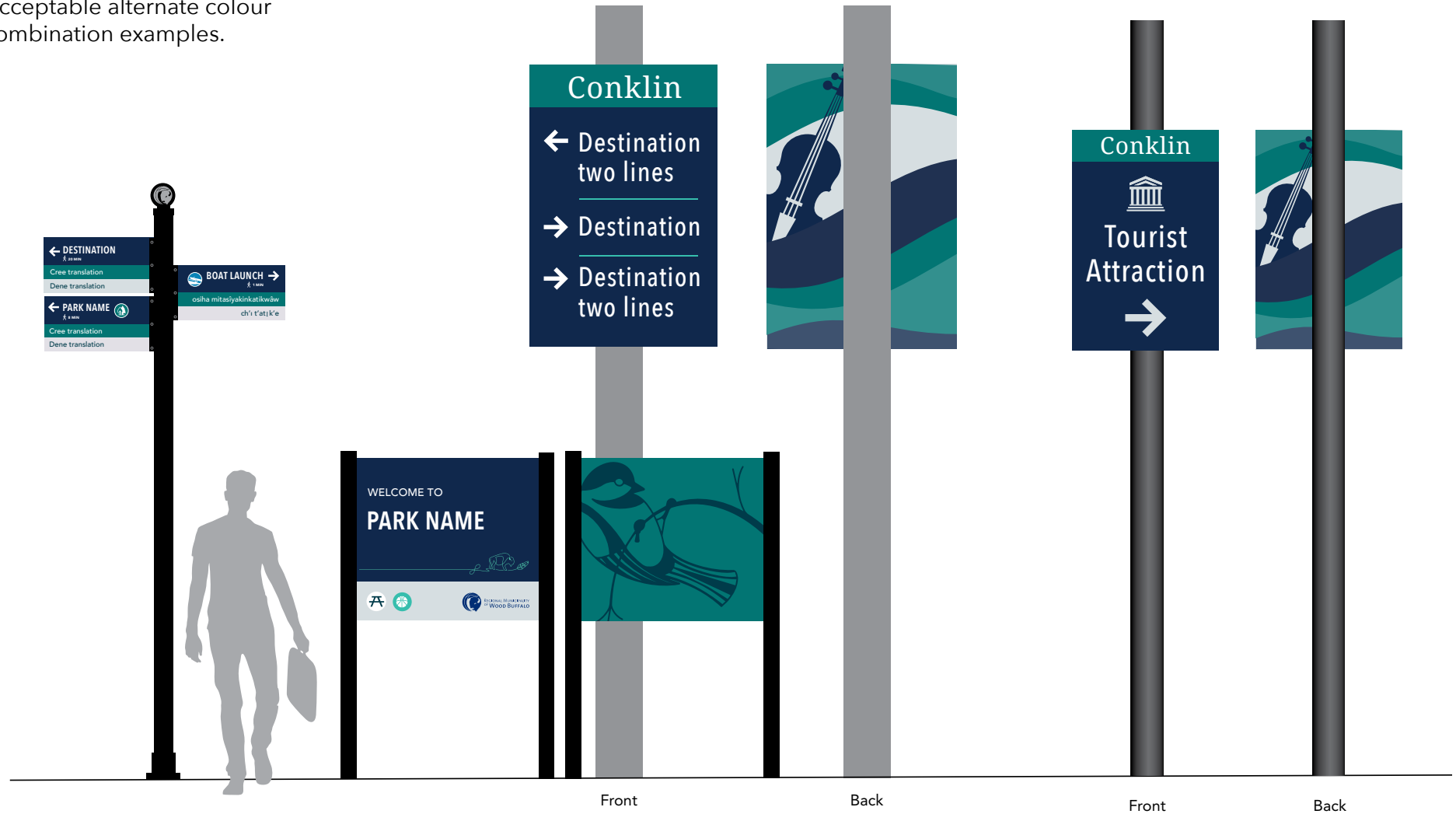
Acceptable alternate colour combination examples.



# Wood Buffalo's sign family

## Colour scenarios

Acceptable alternate colour combination examples.



## Wood Buffalo's sign family

### Materials, durability, and maintenance

Durability and longevity were key considerations in the selection of sign materials. While some residents expressed interest in having signs made from natural materials, it was important that signs have affordable construction and maintenance costs. The lifespan of materials was also an important consideration, as well as whether the materials can be recycled or repurposed.

The selected material is aluminum, which is a very common sign material. In some sign types, patterns are applied to the aluminum make it look like wood. Aluminum is durable and withstands high UV and wind. Anti-graffiti coating will be applied to make the signs easier to clean.

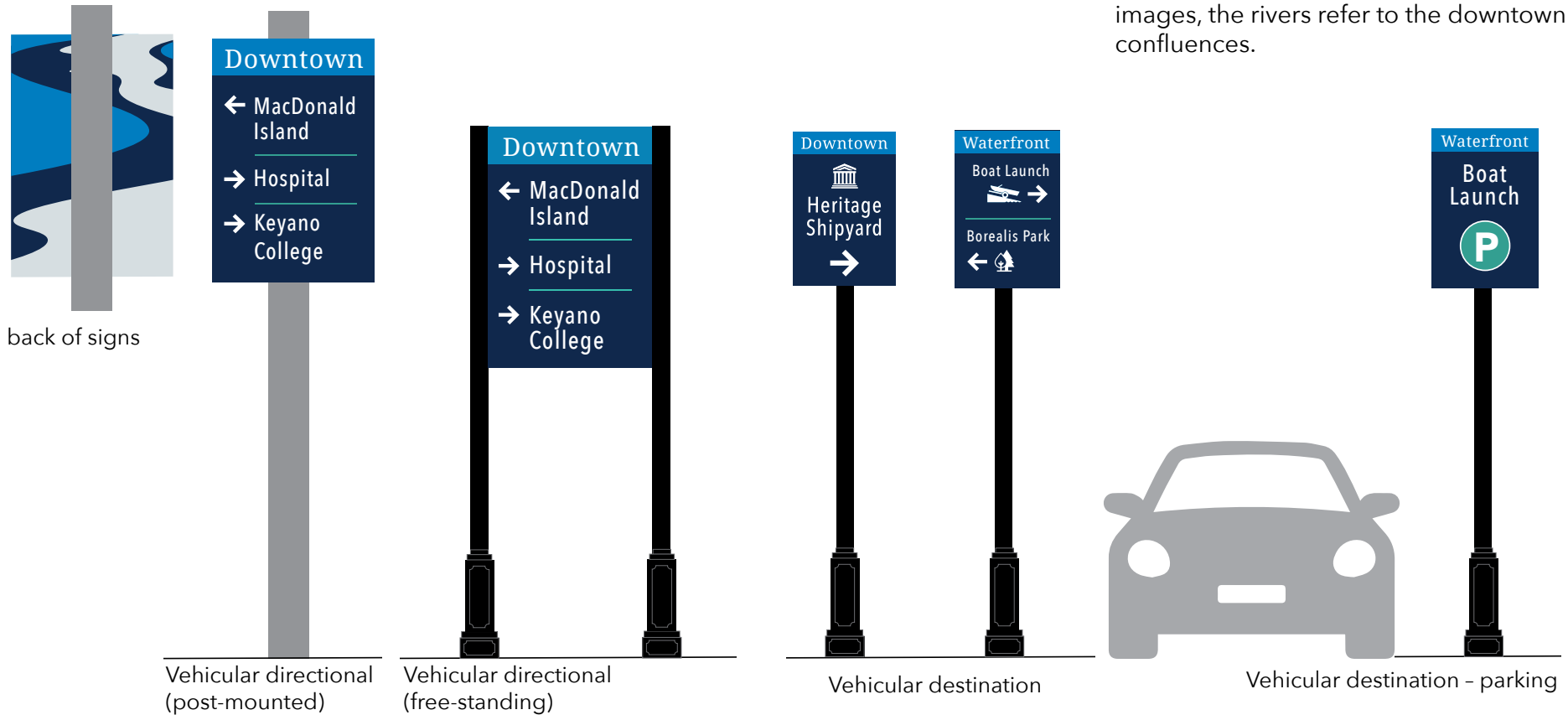
Illustrations are included on the back of signs to make them less attractive to graffiti or tagging.

Vehicular signs have reflective lettering so they can be seen at night.

Upon installation, wayfinding elements should be incorporated into an inventory or database. This can be done by the municipality or by a third party during the installation phase. Regular maintenance visits should be scheduled and the signs cleaned and repaired as needed.

# Wood Buffalo's sign family

## Vehicular signs

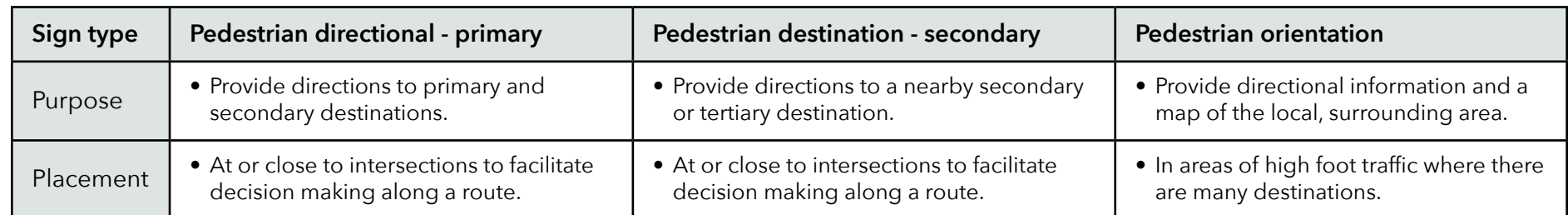


Vehicular signage provides directional information to specific destinations. The back of the panels contain a graphic illustration that represents the local community or neighbourhood. In these images, the rivers refer to the downtown confluences.

Sign type	Vehicular directional	Vehicular destination	Vehicular destination - parking
Purpose	<ul style="list-style-type: none"> <li>Provide directions to destinations.</li> <li>Primary destinations take precedence over secondary destinations.</li> </ul>	<ul style="list-style-type: none"> <li>Provide directions to a nearby primary or secondary destination.</li> </ul>	<ul style="list-style-type: none"> <li>Announce arrival at the destination.</li> <li>Indicate parking area.</li> </ul>
Placement	<ul style="list-style-type: none"> <li>In advance of intersection to provide time to change lanes.</li> </ul>	<ul style="list-style-type: none"> <li>In advance of intersection to provide time to change lanes.</li> </ul>	<ul style="list-style-type: none"> <li>Located close to the vehicular access or at entrance to parking area.</li> </ul>

## Pedestrian signs

Destination names are provided in English, Cree and Dene.



# Wood Buffalo's sign family

## Trail signs

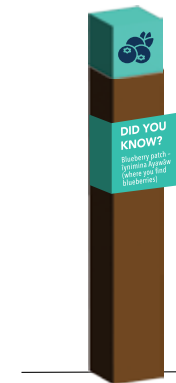
Trail signs provide directional information along pathways and trail systems. Like the pedestrian signs, they include average walk times in addition to bike times.



Trail directional



Trail marker



"Did you know" marker



Sign type	Trail directional	Trail marker	"Did you know" marker
Purpose	<ul style="list-style-type: none"> <li>Provide orientation and directional information</li> <li>Provide average walk and bike times to nearby destinations</li> </ul>	<ul style="list-style-type: none"> <li>Provide trail name so a user can orient themselves.</li> </ul>	<ul style="list-style-type: none"> <li>Identify a special place, plant, environment, or land-based story.</li> </ul>
Placement	<ul style="list-style-type: none"> <li>At or close to intersections to facilitate decision making.</li> </ul>	<ul style="list-style-type: none"> <li>At trail entrances.</li> <li>At junctions between different trail networks.</li> </ul>	<ul style="list-style-type: none"> <li>At an appropriate stopping point close to the special place.</li> <li>Do not disturb areas used for harvesting traditional plants and medicine.</li> </ul>

# Wood Buffalo's sign family

## Park identification



Park signs identify the name of the park as well as the amenities it offers. The illustrations could be specific to the park.

Primary identification signs are backlit and contain vibrant imagery, icons, a wood element and dimensional lettering. The graphic panel is acrylic as well as the lettering for the park name. They will be easily seen in the daytime and at night.

Solar lighting is an option if there is no power pole nearby.

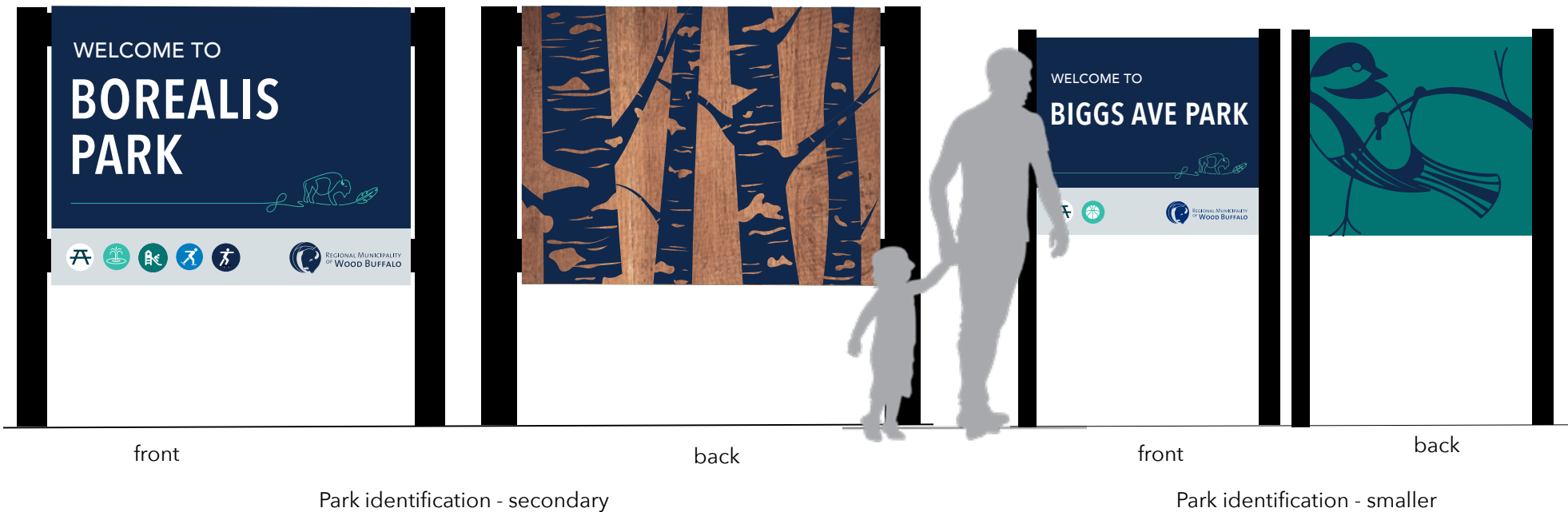
LED bulbs have long lasting lifespans and could be cost effective.

Sign type	Park identification - primary
Purpose	<ul style="list-style-type: none"> <li>Identify main entrance of large park, e.g., Borealis Park.</li> <li>Create a visible landmark.</li> </ul>
Placement	<ul style="list-style-type: none"> <li>Close to park entrance, visible from nearby pathways and streets.</li> </ul>

# Wood Buffalo's sign family

## Park identification

Secondary identification signs could include flood lighting to enhance nighttime visibility.

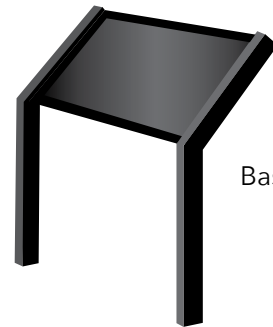


Sign type	Park identification - secondary	Park identification - smaller
Purpose	<ul style="list-style-type: none"> <li>Identify secondary entrances of large park (e.g., Borealis Park entrance from the waterfront trail).</li> <li>Identify main entrance of medium-sized park (e.g., Biggs Park or Poplar Crescent Park).</li> </ul>	<ul style="list-style-type: none"> <li>Identify amenity areas within a larger park (e.g., splash park within Borealis Park).</li> <li>Identify small parks within residential areas (e.g., Ells Crescent Park).</li> </ul>
Placement	<ul style="list-style-type: none"> <li>Close to park entrance, visible from nearby pathways and streets.</li> </ul>	<ul style="list-style-type: none"> <li>Close to amenity or park entrance, visible from nearby pathways and streets.</li> </ul>

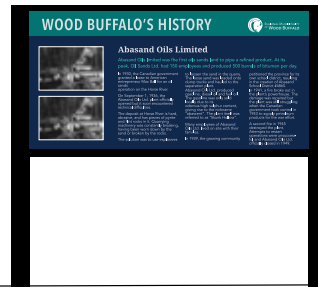
# Wood Buffalo's sign family

## Interpretive signs

Interpretive signs convey important heritage information to residents and visitors.



Base for heritage plaque



Heritage plaque - small   Heritage plaque - medium

Interpretive sign

Sign type	Heritage plaque - small	Heritage plaque - medium	Interpretive sign
Purpose	<ul style="list-style-type: none"> <li>Provide heritage information along sidewalks with limited space.</li> </ul>	<ul style="list-style-type: none"> <li>Provide heritage information along pathways or areas with more room to linger.</li> </ul>	<ul style="list-style-type: none"> <li>Provide information about significant places or heritage events.</li> </ul>
Placement	<ul style="list-style-type: none"> <li>Adjacent to sidewalk.</li> <li>Avoid disturbing the heritage site.</li> </ul>	<ul style="list-style-type: none"> <li>Adjacent to pathway.</li> <li>Avoid disturbing the heritage site.</li> </ul>	<ul style="list-style-type: none"> <li>At a good vantage point for the significant place.</li> <li>Avoid disturbing the significant place.</li> </ul>

# Wood Buffalo's icon family

## Icons

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

An icon set is a group of icons that have a similar style that creates visual unity. Three sets of icons were presented for feedback in Phase 2 engagement, and two sets were clearly preferred over the other. Written and verbal comments included suggestions to combine the two sets; this was done to create the icon family (see next page).

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

## Placement

When applicable, icons should be placed on pedestrian orientation signs and pedestrian wayfinding signs for, e.g., park icon, boat launch icon.

Including icons on park identification signs lets visitors understand which amenities are available for example, splash park, basketball courts, skating.

Avoid using icons on vehicular directional signs with multiple destinations as they might be difficult to decipher from a distance. It is acceptable to use them on the specific destination vehicular signs as long as they are large enough to be legible for the intended travelling speed.

Follow Alberta Transportation requirements for size and placement of Emergency and Hospital directional signage.

# Wood Buffalo's icon family

## Icons



# Procedures and best practices

## Community and Neighborhood wayfinding approach

This section presents the approach that the municipality will take to lead communities and neighbourhoods to develop wayfinding plans. Best practices are included throughout to provide guidance through the process.

As seen in the flowchart below, a sequence of tasks leads to the successful development and implementation of a wayfinding plan. Engagement with residents and stakeholders during the site audit and planning tasks will result in a plan that reflects local needs.

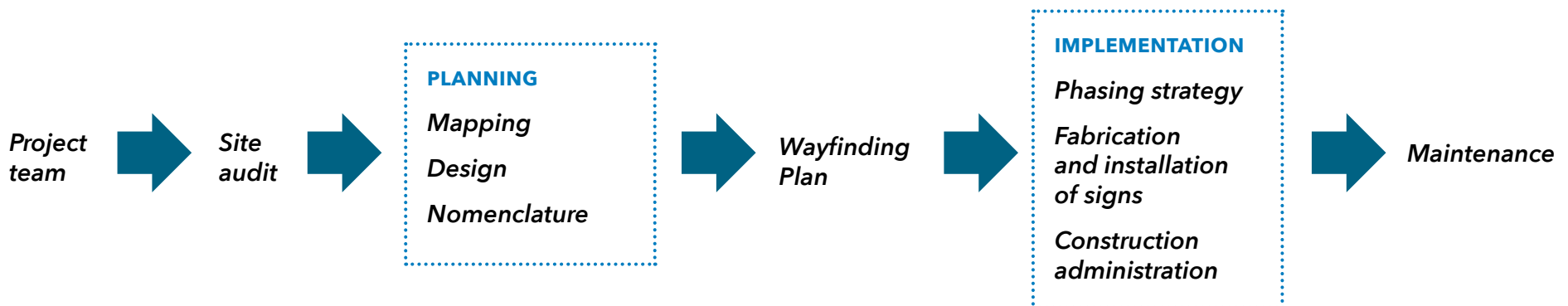
Municipal departments that will be involved

include Public Engagement, Indigenous and Rural Relations and Public Works.

The tasks on the following pages describe the process that the municipality will implement in order to develop a wayfinding plan for a specific community or neighbourhood.

### Best practices

Communications & Engagement will help design and implement the engagement process. By integrating resident input, the wayfinding plan will meet the community's needs and reflect its unique sense of place.



The tasks involved in developing a community or neighbourhood wayfinding plan.

## Task 1: Establish project team

The municipality will assemble a project team that is a manageable size and includes a range of expertise.

- Create a project team that could include:
  - A wayfinding consultant to lead the project team
  - Representatives from Communications and Engagement, Indigenous and Rural Relations, Public Works, Engineering and other municipal departments as required
  - Council-appointed committee members from the community
- Discuss guiding principles, project objectives, and success metrics.

### Outcomes:

- Project team created
- Success and project objectives defined
- Understanding of guiding principles

## Task 2: Site audit

The sign inventory and analysis should be conducted by a wayfinding consultant.

- Create inventory of current signage, map and photograph sign types, assess condition, and develop recommendation for each sign (retain, remove, replace).
- Identify the parts of the community that could benefit from signage.
- Identify special districts or streets that have a unique character.
- Identify destinations that visitors and residents visit.
- Study and evaluate traffic patterns.

### Outcomes:

- Sign inventory and assessment
- Identification of required sign types
- Desired wayfinding elements identified (banners, crosswalk painting, murals, etc.)

### Sign inventory

If older wayfinding signs already exist in the community, set rules to determine whether a sign should be retained, removed, or replaced.

Creating an inventory will make it easier to remove visual clutter when the new wayfinding system is installed.

## Best practices

Use the site audit as an opportunity to visualize “what could be.”

Consider which of the Wood Buffalo wayfinding elements would add interest to a shopping street, draw a visitor’s eyes to a special place, or mark the significance of a local landmark.



### Task 3: Mapping

This task builds a framework for the wayfinding program by identifying the types of signs required with potential locations based on information collected in the site audit. Gateway locations and destinations are plotted on a map and travel routes are identified.

- Identify major gateway locations.
- Define key destination areas or districts and separate them into specific categories (i.e., parks, districts, entertainment, recreation, civic).
- Examine traffic flow patterns (pedestrian, vehicular, and bicycle) and determine key decision-making nodes.
- Map travel routes for various destinations.

### Best practices

Gateways announce “you have arrived at a special place” and therefore should be clearly marked and celebrated.

Gateways, or entrances, are the start of journeys to destinations and directional signs will be required along the route between the two.

### Outcomes:

- Map showing gateway locations, destinations, districts, and routes
- Destination hierarchy

#### Destination hierarchy

Signs contain a limited number of place names based on size, purpose, and readability. The destinations that appear on each sign are determined by a destination hierarchy.

Destinations are ranked in a hierarchy based on how many people they attract, and how significant they are in helping people orient themselves. In downtown, primary destination examples are MacDonald Island, Peter Pond Mall, and Snye Point. Use the hierarchy as a guide to determine which destination takes precedence over another when determining what goes on a sign. These destinations appear on vehicular wayfinding signs that guide visitors along a specific route from the community entrance to the primary destination.

Secondary destinations appear on vehicular wayfinding signs close to the actual destination. In downtown, secondary destination examples are Lions Park and the Golden Years Society. These destinations appear with primary destinations when there is enough room on the sign.

Tertiary destinations could appear on their own vehicular wayfinding sign close to the destination, to let drivers know where to turn. In downtown, tertiary destinations include Willow Square and the cemetery. Tertiary destinations appear on pedestrian wayfinding signs within a short walk of the destination.

Quaternary destinations may appear on pedestrian wayfinding maps. They are local destinations and attractions and include parks, schools, and religious gathering places.

Privately-owned businesses will not be included on wayfinding signs. An exception is sometimes made for facilities that draw a lot of visitors for special events or concerts.

## Task 4: Nomenclature

Develop a system for naming local destinations and amenities.

- Seek guidance for Cree and Dene translations and traditional place names.
- Identify nomenclature options.
- Through discussions with partners and stakeholders, develop a list of naming conventions for wayfinding destinations and districts.
- Develop a list of acceptable abbreviations for when signs cannot reflect the destination's entire name.

### Outcomes:

- List of consistent abbreviations
- List of nomenclature
- List of Cree and Dene translations and traditional place names

### Nomenclature

Nomenclature refers to a system of naming.

Much of the wayfinding nomenclature will be consistent across the region. However, unique destinations will require the project team to develop an acceptable and understandable naming convention.

## Best practices

Seeking guidance from local knowledge keepers and language leaders for translations and traditional place names is critical to a community plan that is reflective of the region's true history.

## Best practices

Although a destination might have a locally-known abbreviated name, this might not be descriptive enough for visitors. As well, abbreviations need to be acceptable to the facility operator.

For example, Wood Buffalo residents refer to MacDonald Island Park as "Mac Island." However, visitors will not understand the reference, nor does it provide any indication of the amenities included in the park. Therefore, when size does not allow the full name to be displayed, signs will state "MacDonald Island" as preferred by the Regional Recreation Corporation of Wood Buffalo (RRCWB) and will include icons for the amenities where applicable.

## Task 5: Design

The sign system should follow the guidelines that appear in this strategy. The municipality has electronic templates for the creation of the sign system.

The graphical elements, typography and colour system shown in this Strategy must be maintained. However, there is an option to incorporate varying colour schemes using approved RMWB brand colours. Starry Night must remain the prominent colour.

See pages 31-33 for samples of acceptable colour schemes. All scenarios must be approved by Creative Services.

- Determine colour scheme for wayfinding elements.

### Best practices

Illustrations should be simple and legible. Bold lines work better than sketchy lines.

The illustrations should be in vector format so they don't lose resolution when enlarged for the signs.

- Develop or select illustrations to use on wayfinding elements (e.g., back of vehicular signs, wraparound of pedestrian orientation sign, and top of "did you know" markers).
- Develop local area map for pedestrian orientation signs.
- Refine the wayfinding elements selected during the site audit.

### Outcomes:

- Finalized designs and illustrations for wayfinding elements and signs

### Locally-inspired illustrations

Each community and neighbourhood in Wood Buffalo is unique and the wayfinding signs and elements provide opportunities to reflect this character. Design elements could be developed by artist(s) and community working together to identify key images that are reflective of the community.

Illustrations could be developed via the Public Art Policy, a call for artists, or asking a local or local Indigenous artist. Suggested themes include history, architecture, culture, animals, and environment.

The illustrations should follow a similar look and feel to those included in this document (see page 48).

### Illustrations

The municipality has a small set of illustrations prepared for downtown wayfinding signs, shown on the next page. The illustrations were designed for use in the downtown, but could be used elsewhere.

### Best practices

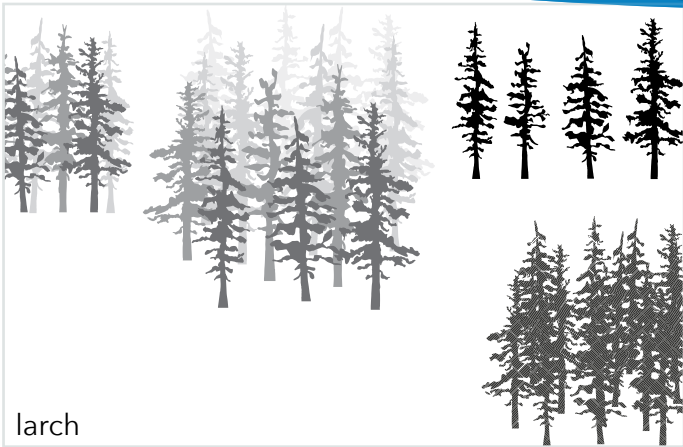
The sign family uses RMWB brand standards and communities and neighbourhoods are invited to use a unique combination of colours as approved by the municipality.

It is important to test colour combinations to make sure the content is legible.

The sign family standards includes additional information about colour choices.



deer



larch



blueberries



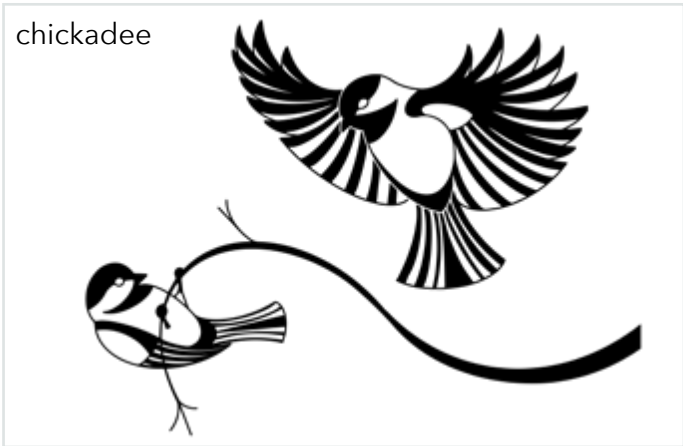
birch



raven



trout



chickadee



fox

## Task 6: Wayfinding plan

Now the wayfinding consultant compiles the gathered information into a wayfinding plan. The municipality will review and approve the finalization of each sign and wayfinding element.

- Determine locations and type of signage required at each location based on vehicular and pedestrian routes, entrances, and destinations; determine content and plot on the map.
- Determine locations and types of wayfinding elements; determine content and plot on the map.
- Develop sign schedule that lists the location and messaging for each sign.
- Identify locational constraints, e.g., utilities.

### The right sign in the right place

Pedestrian signs should be located close to intersections to aid in decision making.

Vehicular wayfinding signs need to be located in advance of the intersection to give drivers time to move to the correct lane.

A map helps to orient a visitor if there are many nearby destinations.

### Outcomes:

- Wayfinding plan, sign schedule, location maps, details and specifications
- All artwork that will be supplied to the contractor for sign fabrication

### Wayfinding plan

The wayfinding plan is a technical document that sets out what will be installed in the community. Each wayfinding element needs to be mapped with its specific location.

The content of each sign is finalized during this task, and should be double-checked by walking through the community to make sure arrows are pointing the right way, spelling and abbreviations are correct, etc.

## Best practices

Signs intended to direct vehicles should be installed in advance of intersections, so that drivers have time to make decisions, get in the correct lane, and use turning indicators.

Alberta Transportation's Highway Guide and Information Sign Manual includes some useful information about sign placement.

Signs for pedestrians can be close to intersections, making sure they do not block drivers' sight lines. Pedestrian orientation signs should be placed to allow a wheelchair to roll right up to the front of the sign.

## Task 7: Phasing strategy

After the wayfinding plan is finalized, consideration should be given to how the project will be phased. Decisions about phasing are based on information about expected cost in comparison with the amount available in the budget.

- Develop a preliminary cost estimate based on the elements included in the wayfinding plan.
- Determine the source of funding (municipal budget, grants, fundraising, donations, etc.).
- Develop maintenance plan (maintenance costs money too!)
- Develop phasing plan based on the gathered information.

### Preliminary cost estimate

The preliminary cost estimate includes all potential costs for the fabrication, shipping, and installation of the wayfinding elements.

The estimate should include items associated with any fixing of softscape areas, installing shrubs and trees around entrance signs, hiring a sign company to do shop drawings, and engineered drawings for new posts.

### Outcomes:

- Funding sources
- Phasing strategy

### Maintenance plan

A maintenance plan should be considered within the wayfinding project budget. An inventory of the signage should be kept up to date with regular site visits to determine when a sign requires cleaning, repairs, or replacement.

## Best practices

If the cost estimate is higher than the wayfinding system budget, the system might need to be phased.

It makes sense to first install wayfinding elements along high priority routes to major destinations.

It is important to establish a phasing strategy based on routes so that even if all signs are not installed, visitors are still able to navigate to their destination.

## Task 8: Sign fabrication and installation

The internal project team will work through the process of hiring a sign fabricator and installer.

Ensure the selected contractor has previous experience producing and installing signage systems of a similar scope. Always ask for case studies and samples of work to ensure a high quality product and successful install.

- Issue the wayfinding system for tender and receive bids from contractors.
- Determine which signs require installation from the fabricator
- Select the bid from the contractor that will do the best work at a reasonable cost.

### Outcomes:

- Contractor hired to fabricate prototypes of each sign type prior to fabricating and installing entire sign suite.

### Tender

Tender is the process of asking for contractors to provide a bid to do the project. The tender package includes the wayfinding map, the Wood Buffalo standard sign family, the Wood Buffalo icon family, sign schedule and quantities, sizing and material specifications.

## Best practices

The tender package should ask for samples of previous work to determine if the contractor has experience producing similar projects at the same scale, and whether they do quality work for clients.

It is recommended that a wayfinding consultant act as Construction Administrator on the project.

Prototypes of each sign type should be produced for review and quality control prior to final production.

### Task 9: Construction administration

During this task, the wayfinding consultant or project team will oversee the contractor as the wayfinding elements are fabricated and installed.

- Supply artwork to the contractor.
- Answer questions and clarify design intent.
- Review shop drawings for each sign type provided by sign fabricator.
- Review the content for each sign and specified fabrication methods and materials to ensure they follow the design intent; each sign requires municipal approval.
- Process progress claims from the contractor.
- Regular meetings to keep the process on track and on budget.

#### Outcomes:

- Contractor produces shop drawings for all required sign types.
- Contractor fabricates and installs prototype of each sign type for municipal review and quality control prior to fabricating the entire suite of signs.
- Contractor fabricates and installs signs based on approved designs and materials.
- Once the signage is installed, a qualified consultant reviews and reports any deficiencies.
- Contractor addresses any deficiencies to the client's satisfaction.

- Contractor provides a maintenance manual including cleaning methods and inspection schedule.
- Contractor or municipality compiles database of wayfinding elements.

### Task 10: Project close out

Now that the project is complete, it's time to celebrate success!

- Provide final updates to the community or neighbourhood about the new wayfinding program.
- Prepare "what we learned" summary to inform the next wayfinding project.

#### Outcomes:

- A satisfied community or neighbourhood.

### Task 11: Maintenance

Incorporate the new wayfinding signs into regular maintenance programs.

- Create inventory of new wayfinding signs.
- Set up regular site reviews to determine when a sign requires cleaning, maintenance, repairs, or replacement.

# Wayfinding considerations

These are some of the issues that need to be addressed when the municipality develops a wayfinding plan for a community or neighbourhood.

## Alberta Transportation

Wayfinding signs are intended for installation on land and infrastructure owned by the municipality. Placement of signs within highway rights-of-way requires an application to Alberta Transportation. Approvals can take a long time, and must be obtained before installation can begin.

## Back of sign illustrations

The backs of signs can be used to contribute the local sense of place using a consistent illustration. In the downtown, the river illustration was used to celebrate the confluence of the Clearwater, Snyc, and Athabasca rivers. Each community and neighbourhood should select an illustration that has significance for the local area.

## Decluttering

When a new signage system is installed, the old signage should be removed to prevent cluttering of the streetscape.

## Planting

Signs placed amongst shrubs and flower planting are more attractive and have a large visual weight, drawing the viewer's eyes.

Incorporating planting with sign installation is appropriate for gateway and park identification signs. Low growing plants should be selected for the planting bed in front of the sign, ensuring their mature heights will be lower than the sign content. Consider creating a small hill and placing the sign at the top to increase its visibility.

Pedestrian orientation signs are not candidates for planting since they must remain accessible and approachable by wheelchair users.

## Nighttime visibility

Where possible, signs should be placed where the front is illuminated by a street light to enhance nighttime legibility.

## Snow removal

Signs should be located as per ESS standards so that they are not blocked or damaged by snow clearing. Snow removal on trails should avoid burying or damaging the trail signs.

## Streetscape improvements

When streetscape improvement initiatives are planned, such as sidewalk and road upgrades, beautification, installation of new street lights, etc., an updated wayfinding plan should be considered as part of the initiative.

## Story telling

"Did you know" markers or interpretive signs on walking trails will enhance sense of place and promote understanding and belonging.

## Best practices

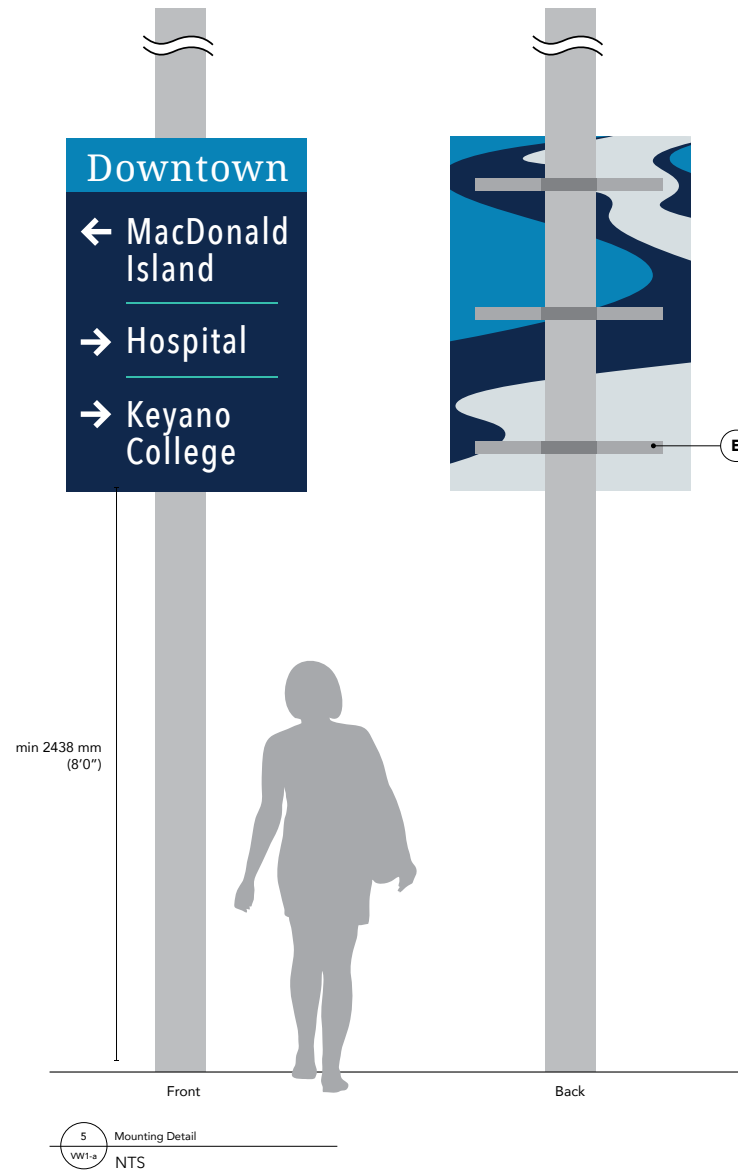
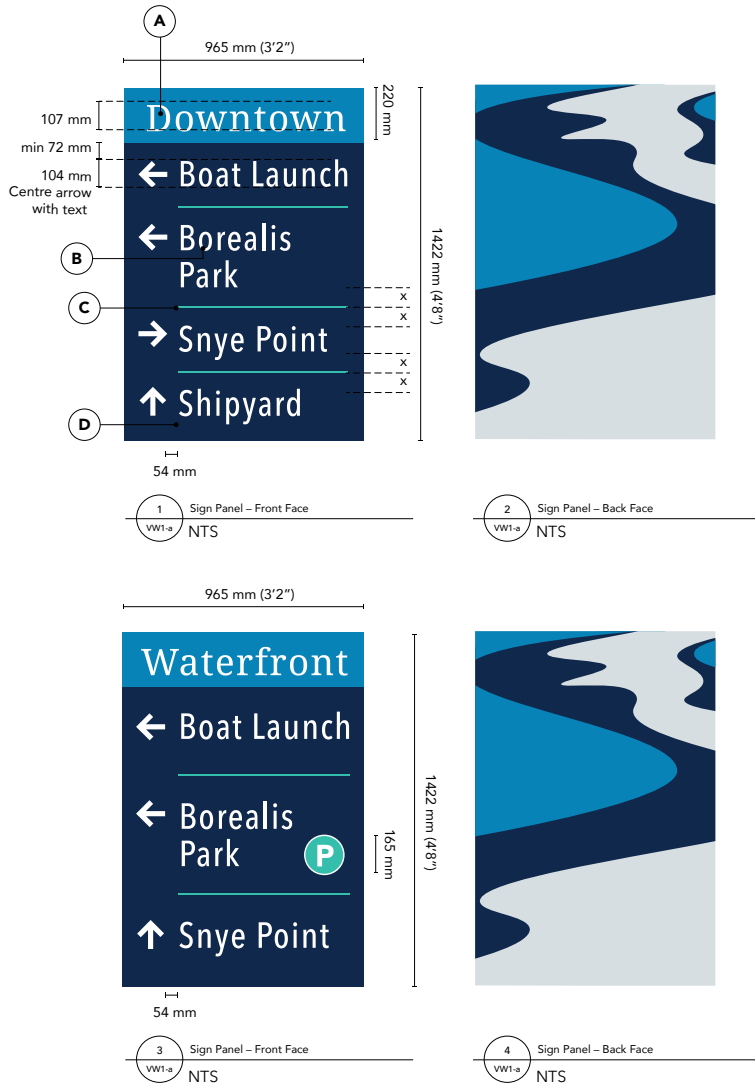
Ideas identified during engagement included elements for the visually impaired such as RFID tags, an on-line audio mapping system, or micro-positioning technology like RightHear.

The RMWB will need to explore which technology best suits the needs of residents and Administration. Incorporating place names in braille is an option that could be explored for pedestrian orientation signs.

# Appendix

## Wood Buffalo sign family: design intent drawings

### Vehicular directional

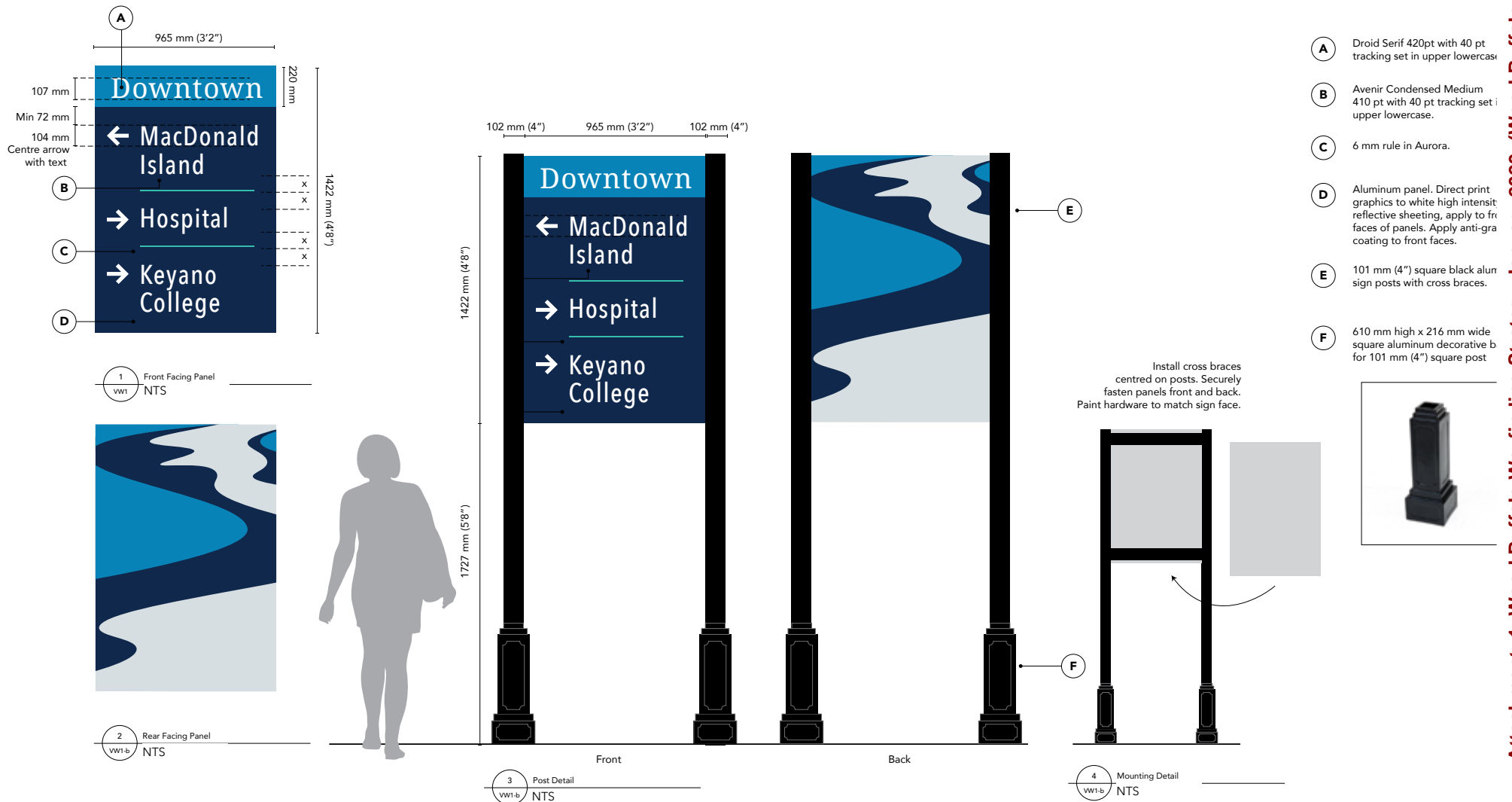


- A** Droid Serif 420pt with 40 pt tracking set in upper lowercase
- B** Avenir Condensed Medium 410 pt with 40 pt tracking set in upper lowercase.
- C** 6 mm rule in Aurora.
- D** Aluminum panel. Direct print graphics to white high intensit reflective sheeting, apply to frn and back faces of panel. Apply anti-graffiti coating to both sid
- E** Securely mount panel to existi lamp standards using Band-it c equivalent strapping and buck Use cross bracing if extra supp required for wind loads based size of panel.

# Appendix

## Wood Buffalo sign family: design intent drawings

### Vehicular directional - freestanding

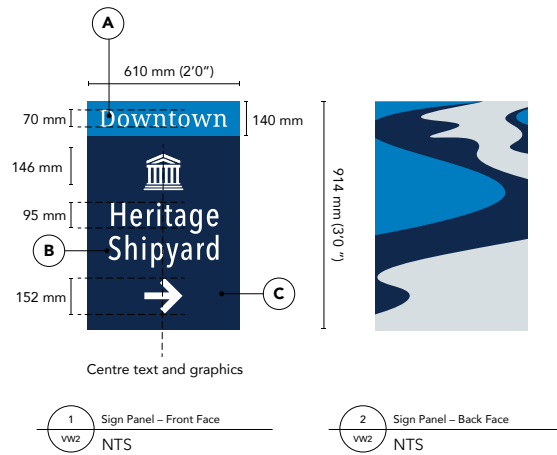


# Appendix

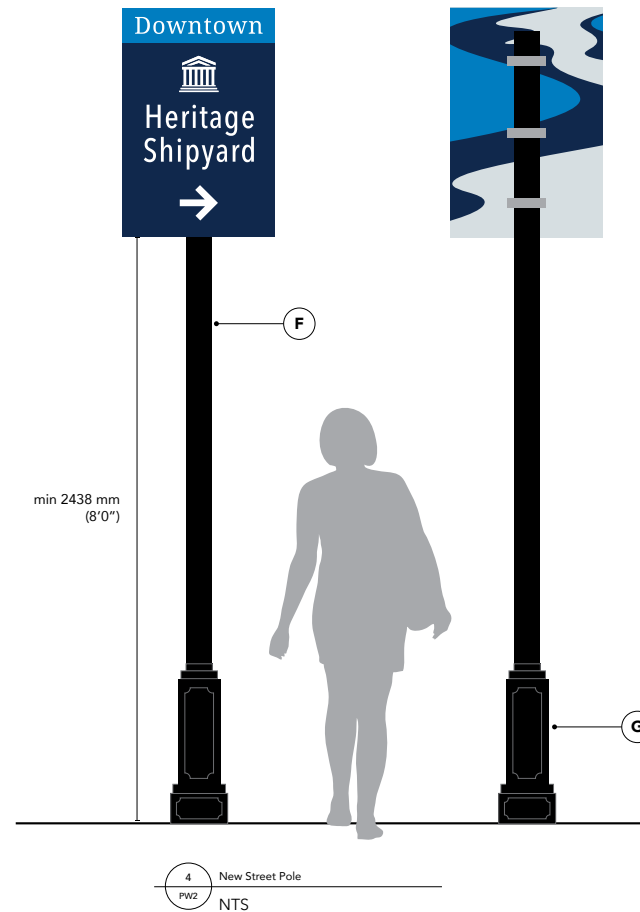
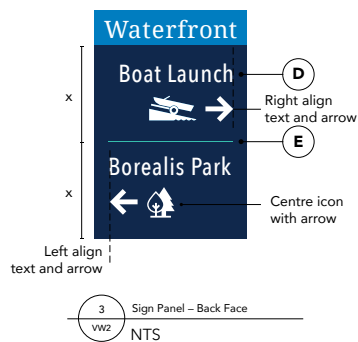
## Wood Buffalo sign family: design intent drawings

### Vehicular destination

Single destination:



Two destinations:



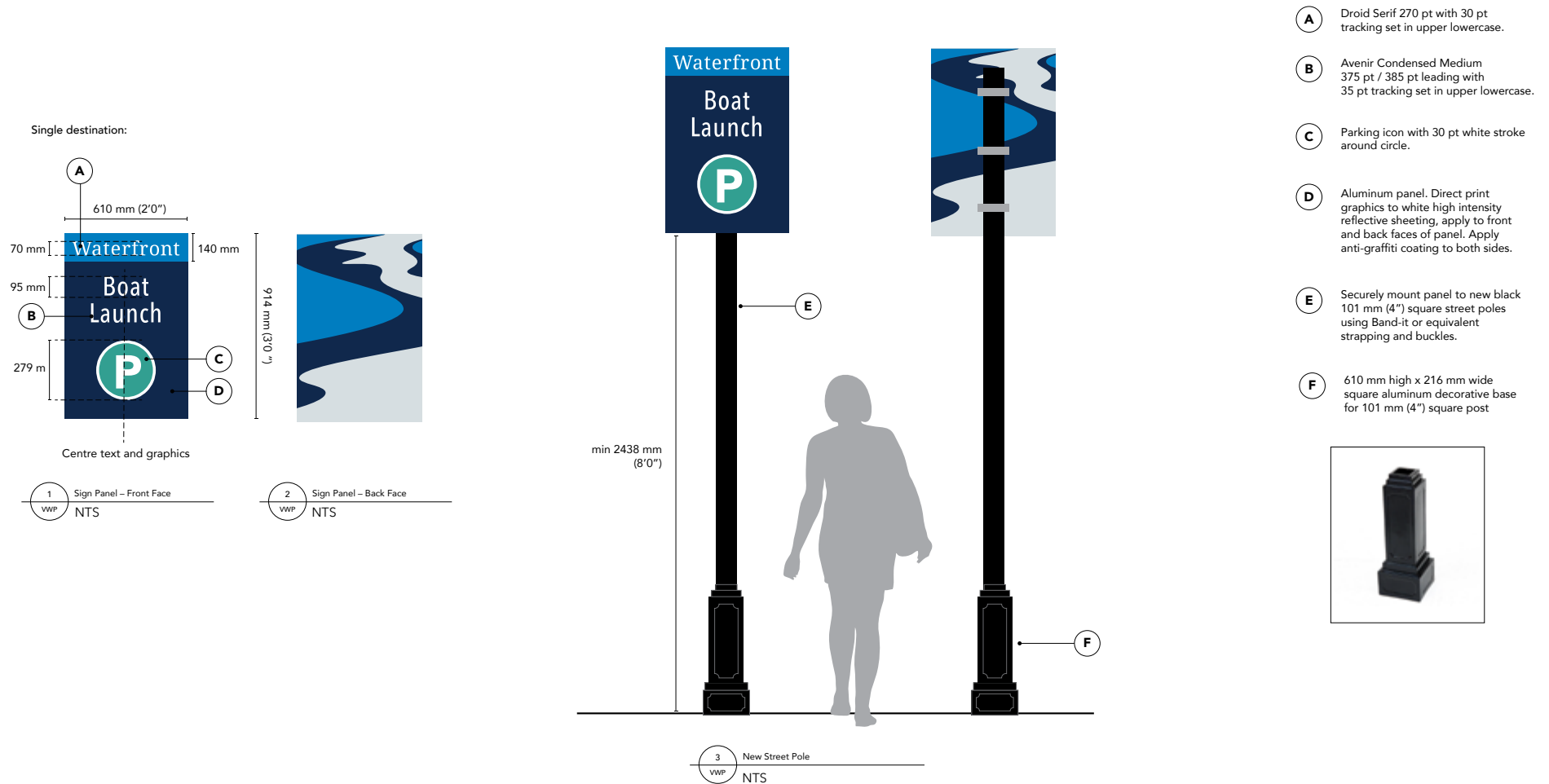
- (A) Droid Serif 270 pt with 30 pt tracking set in upper lowercase.
- (B) Avenir Condensed Medium 375 pt / 400 leading with 35pt tracking set in upper lowercase.
- (C) Aluminum panel. Direct print graphics to white high intensity reflective sheeting, apply to front and back faces of panel. Apply anti-graffiti coating to both sides.
- (D) Avenir Condensed Medium 280 pt / 320 leading with 30 pt tracking set in upper lowercase.
- (E) 4 mm rule in Aurora.
- (F) Securely mount panel to new black 101 mm (4") square aluminum street poles using Band-it or equivalent strapping and buckles.
- (G) 610 mm high x 216 mm wide square aluminum decorative base for 101 mm (4") square post



# Appendix

## Wood Buffalo sign family: design intent drawings

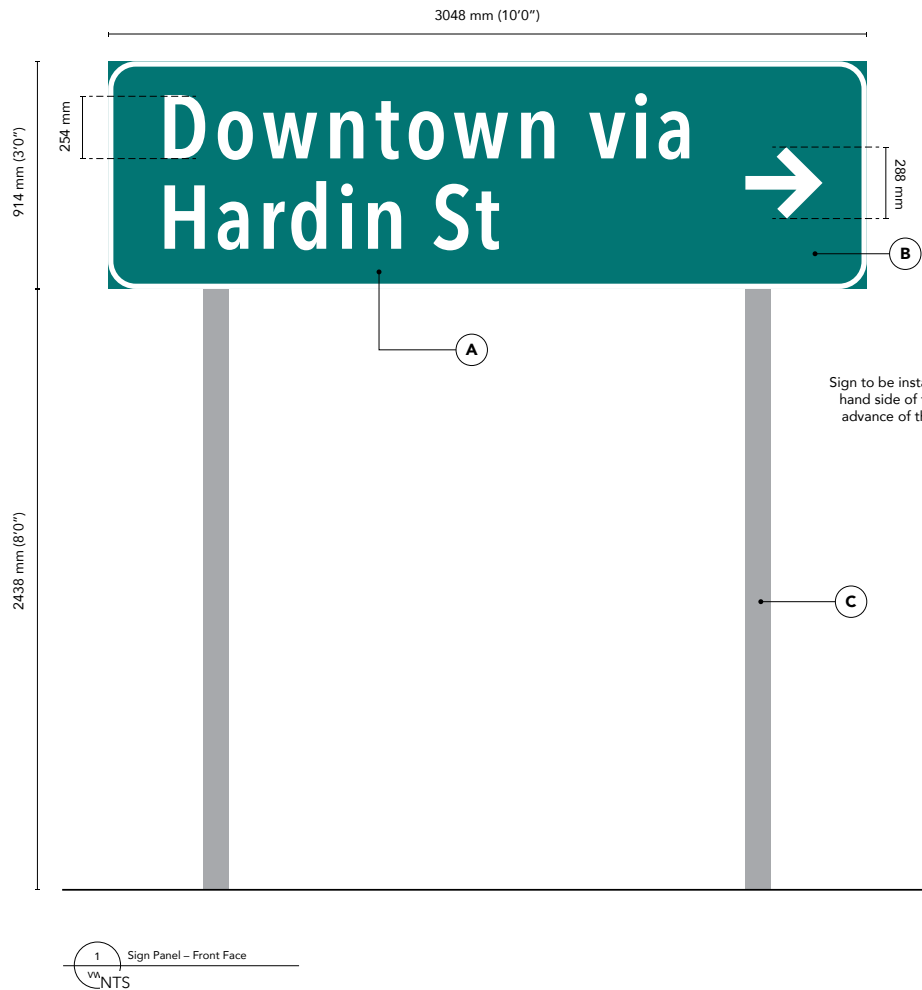
### Vehicular destination - parking



# Appendix

## Wood Buffalo sign family: design intent drawings

### Vehicular directional - district destination



VW3-2



VW3-3

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

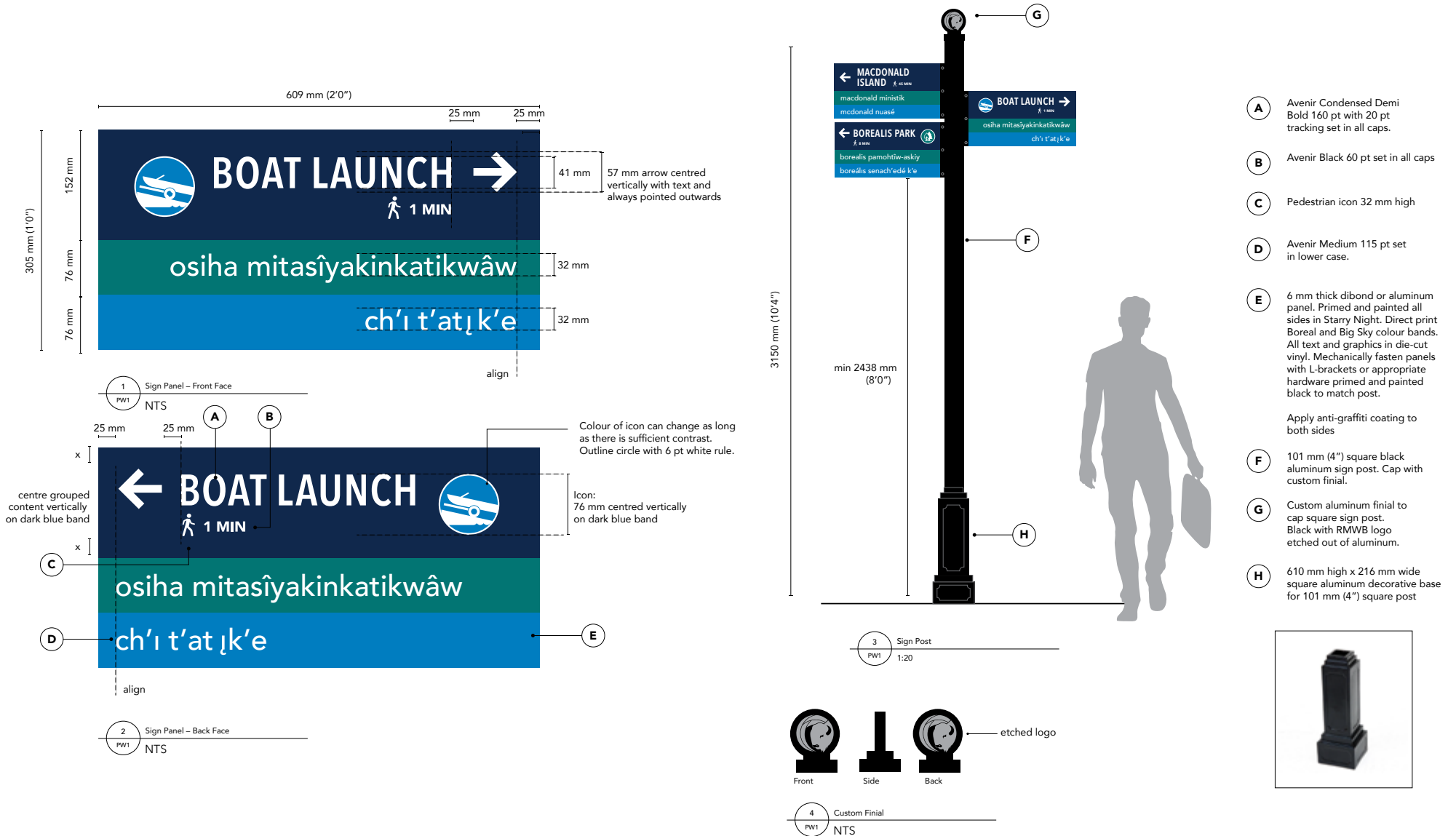
All signs that are placed in a provincial highway right of way must be approved by Alberta Transportation.

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

# Appendix

## Wood Buffalo sign family: design intent drawings

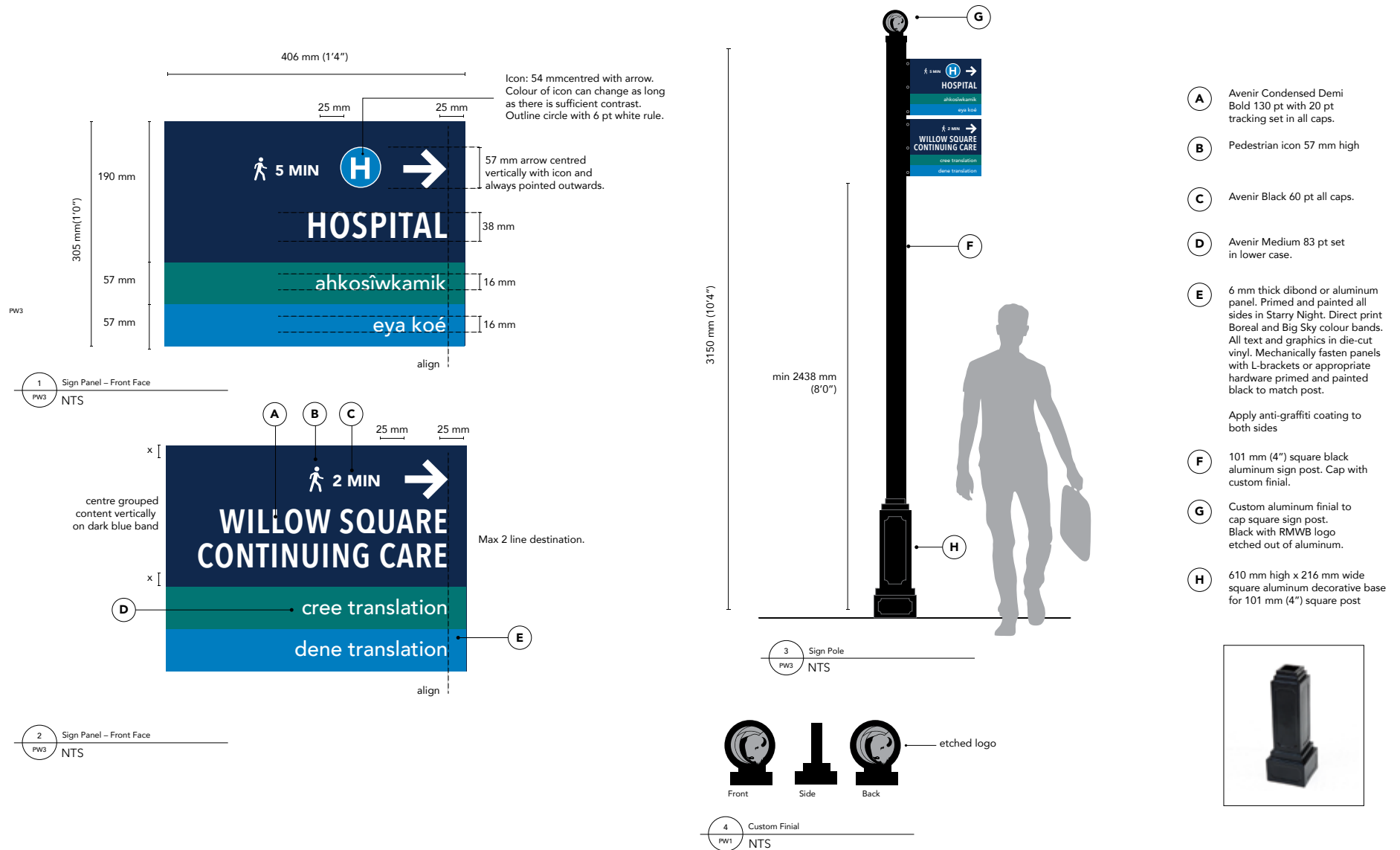
### Pedestrian directional - primary



# Appendix

## Wood Buffalo sign family: design intent drawings

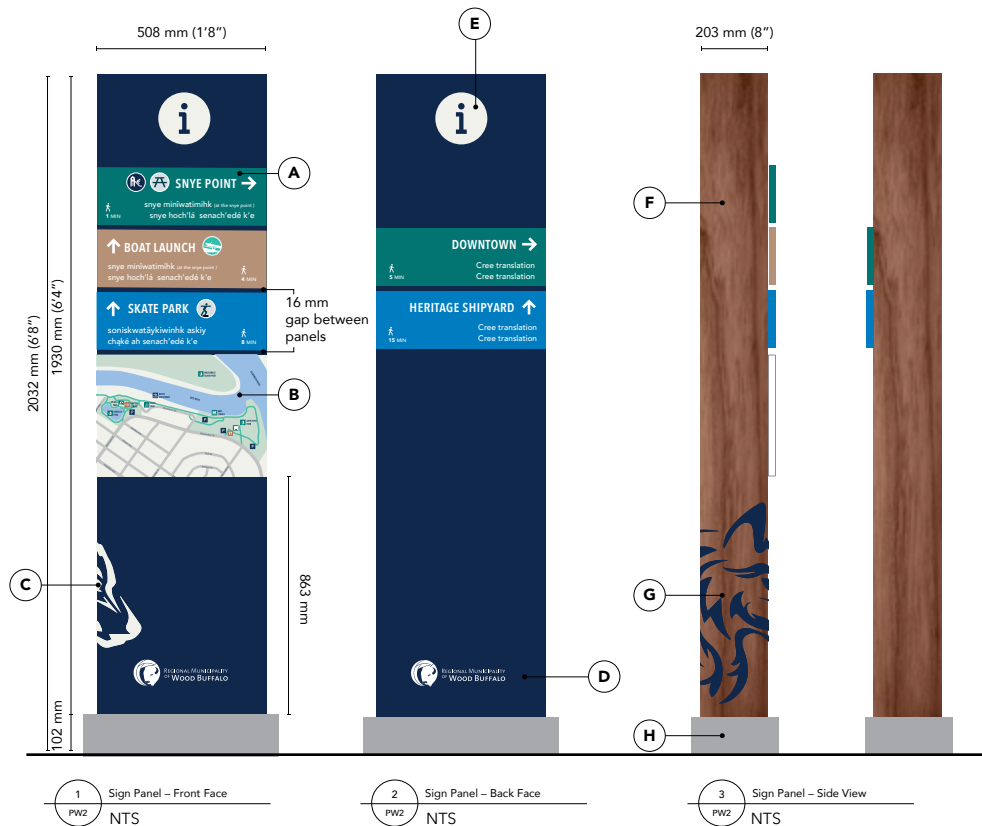
### Pedestrian directional - secondary



# Appendix

## Wood Buffalo sign family: design intent drawings

### Pedestrian orientation



**A** Message Panels:  
6 mm thick aluminum panels primed and painted in alternating colours. All text and graphics in die-cut vinyl. Apply 3M UV and Anti-graffiti overlaminate to front face. Securely fasten panels to face of cabinet. Must have ability to change out panels if necessary. *Maximum of three panels per side*

**B** Map Panel:  
6 mm thick aluminum panels prime and painted in Starry Night. Direct print graphics to front face using exterior grade inks. Apply 3M UV and Anti-graffiti overlaminate to front face. Securely fasten panels to face of cabinet. Must have ability to change out panels if necessary.

**C** Option A  
Laser cut illustration out of 6 mm aluminum painted in Snow Drift for front part of illustration and Starry Night for side portion of illustration. Flush mounted to cabinet. Miter edges to wrap around sides.

**G** Option B  
Laser cut matte vinyl Snow Drift for front part of illustration and Starry Night for side portion of illustration. Anti-graffiti over laminate applied as top surface over entire cabinet.

**D** RMWB logo in opaque white cut vinyl applied to sign face. Apply 3M UV and Anti-graffiti overlaminate to all sides and top.

**E** 6 mm thick icon painted in Snow Drift on front and sides, pin mounted flush to sign face.

**F** Aluminum sign cabinet primed and painted in Starry Night with 3M-Di-Noc-Architectural Finish FW-233EX applied to both sides and top of cabinet; seal edges. Must be installed by 3M Authorized installer. Apply 3M UV and Anti-graffiti overlaminate to all sides and top of cabinet.

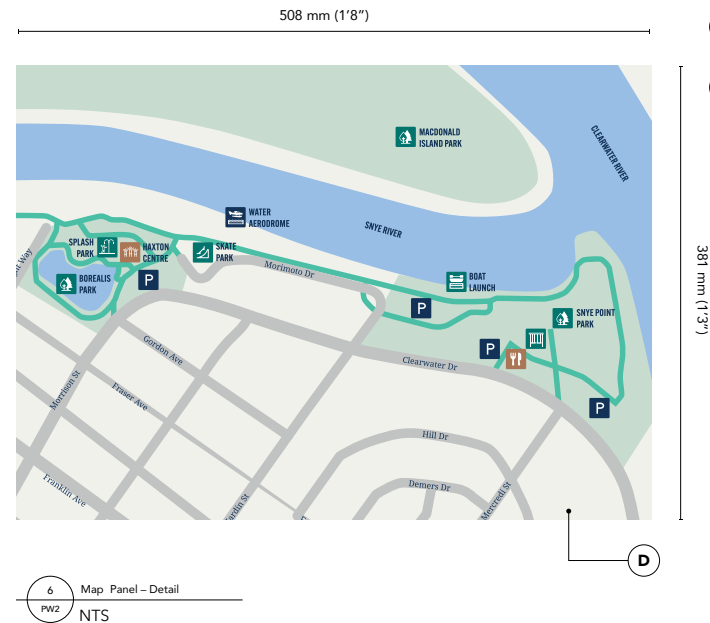
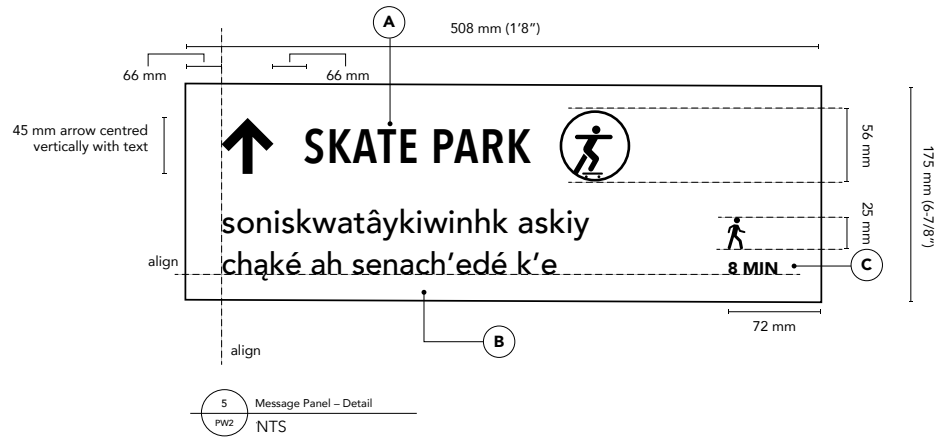
**G** Install cabinet onto concrete footing.

# Appendix

## Wood Buffalo sign family: design intent drawings

### Pedestrian orientation - message panel detail

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



- A** Avenir Condensed Demi Bold 115 pt set in uppercase.
- B** Avenir Medium 75 pt set in upper/lowercase.
- C** Avenir Black 48 pt set in uppercase.
- D** Direct print with exterior grade inks. 3M UV and Graffiti overlamine applied to front face.

Acceptable colour combinations.



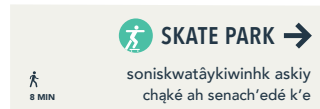
Big Sky background with text and graphics in white



Trail background with text and graphics in white



Boreal background with text and graphics in white

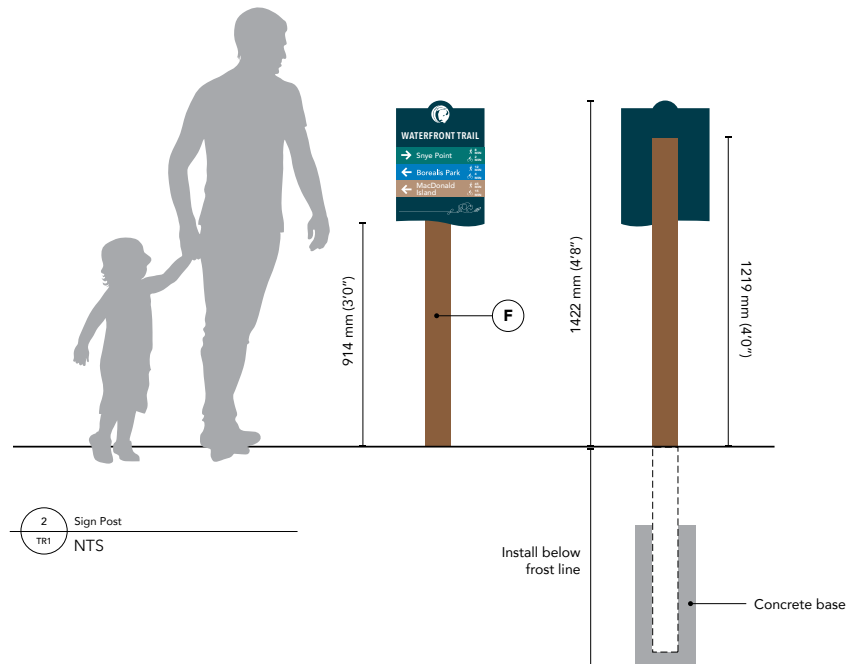


Snow Drift background with text and graphics in Industry



Birch background with text and graphics in Starry Night

## Trail directional

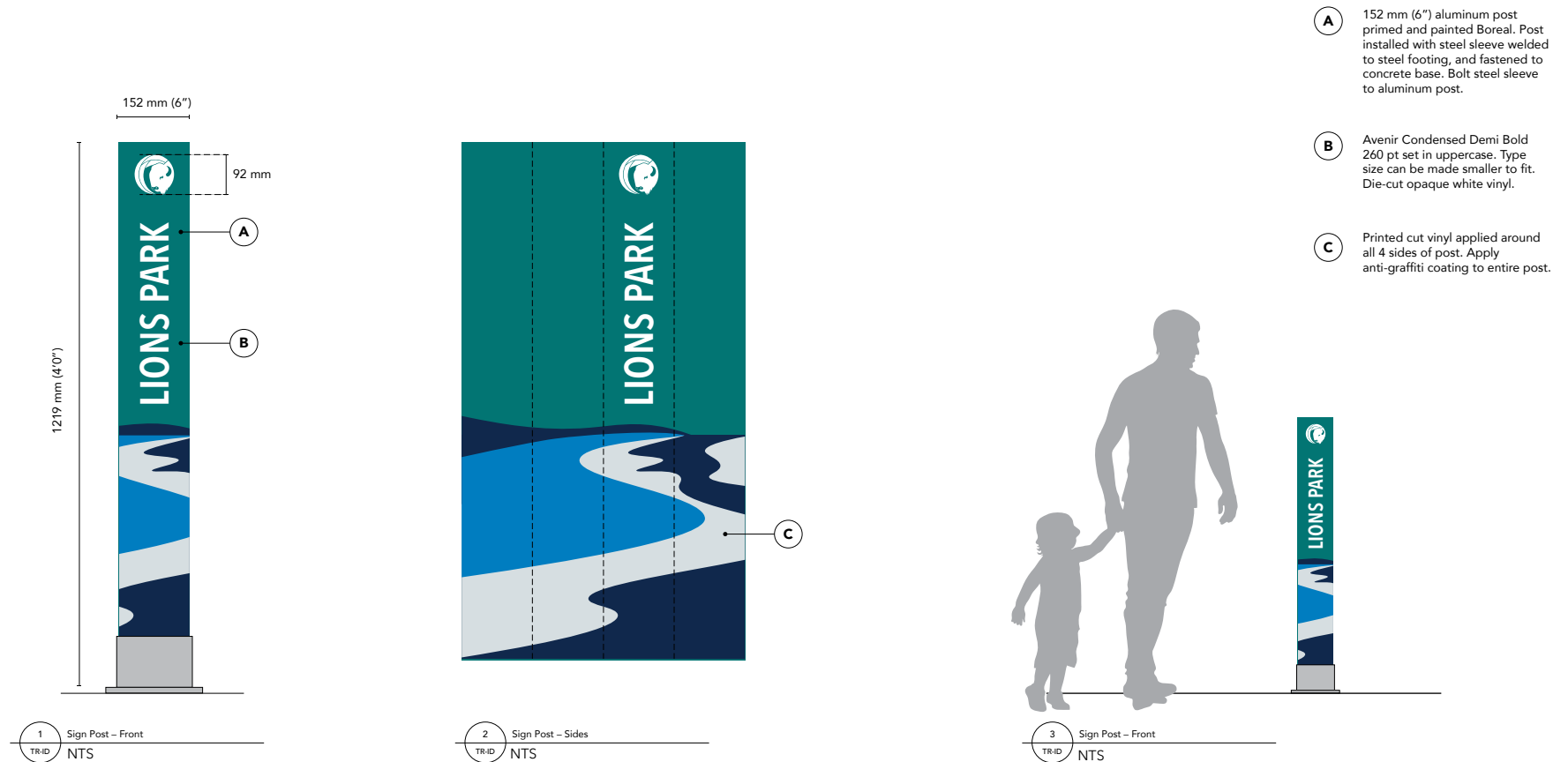


- Attachment: 1. Wood Buffalo Wayfinding Strategy January 2023 (Wood Buffalo Wayfinding Strategy)

# Appendix

## Wood Buffalo sign family: design intent drawings

### Trail identification



# Appendix

## Wood Buffalo sign family: design intent drawings

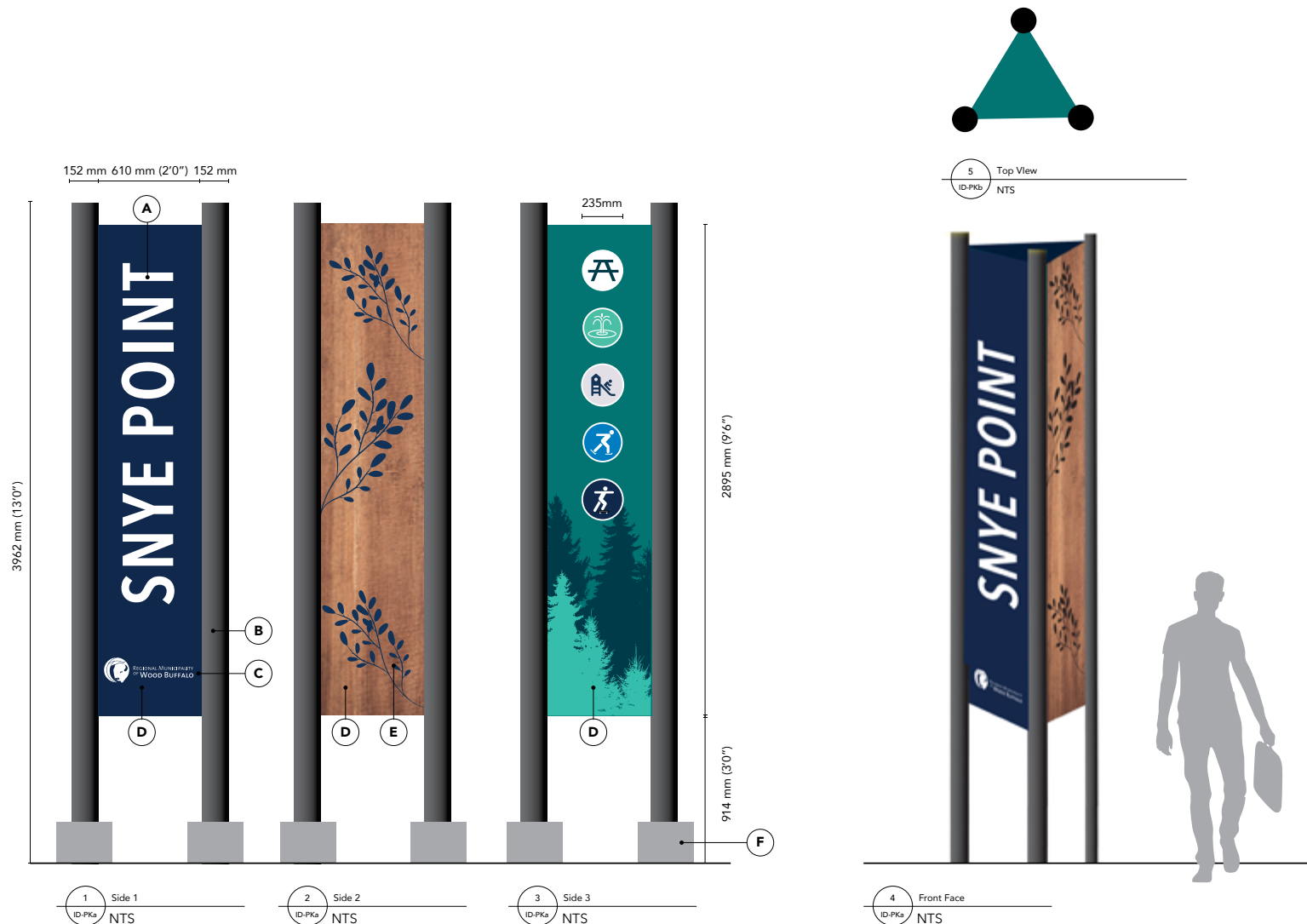
### "Did you know" marker



# Appendix

## Wood Buffalo sign family: design intent drawings

### Park identification - primary



- A** Avenir Condensed Demi Bold with 40 pt tracking set in all caps. LED backlit, white acrylic push through lettering.
- B** 152 mm (6") round Black aluminum posts
- C** RMWB logo in opaque white vinyl.
- D** Aluminum backlit three-sided sign panel securely fastened to posts.  
Side 1: primed and painted Starry Night with anti-graffiti coating.  
Side 2: primed and painted, apply 3M-Di-Noc-Architectural Finish FW-233EX to front face and edges. Must be installed by 3M Authorized installer. Apply 3M UV and Anti-graffiti overlaminates.
- E** **Option A**  
Laser cut illustration out of 6 mm aluminum primed and painted Starry Night and flush mounted to cabinet.  
**Option B**  
Laser cut matte vinyl Light Navy. Anti-graffiti over laminate applied as top surface over entire cabinet.
- F** Appropriate concrete footings.

# Appendix

## Wood Buffalo sign family: design intent drawings

### Park identification - secondary



- A** Avenir Medium with 10 pt tracking set in all caps. 6 mm Aluminum letters primed and painted white, pin mounted flush to panel.
- B** Avenir Condensed Demi Bold with 10 pt tracking set in upper/lowercase. 6 mm Aluminum letters primed and painted white, flush mounted to panel.
- C** Aluminum sign cabinet 51 mm in depth primed and painted Starry Night with direct print graphics. Apply anti-graffiti coating.
- D** Aluminum sign cabinet 51 mm in depth. Apply 3M-Di-Noc-Architectural Finish FW-233EX to back side, top and bottom edges. Seal edges. Must be installed by 3M Authorized installer. Apply 3M UV and Anti-graffiti overlaminate to all sides and top.
- E**

**Option A**  
Laser cut illustration out of 6 mm aluminum primed and painted Starry Night and flush mounted to cabinet.

**Option B**  
Laser cut matte vinyl Light Navy. Anti-graffiti over laminate applied as top surface over entire cabinet.
- F** 152 mm (6") Black aluminum sign posts with cross beams welded together for mounting
- G** Appropriate concrete footings.

# Appendix

## Wood Buffalo sign family: design intent drawings

### Park identification - smaller



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

## Banner



# Appendix

## Wood Buffalo sign family

### Colour System

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

### Paint

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

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

### Wood Detail

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

#### STARRY NIGHT

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

#### BIG SKY

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

#### BOREAL

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

#### EVERGREEN

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

#### AURORA

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

#### TRAIL

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

#### SAND

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

#### BIRCH

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

#### SNOWDRIFT

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

#### INDUSTRY

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

#### WOOD DETAIL

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

# Appendix

## Wood Buffalo sign family

### Materials

#### Signage

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

All materials for wayfinding signs shall be new and free from defects.

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

#### Hardware

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

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

#### Coatings

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

Smooth all cut edges of pre-finished metals.

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

#### Paint and Vinyl

Refer to Colour System section for paint and vinyl specifications.

#### Sign Posts

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

All sign posts to be installed as per ESS. Sign post to be located 1 metre from edge of pathway or road to avoid damage from snow clearing and grass cutting.

#### Alternate Materials / Substitutions

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

# Appendix

## Wood Buffalo sign family

### Typography

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

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

#### AVENIR LTE STD MEDIUM

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 1234567890!?!&

#### AVENIR CONDENSED

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 1234567890!?!&

#### DROID SERIF REGULAR

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 1234567890!?!&

#### AVENIR LTE STD HEAVY

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 1234567890!?!&

#### AVENIR CONDENSED DEMI BOLD

abcdefghijklmnopqrstuvxyz!?!&  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 1234567890!?!&

#### DROID SERIF BOLD

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 1234567890!?!&

# Appendix

## Wood Buffalo sign family

### Icons

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

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

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



Acceptable colour use



Sufficient contrast between icon and background colour

Unacceptable colour use



Insufficient contrast between icon and background colour

# Wood Buffalo Wayfinding Strategy

Presenter: Matthew Harrison & Nadia Power

Department: Communications & Engagement

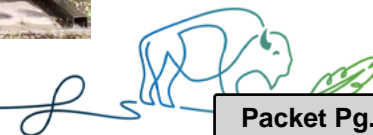
Meeting Date: February 28, 2023



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# What is wayfinding?

- Knowing where you are
- Identifying your destination
- Knowing how to get from here to there



# Why is wayfinding important to Wood Buffalo?

- Encourages people to use more active modes of transportation (e.g. walking)
- Can reflect true Indigenous history
- Helps maintain a regional identity
- Makes the public realm accessible to all residents and visitors
- Improves community health



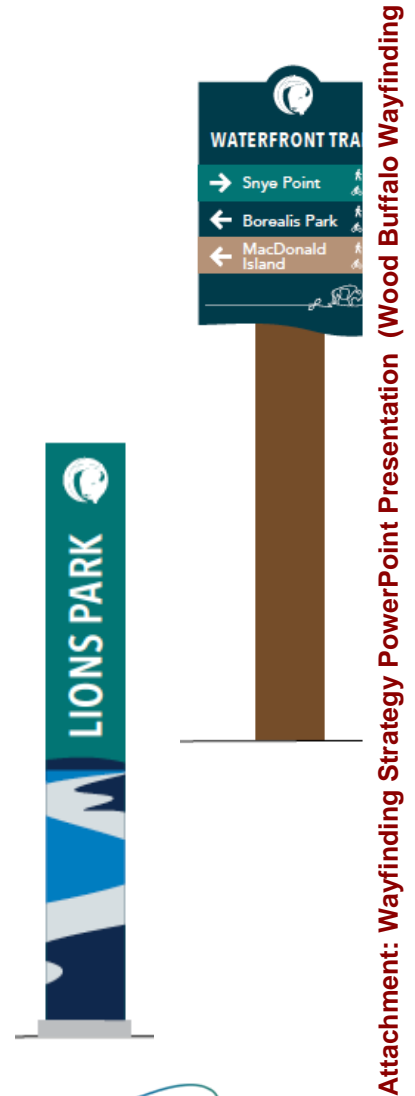
# What is the purpose of the Strategy?

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



# How was the Strategy developed?

- Site Audit and Research
  - Document and identify potential locations for signage
  - Engage public to identify key elements for the wayfinding strategy
  - Develop a preliminary sign family design
  - Engage public for feedback on the designs and prototypes
- Strategy Development
  - Develop Strategy based on engagement and best practices
  - Develop Strategy first to provide an overarching regional framework to guide future wayfinding plan development



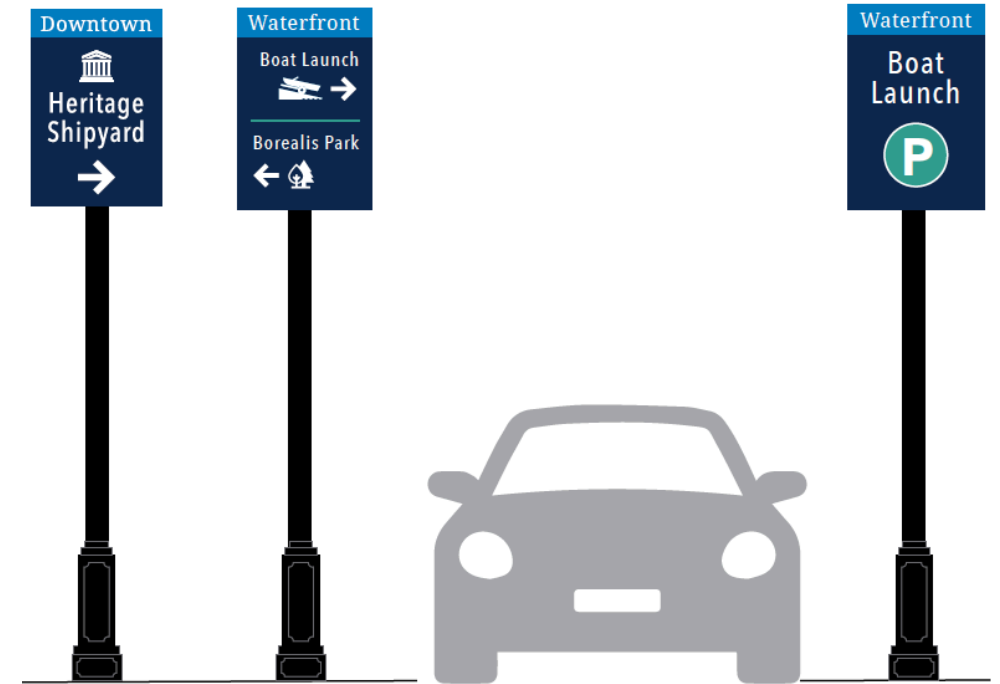
# Five Guiding Principles for Strategy

1. **Celebrate Wood Buffalo:** Banners, illustrations, and signs reflect and celebrate the diverse character of the region.
2. **Connect people to places:** Directional signs provide vehicular and pedestrian route connections between important destinations and promote safe, active travel.
3. **Consider pedestrian needs:** Provides direction to pedestrians and people using alternative modes of transportation such as bicycles and mobility scooters.



# Five Guiding Principles for Strategy

4. **Ensure consistency:** The visual identity used in the wayfinding program is consistent across the region through use of RMWB brand elements including typefaces, colour scheme, and materials.
5. **Wayfinding is for all:** Includes fonts in sizes and colours that users can read, universal icons, and place names in Cree and Dene languages.



# Next Steps

1. Council adoption of Wayfinding Strategy
2. Finalize Fort McMurray Downtown Wayfinding Plan (April)
3. Development of Policy to complement Wayfinding Strategy (Q3 2023)
4. Develop Budget 2024 request for Downtown Plan signage and explore other funding sources (e.g. grants) (Q3/Q4 2023)
5. Develop timeline for neighbourhood and community Wayfinding Plans
6. Monitor and evaluate Wayfinding Strategy (ongoing)

Thank You





## COUNCIL REPORT

Meeting Date: February 28, 2023

### **Subject: 2022 Q4 Capital Budget Fiscal Amendments Update**

#### **APPROVALS:**

**Paul Thorkelsson**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT the 2022 Q4 Capital Budget Fiscal Amendments update, as summarized on Attachment 1 (2022 Capital Budget Fiscal Amendments, dated December 31, 2022), be accepted as information.

#### **Summary:**

This report provides a summary of capital budget amendments implemented by Administration within the provisions of the Fiscal Responsibility Policy (FIN-160) for the fourth quarter ending December 31, 2022.

There was one (1) capital project amended in this quarter as listed on Attachment 1, resulting in no change to the overall capital project budget. The amendment requested a cash flow adjustment of \$5M from previously approved future years into 2022. This amendment is not due to a scope change, and therefore the nature and type of the capital project is not altered.

This amendment was reviewed and recommended by the Capital Projects Steering Committee.

#### **Background:**

The capital project amendment required a cash flow change as follows:

- Service Connections (Rural Water and Sewer Servicing)

The Rural Water and Sewer Services (RWSS) Service Connection work has been ongoing since 2021. Given the flexibility of the program, it is difficult to accurately forecast how many lots will connect per year and the resulting budget requirements. Based on the applications approved, it is estimated that an additional \$5M is required to close out the final invoices for 2022. This request was to cash flow funds from future years, into 2022.

Within the Fiscal Responsibility Policy (FIN-160), Administration is authorized to re-allocate capital budget funds provided that:

- The change will result in efficient administrative and project delivery process.
- The change will not result in addition or cancellation of the capital project.
- There are no scope changes, and therefore the nature and type of capital project is not altered; where additional funding is required, funds available from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects will be utilized, and
- Council set debt and debt service limits are not exceeded.

#### **Budget/Financial Implications:**

Attachment 1 shows the net budget impact of this amendment. The original approved budget and the revised budget are presented with the net budget impact by project and funding source.

Attachment 2 summarizes the impact of cash flows and the source of funding from the proposed amendment by years.

#### **Rationale for Recommendation:**

The fourth quarter 2022 Capital Budget Fiscal Amendments satisfies all the above conditions as stated in the Fiscal Responsibility Policy (FIN-160) with no change to the total approved capital budgets and prior capital budgets approved by Council.

#### **Strategic Plan Values:**

Fiscal Management

#### **Attachments:**

- 1. 2022 Capital Budget Fiscal Amendments - December 31, 2022**
- 2. 2022 Cash Flow by Year - December 31, 2022**
- 3. Capital Budget Amendment Sheet**

Regional Municipality of Wood Buffalo  
2022 Capital Budget Fiscal Amendments - December 31, 2022

Attachment 1

Project Description	Nature of Amendments	Total Project Cost	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources	Debenture	Att.
<b>Original Project Budget</b>								
1 Service Connections (Rural Water and Sewer Servicing)	Original Budget	48,830,000	-	-	48,830,000	-	-	3
<b>Total Original Project Budget</b>		<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Revised Project Budget</b>								
1 Service Connections (Rural Water and Sewer Servicing)	Cash Flow	48,830,000	-	-	48,830,000	-	-	3
<b>Total Revised Projects</b>		<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>NET INCREASE/(DECREASE) IN CAPITAL FUNDING REQUIRED</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Regional Municipality of Wood Buffalo  
2022 Cash Flow by Year - December 31, 2022

Attachment 2

	Funding Sources					
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources	Debenture
<b>Original Funding Sources</b>						
2022 and prior	4,000,000	-	-	4,000,000	-	-
2023	-	-	-	-	-	-
2024 and thereafter	44,830,000	-	-	44,830,000	-	-
<b>Original Funding Sources Total (a)</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revised Funding Sources</b>						
2022 and prior	9,000,000	-	-	9,000,000	-	-
2023	4,000,000	-	-	4,000,000	-	-
2024 and thereafter	35,830,000	-	-	35,830,000	-	-
<b>Revised Funding Sources Total (b)</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revision / Difference (b) - (a)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Attachment # 3



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Service Connections (Rural Water and Sewer Servicing)

**AMENDED PROJECT NAME:**

Group I/O

Revenue I/O

Expense I/O

Project Amendment

**ORDER CODES (if assigned):**

0502022

701406

601906

## CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2022 & Prior	\$ 4,000,000	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -
2023	13,500,000	-	-	13,500,000	-	-
2024	11,800,000	-	-	11,800,000	-	-
2025	5,700,000	-	-	5,700,000	-	-
2026	6,550,000	-	-	6,550,000	-	-
2027	7,280,000	-	-	7,280,000	-	-
2028	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>

## CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
10/27/2022	\$ 48,830,000	\$ 3,705,540	\$ 446,673	\$ 44,677,787

## DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

The Rural Water and Sewer Services (RWSS) Service Connection work is ongoing since 2021. The approved service connection bylaw allows homeowners five years to connect from the date water and sanitary main pipes are constructed, tested and are ready for use. Given the flexibility of the program i.e. connection period of 5 years, existence of vacant lots, demography and construction constraints of each house, it is difficult to accurately forecast how many lots will connect and the subsequent determination of yearly budget requirements. Based on the application approved, and the remaining time of construction left for the season, it is estimated an additional \$ 5.0 million is required pay the upcoming invoices to the end of 2022. This amendment is to do a cash flow adjustment to move funds from a subsequent year to 2022.

**THIS IS A REQUEST TO USE CONTINGENCY FUNDS** - ☐ Yes ☒ No

0

## AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2022 & Prior	\$ 9,000,000	\$ -	\$ -	\$ 9,000,000	\$ -	\$ -
2023	4,000,000	-	-	4,000,000	-	-
2024	11,800,000	-	-	11,800,000	-	-
2025	5,700,000	-	-	5,700,000	-	-
2026	11,550,000	-	-	11,550,000	-	-
2027	6,780,000	-	-	6,780,000	-	-
2028	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,830,000</b>	<b>\$ -</b>	<b>\$ -</b>

## Budget Change

<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
--------------	-------------	-------------	-------------	-------------	-------------	-------------

## FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?

Yes

Will the change result in an addition or cancellation of a capital project?

No

Will the underlying scope change alter the nature and type of capital project?

No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?

n/a

Will the change result in Council set debt and debt service limits being exceeded?

No

*In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.*

Attachment: 3. Capital Budget Amendment Sheet (2022 Q4 Capital Budget Fiscal Amendments Update)



## COUNCIL REPORT

Meeting Date: February 28, 2023

**Subject: Ice Surfaces - Northside Twin Arena - Councillor K. Ball**

**APPROVALS:**

**Paul Thorkelsson**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

WHEREAS there is a significant shortage of available ice times for users within our community; and

WHEREAS there are currently four ice surfaces available, and studies have shown that Fort McMurray is short a minimum of two ice surfaces to properly service a community of our size; and

WHEREAS many organizations are currently restricted on how many participants can register due to ice shortage and as a result, some potential users are being turned away; and

WHEREAS this prohibits organizations in our community to grow and provide adequate services to our residents.

BE IT RESOLVED THAT Administration be directed to review the design from 2016 for the Northside Twin Arena at Abraham's Landing and bring forward a report that includes the following information:

- analysis of total cost of ownership (capital/construction costs, costs related to land, and operating costs);
- analysis of the approved 2023 Capital Budget that includes projects that would need to be moved to future years to accommodate a project of this nature; and
- a capital budget amendment should Council wish to consider adjusting the approved 2023 Capital Budget to include this project.

**Summary:**

At the February 14, 2023 Council Meeting, Councillor K. Ball served notice of his intention to bring forward the following motion for consideration at the February 28, 2023 Council Meeting:

WHEREAS there is a significant shortage of available ice times for users within our community; and

WHEREAS there are currently four ice surfaces available, and studies have shown that Fort McMurray is short a minimum of two ice surfaces to properly service a community of our size; and

WHEREAS many organizations are currently restricted on how many participants can register due to ice shortage and as a result, some potential users are being turned away; and

WHEREAS this prohibits organizations in our community to grow and provide adequate services to our residents.

BE IT RESOLVED THAT Administration be directed to review the design from 2016 for the Northside Twin Arena at Abraham's Landing and bring forward a report that includes the following information:

- analysis of total cost of ownership (capital/construction costs, costs related to land, and operating costs);
- analysis of the approved 2023 Capital Budget that includes projects that would need to be moved to future years to accommodate a project of this nature; and
- a capital budget amendment should Council wish to consider adjusting the approved 2023 Capital Budget to include this project.

**Rationale for Recommendation:**

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

**Strategic Plan Values:**

Fiscal Management



## COUNCIL REPORT

Meeting Date: February 28, 2023

**Subject: Bus Stop - Quarry Ridge - Councillor K. McGrath**

**APPROVALS:**

**Paul Thorkelsson**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT Administration be directed to bring forward for Council's consideration at the March 28, 2023 Council meeting a report on the feasibility of a bus stop at the Quarry Ridge Sub-division located at the southwest corner of Highway 63 and Mackenzie Boulevard junction, such report to take into consideration any ridership, safety, and security requirements.

**Summary:**

At the February 14, 2023 Council Meeting, Councillor K. McGrath served notice of his intention to bring forward the following motion for consideration at the February 28, 2023 Council Meeting:

THAT Administration be directed to bring forward for Council's consideration at the March 28, 2023 Council meeting a report on the feasibility of a bus stop at the Quarry Ridge Sub-division located at the southwest corner of Highway 63 and Mackenzie Boulevard junction, such report to take into consideration any ridership, safety, and security requirements.

**Rationale for Recommendation:**

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

**Strategic Plan Values:**

Local Economy