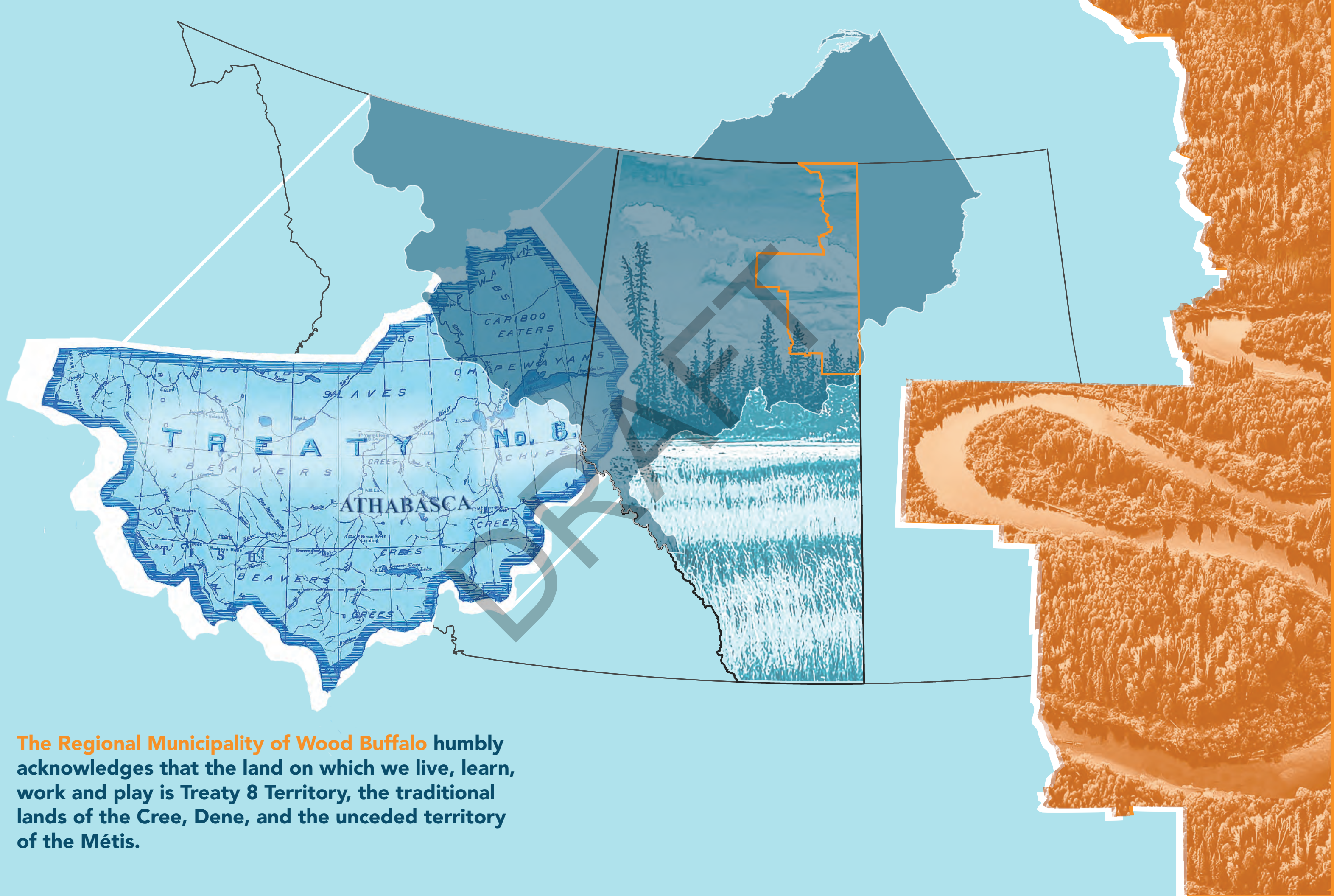




REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

MUNICIPAL DEVELOPMENT PLAN

FEBRUARY 2022 | DRAFT



The Regional Municipality of Wood Buffalo humbly acknowledges that the land on which we live, learn, work and play is Treaty 8 Territory, the traditional lands of the Cree, Dene, and the unceded territory of the Métis.

INTRO

POLICY

IMPLEMENT

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WOOD BUFFALO'S PLAN

The Regional Municipality of Wood Buffalo's Municipal Development Plan (MDP) is a strategic document that guides future growth and development. As such, the MDP is an expression of the vision the community and Municipal Council have for their neighbourhoods, livelihoods, and future for all of Wood Buffalo.

This focus of the Municipality's MDP is people, community, and the tremendous opportunity that exists here. By prioritizing policy that makes Wood Buffalo a better place for everyone, the MDP reflects the fact that Wood Buffalo's greatest strength is something it already has – its people.

PURPOSE

The MDP is a strategic plan that sets a vision and guides how the Regional Municipality of Wood Buffalo (the Municipality) and its residents will make important decisions. Importantly, the MDP is also a tool to assist decision-making and prioritizing for Council and Administration, as well as stakeholders such as the development industry, oil and gas industry, community organizations, the business community, indigenous communities, and rural communities.

Specifically, the MDP:

- Identifies a new vision for the Municipality to guide the future growth and development of Wood Buffalo through to 2041.
- Identifies six goals for the Municipality.
- Outlines a new community and people-focused approach to growth.
- Assists in the coordination of municipal decisions about land use, transportation, infrastructure, recreation, the arts, and community services.
- Proposes new policies, programs, and investments for the Municipality to investigate to provide a better quality of life and economic opportunity for all.
- Affirms the Municipality's commitment to ongoing reconciliation and relationship-building with the Indigenous community throughout Wood Buffalo.
- Helps residents and landowners understand how they can expect the Municipality to prioritize growth and investment throughout Wood Buffalo now and in the future.

PLANNING POLICY HIERARCHY

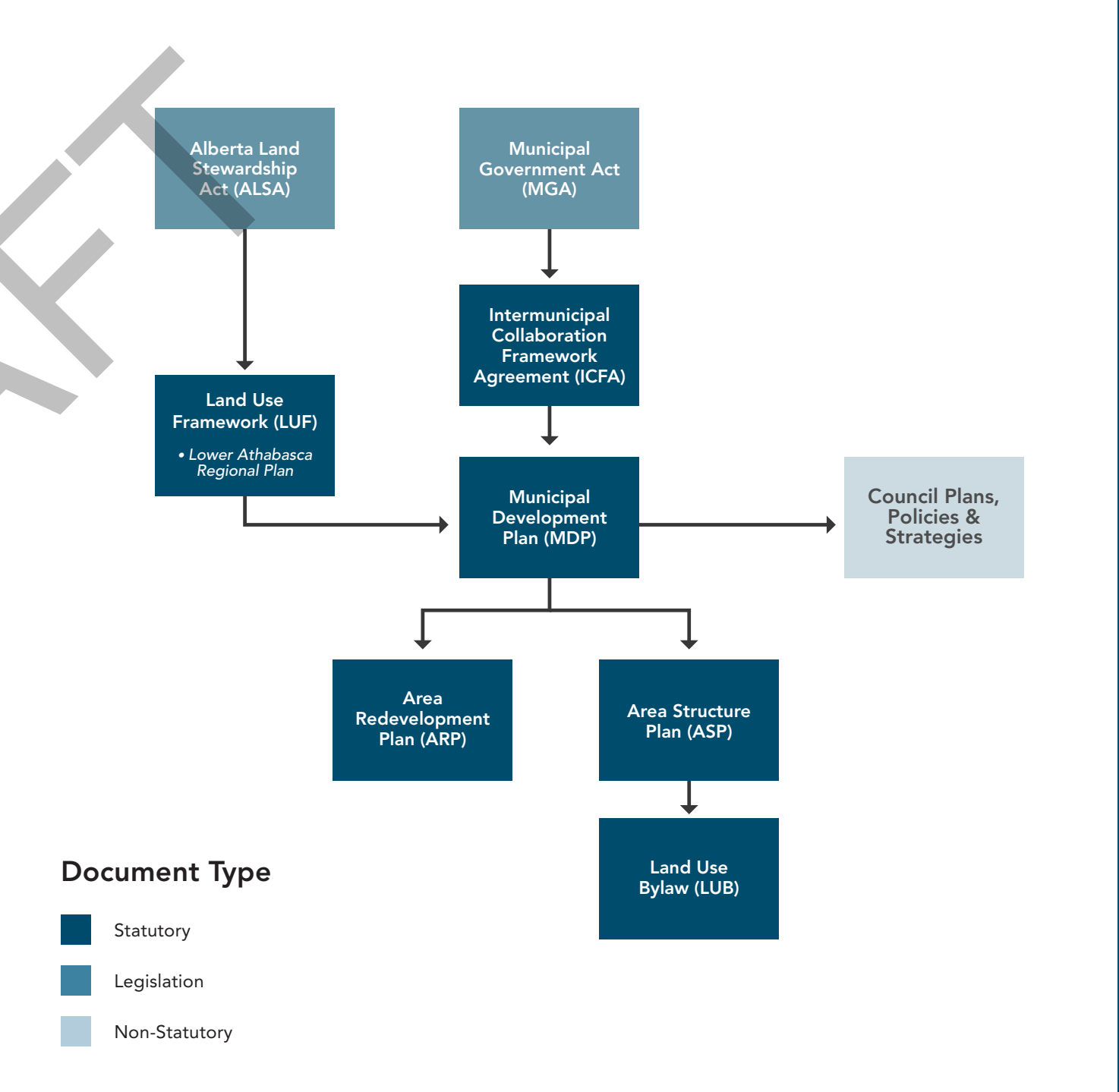
The MDP sits in a hierarchy of provincial and local regulations and is required by Section 632 of the Province’s Municipal Government Act. The MDP is the broadest plan specific to Wood Buffalo and applies to the entire region. This plan provides high-level policy direction, while lower-level plans such as Area Structure Plans and Area Redevelopment Plans are

subordinate to the MDP and must be consistent with its policies and directions. The level of detail and specificity in policies increases the further down the planning hierarchy (Figure 1), with the Land Use Bylaw providing the most detailed direction for each individual piece of land in the Municipality.

STATUTORY PLANS

Municipal Development Plans, Intermunicipal Development Plans and Area Structure Plans are adopted by municipalities in accordance with the MGA to ensure effective long-term growth strategies for a municipality.

Source: [Provincial & Municipal Planning](#)



MUNICIPAL GOVERNMENT ACT

INTERMUNICIPAL DEVELOPMENT PLANS & INTERMUNICIPAL COLLABORATION FRAMEWORK AGREEMENTS

The *Municipal Government Act* (MGA) provides the legislative framework under which all municipalities must operate. The MGA states that the purpose of a municipality is to:

- Provide good government.
- Foster the well-being of the environment.
- Provide services, facilities, or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality.
- Develop and maintain safe and viable communities.
- Work collaboratively with neighbouring municipalities to plan, deliver, and fund intermunicipal services.

Part 17 of the MGA regulates planning and development, empowering municipalities to prepare plans:

- To achieve the orderly, economical, and beneficial development, use of land and patterns of human settlement.
- To maintain and improve the quality of the physical environment within which patterns of human settlement are situated in Alberta, without infringing on the rights of individuals for any public interest except to the extent that is necessary for the overall greater public interest.

The MGA requires all municipalities to adopt and maintain a MDP. This MDP must be consistent with all Intermunicipal Development Plans established between the municipality and the municipalities adjacent to it.

Intermunicipal Development Plans (IDP) provide coordinating policies to guide land use and growth management between partnering municipalities that share a border. These plans may include how the two municipalities will work together, develop joint lands, and/or co-ordinate parks, open space, recreation, transportation, water, utilities, and other municipal services across boundaries. IDPs must be approved by the Councils in both partnering municipalities. The Municipality currently does not have any approved IDPs.

An alternative to an IDP is an Intermunicipal Collaboration Framework (ICF). These frameworks include how adjacent municipalities will work and communicate together on matters of interest and importance similar to an IDP. ICFs are non-statutory agreements. The Municipality has ICFs in place with all adjacent municipalities:

- MD of Opportunity #17
- Mackenzie County
- Improvement District 349

LOWER ATHABASCA REGIONAL PLAN

LOCAL PLANS

The *Lower Athabasca Regional Plan* (LARP) was developed under the Province of Alberta’s Land Use Framework. This framework sets out an approach to managing the province’s land and natural resources to achieve Alberta’s long-term economic, environmental and social goals.

Under this framework the Lower Athabasca region was identified, and the LARP prepared. The LARP outlines growth and environmental policies that the Municipality’s MDP and all other subordinate documents must align with. The LARP:

- Establishes a long-term vision for the region.

- Aligns provincial economic, environmental, and social policies at a regional level.
- Seeks to balance economic development opportunities with social and environmental considerations.
- Identifies economic, environmental, and social outcomes and objectives for the region.
- Describes the strategies, actions, approaches, and tools required to achieve the desired outcomes and objectives.
- Establishes monitoring, evaluation, and reporting commitments.
- Provides guidance to decision-makers regarding land-use management throughout the region.

Area Structure Plans (ASPs) and *Area Redevelopment Plans* (ARPs) are statutory plans that are subordinate to the MDP, and provide a land use strategy for developing a specific area of land in the Municipality. These local plans contain maps, goals, and policies that set out general locations for major land uses, major roadways, utility servicing, recreation areas, and development phases, as well as providing more specific and locally-relevant context than the MDP does.

HOW TO USE THIS PLAN

The MDP provides a vision and goals for Wood Buffalo to achieve as it continues to grow. Additionally, it contains considerable contextual information, directions for how to implement the Plan, and substantial policy. This supports the use and implementation of the MDP to have the greatest effect possible.

PLAN ORGANIZATION

The MDP is divided into three distinct sections.

- 1. **Front Matter:** Summarizes the MDP’s purpose and regional context, and presents the Plan’s vision and goals for the Municipality.
- 2. **Policies:** Presents how the MDP will achieve the vision and goals through six chapters organized by goal.
- 3. **Implementation:** Provides a framework for the commitments and actions the Municipality will make to ensure the MDP is evaluated, implemented, and amended, as required. This section also includes performance measures that will serve as a barometer to track the success of the MDP over time.

Appendices, graphics, call-outs, and other information are included throughout the MDP as supplementary information to help further contextualize and explain Plan content. While these components do not legally form part of the MDP unless explicitly stated, they can be used to support the interpretations of policy. Revisions to these graphics, descriptions, and appendices may be undertaken without a Plan amendment.

POLICY TERMS

The following key terms outline how the MDP and its policies should be interpreted and implemented.

- **The Municipality:** Refers to the municipal corporation that is the Regional Municipality of Wood Buffalo, the local government.
- **Wood Buffalo or “the region”:** Refers to the geographic region of the Municipality, but not the Municipality itself.
- **Will:** Indicates policies that must be complied with.
- **Should:** Indicates policies that require compliance in principle but can be varied where unique or unforeseen circumstances provide for courses of action that would satisfy the general intent of the policy, subject to the discretion of the applicable authority on a case-by-case basis.
- **May:** These policies indicate that the applicable authority will determine the level of compliance required.

DEFINITIONS

Throughout the MDP defined terms are bolded and italicized. The definitions for these terms can be found in **Appendix A – Glossary**.

WOOD BUFFALO'S STORY

Wood Buffalo's story is best understood through the very things that make this place what it is: the land we have built our lives on, the people who call this place home, the tenacious and innovative spirit we all share, and the endless opportunities this place provides us with.

Understanding this story helps to frame the goals of our community and this plan, and contextualize how we can work together to build an even better Wood Buffalo into the future.

OUR WOOD BUFFALO

Wood Buffalo is a place of amazing contrasts: it is simultaneously globally diverse and cosmopolitan yet includes endless wilderness; its oil sands are the industrial heart of Canada's economic engine, yet it is environmentally focused and conscious; it is rooted in history, yet young and vibrant.

While its reputation has not always been fairly shared around the world, those who live here know that Wood Buffalo is a place of perseverance, remarkable landscapes, amazing people, tenacious community spirit, and tremendous opportunity.

As a dynamic and ever-changing place, this community has seen tremendous growth over the past several centuries from its original Indigenous inhabitants to its role as a strategic trading site with rail access at the confluence of major rivers to a booming hub of oil sands extraction, technological innovation, and economic opportunity. Throughout these changes, the Municipality has eagerly explored ways to accommodate residents, improve quality of life, and make Wood Buffalo an amazing place to call home.

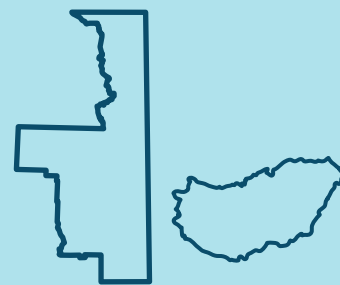
By boldly addressing the growth experienced to date, the plans of the past have set Wood Buffalo up for success. Today, the Municipality finds itself in an advantageous position with room to grow and community amenities that are the envy of the world – a solid foundation to build upon.

Now Wood Buffalo's story is one of turning the page and beginning the next chapter. Building on the great work already done, an even more caring, people-centred Wood Buffalo is ready to be created.

A STORY OF LANDSCAPE



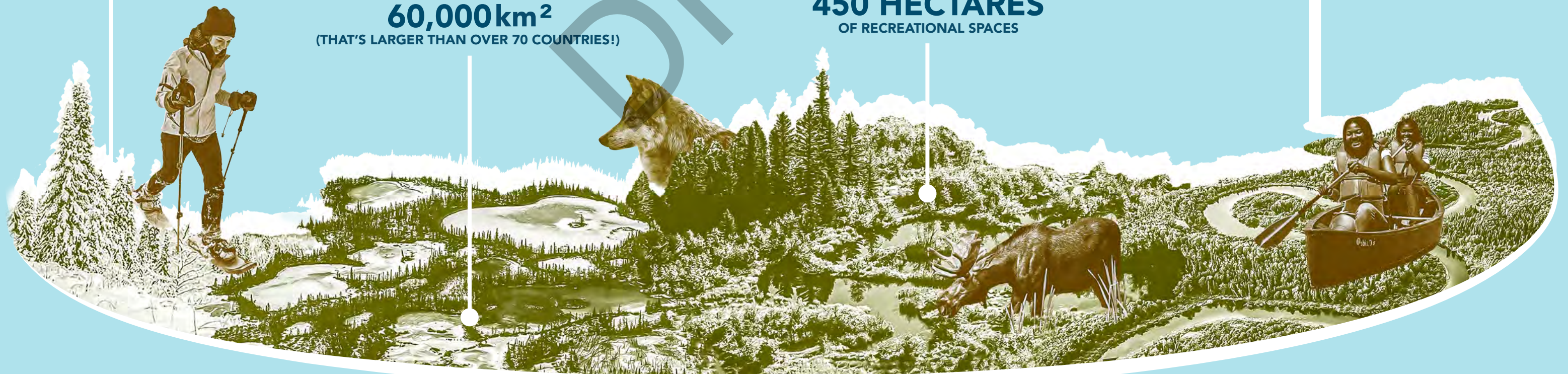
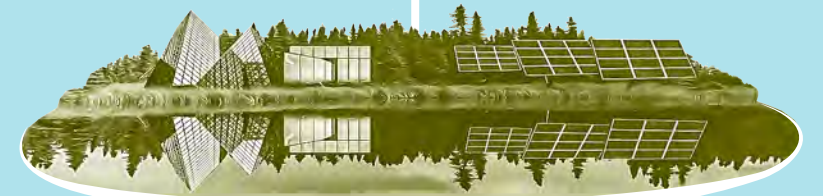
UNPARALLELED
ACCESS
TO NATURE



A MUNICIPAL AREA OF OVER
60,000km²
(THAT'S LARGER THAN OVER 70 COUNTRIES!)



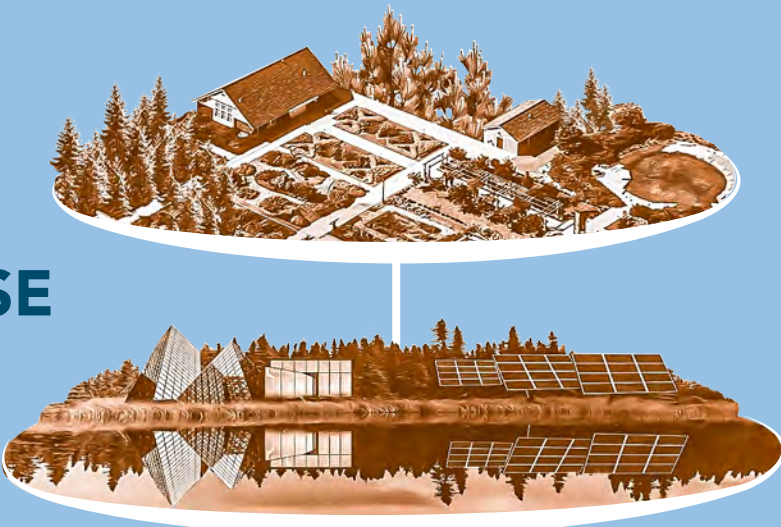
WITH OVER
450 HECTARES
OF RECREATIONAL SPACES



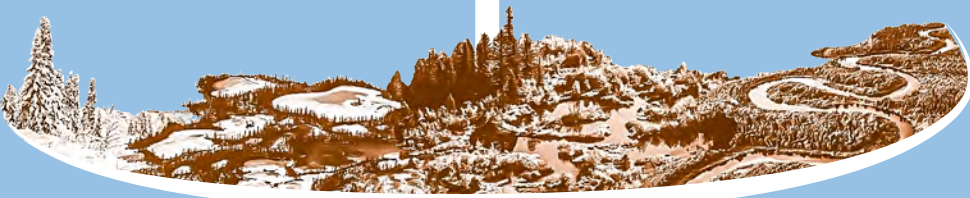
A STORY OF PEOPLE



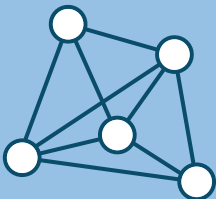
GLOBALLY DIVERSE
MORE THAN 1/5 RESIDENTS
ARE FIRST GENERATION IMMIGRANTS



VIBRANT + INCLUSIVE



NEWLY RENOVATED
**INTERNATIONAL
AIRPORT**



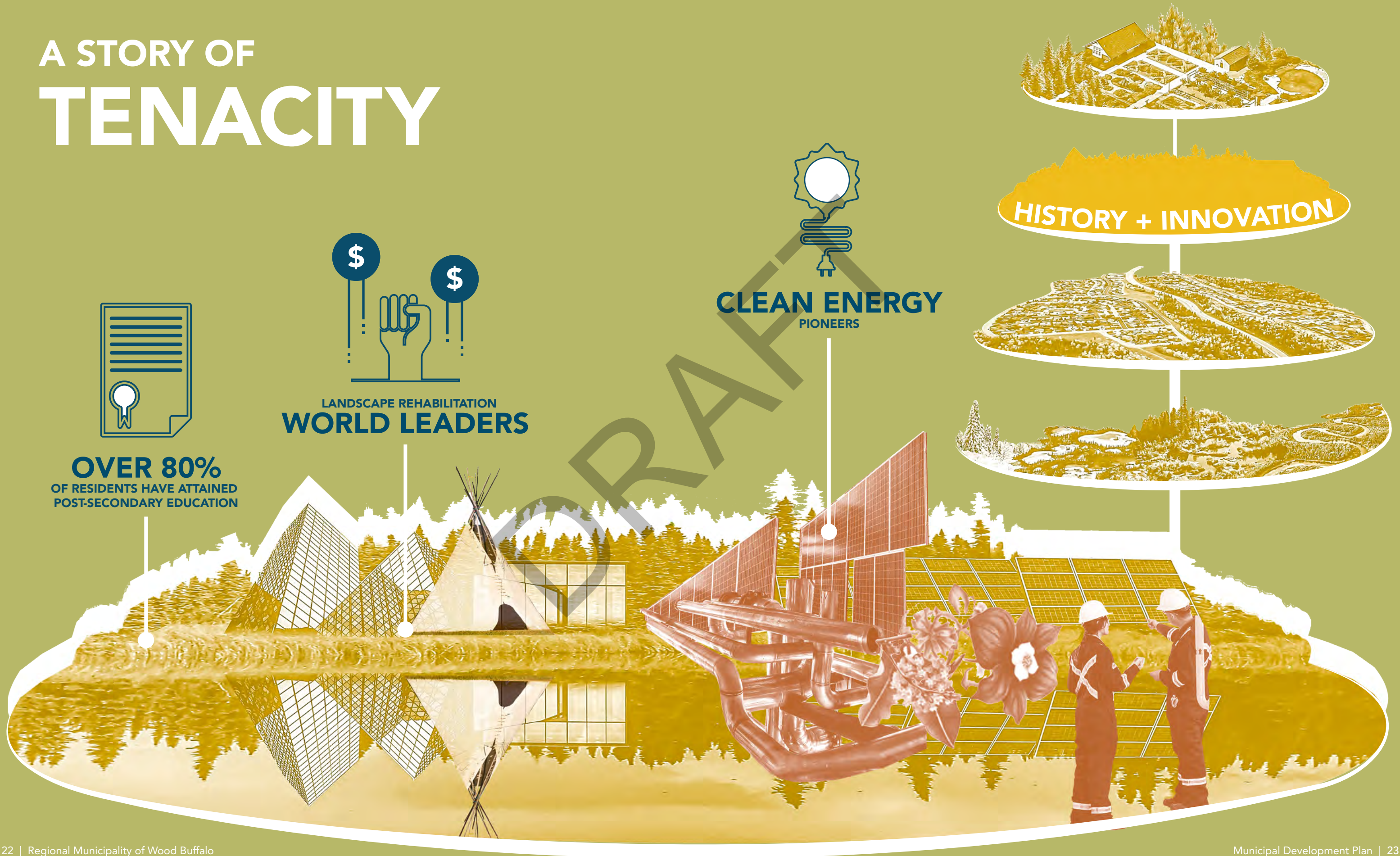
COMMITMENT TO
COMMUNITY WELLNESS
VIA HEALTHY MODES OF TRANSIT



MORE THAN
130km
OF MAINTAINED TRAILS



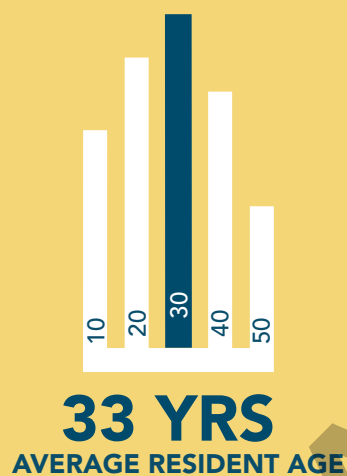
A STORY OF TENACITY



A STORY OF OPPORTUNITY

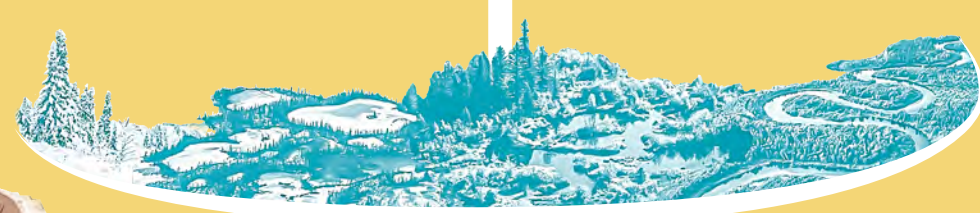
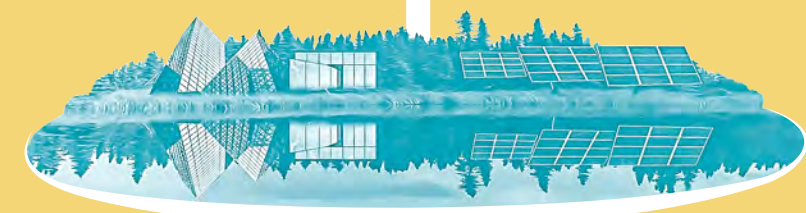


EMPLOYMENT
OPTIONS
ACROSS A BROAD RANGE
OF INDUSTRIES



PROUD SUPPORTERS OF TRUTH AND
RECONCILIATION

COMMUNITY SPIRIT



WOOD BUFFALO'S VISION

The MDP's vision and goals are foundational ideas that guide the Plan. The vision articulates the ideal Wood Buffalo as determined by residents and is an aspirational statement that all decisions made in the Municipality should aspire to achieve. Goals provide further direction to help achieve the vision.

The MDP is divided into chapters, one for each goal, with the vision statement woven throughout the entire document. Together, these goals and vision inform the Plan's policies, creating a guiding framework for Wood Buffalo.

VISION

*A flourishing region
and community of choice
with a strong sense of
identity, history, and
optimism, to call home,
today and tomorrow.*

The Wood Buffalo of tomorrow will be built on its greatest strengths today.

Wood Buffalo is a place like no other, offering tenacious community spirit, incredible economic opportunities, limitless natural wonder, cultural diversity rarely found anywhere else in the world, and remarkable Indigenous culture and history.

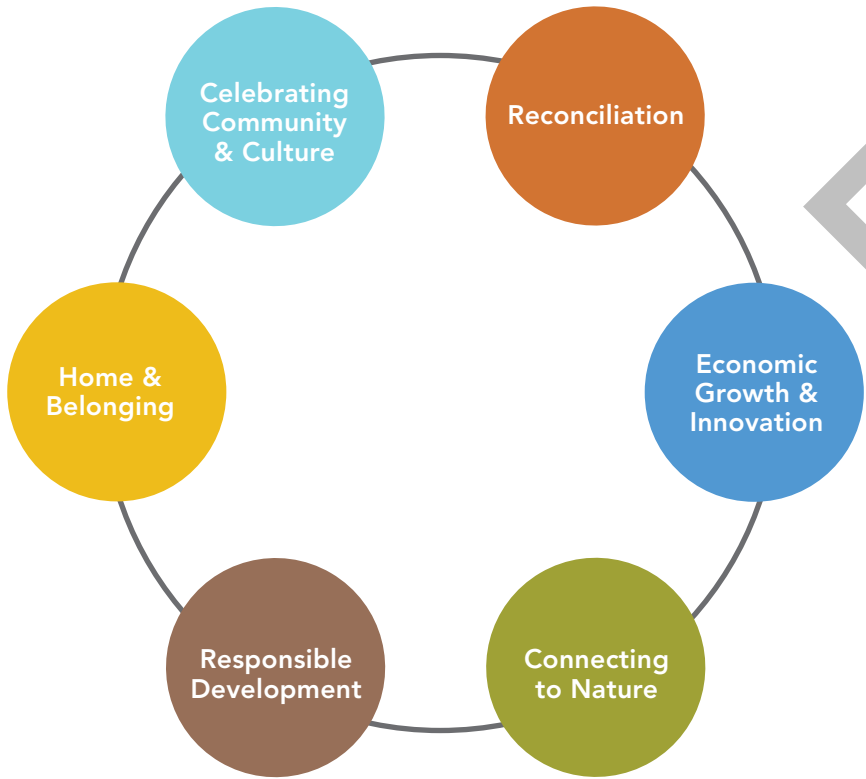
By focusing and building on what already makes Wood Buffalo great, residents will pursue opportunity, together, for all those who call Wood Buffalo home.

GOALS

Creating an even better region for tomorrow is Wood Buffalo’s story to tell, and this is only the beginning. To achieve this vision the Municipality has identified six goals: Home & Belonging, Economic Growth & Innovation, Reconciliation, Celebrating Community & Culture, Connecting to Nature, and Responsible Development. The six MDP goals are central ideas about who and what Wood Buffalo values most.

These goals provide context and direction for the vision and will be carried forward throughout the MDP’s policies.

The goals were developed through extensive engagement with the public, stakeholders, and the Indigenous community, and reflect the core elements of what Wood Buffalo should aspire to be. Importantly, many of the goals and their strategic directions have overlapping values and outcomes. This reflects the degree to which all goals are related to one another, as shown in the circle graphic below. By achieving objectives in one goal, all goals benefit, and the Municipality moves closer to realizing its overarching vision.



Home & Belonging

Wood Buffalo strives to be a place for all, a place where people help and support one another, with compassion at the heart of every community. This goal identifies opportunities for Wood Buffalo to reinforce its unique sense of place, improve community safety, and foster belonging by meeting the needs of all.

Celebrating Community & Culture

Brimming with community pride, Wood Buffalo celebrates its unique past, vibrant arts, rich culture, and diverse population. These are things that not only make Wood Buffalo an amazing place to live but also contribute to an everyday vitality rarely found elsewhere. Quality of life for all is enhanced through opportunities to celebrate the unique cultures within the region, while the promotion of and participation in diverse arts and cultural activities provide educational and growth opportunities that bring people together and foster community.

Reconciliation

Wood Buffalo’s First Nations and Métis are rich in collaborative spirit and historical, cultural, and economic importance. The Indigenous community call lands throughout Wood Buffalo their ancestral homes and have individual needs and interests as distinct as the region’s many changing landscapes. From Fort McMurray to the most remote communities, continuous dialogue and relationship building with the entire Indigenous community that calls Wood Buffalo home is central to how the MDP must move reconciliation forward.

Economic Growth & Innovation

Economic diversification and development bring vibrancy to the local economy and prosperity throughout Wood Buffalo, without forgetting the core industry. As a global centre for excellence in oil sands extraction technology and innovation, the region will continue to support and serve its health and knowledge growth.

Connecting to Nature

Wood Buffalo’s cherished wilderness areas, protected ecosystems, parks, and waterfronts are hallmarks of the region. Residents enjoy some of the cleanest air and water in the world, and visitors come from near and far to explore the incredible outdoors. Bold new ideas like the Green and Blue Network can create a necklace of integrated trails and pathways throughout the region with the potential to become the envy of nature-goers around the world, while sustained commitments to acting on climate change and sound environmental stewardship will continue to share Wood Buffalo’s values with the world.

Responsible Development

Wood Buffalo’s communities are resilient, connected, and provide for residents’ daily needs. As a desirable location for all who come to the region, whether temporarily or for a lifetime, Wood Buffalo grows intentionally. With development that makes life better for all, the Municipality will continue to build a continuously evolving and thriving Wood Buffalo.

ACHIEVING THE GOALS

HOME & BELONGING

ECONOMIC GROWTH & INNOVATION

RECONCILIATION

Achieving the six goals requires strategic direction and clear, identifiable, and achievable action items. Each goal’s strategic directions and action items are outlined below, connecting the MDP’s overarching vision with tangible policy recommendations and actions.

Strategic Directions

- Enhancing Wood Buffalo’s livability
- Making a safe and secure region
- Caring communities that support health and wellness

Action Items

- Develop Design Guidelines
- Review and revise the Land use Bylaw to empower and incentivize mixed-use development
- Commit sustained funding for the implementation of the Social Sustainability Plan
- Develop and implement an Active Transportation Master Plan
- Develop an Equity, Diversity, and Inclusion Policy for the region

Strategic Directions

- Empowering regional economic development
- Supporting skills and knowledge development

Action Items

- Prepare and implement an Ease of Doing Business Plan
- Implement expedited development approvals for Downtown Plan-aligned new or expanding businesses
- Investigate creating a business incubator

Strategic Directions

- Answering the Calls to Action
- Building relationships & communicating meaningfully
- Honouring Indigenous culture

Action Items

- Continue the Reconciliation Advisory Circle
- Undertake an assessment of implementing the United Nations Declaration on the Rights of Indigenous People
- Coordinate a Traditional Land Use / Place Name Study

CELEBRATING COMMUNITY & CULTURE

CONNECTING TO NATURE

RESPONSIBLE DEVELOPMENT

Strategic Directions

- Taking pride in Wood Buffalo’s history
- Promoting vibrant arts
- Celebrating multiculturalism
- Building regional pride
- Building relationships & communicating meaningfully

Action Items

- Investigate designating Heritage Character Areas
- Prioritize Jubilee Plaza as a place to celebrate Wood Buffalo’s multiculturalism and diversity
- Investigate the creation of a Temporary Art Program throughout Wood Buffalo
- Develop a community activation microgrant program
- Increase youth representation in government

Strategic Directions

- Protecting healthy ecosystems
- Accessing the wilderness
- Activating parks and recreation
- Acting on climate change

Action Items

- Establish the Green & Blue Networks
- Identify & protect valued ecosystems
- Create a Wilderness Development Plan

Strategic Directions

- Growing as a region responsibly
- Urban Service Area – Building complete communities
- Rural Hamlets – Building complete communities
- Disaster risk management

Action Items

- Support Downtown revitalization
- Optimize Regional Transit
- Institute disaster risk management in decision-making

HOW TO READ THIS PLAN

A helpful guide to the key elements of this plan.

Strategic Directions Sub-Sections
Policies are grouped under each Strategic Direction by theme.

Strategic Directions
Identifies the Strategic Direction that the following policies support.

Strategic Direction Introduction
Provides an overview of the Strategic Direction's intent and connection to the overarching Goal

Policies
Identify individual actions that can be taken to achieve the Strategic Direction and overarching Goal.

2.1 EMPOWERING REGIONAL ECONOMIC DEVELOPMENT

Creating an environment where new and expanding businesses can thrive is paramount to Wood Buffalo's long-term economic success.

Leveraging opportunities to better connect the Municipality to global markets, finding ways to accelerate new ideas, reducing administrative red tape, and supporting emerging technologies and existing industrial powerhouses are all key to growing the economy. Empowering regional economic development means promoting initiatives that will expand the regional economy's depth and breadth. This in turn will create new opportunities throughout Wood Buffalo.

2.3.1 Diversified Regional Economy

Shifting global economic conditions, forest fires, and floods have all had a profound effect on Wood Buffalo's economy over the past decade. As the Municipality and the world change, Wood Buffalo must find innovative ways to not only leverage existing industrial strengths but also support and accelerate its economic tenacity and vibrancy. Opportunities to leverage diversification initiatives in the institutional and education sectors should be explored, and the Municipality has an important role to play in making this happen. However, diversifying the regional economy is not something that happens overnight. This policy section highlights opportunities for the Municipality to support a thriving economy for all stakeholders throughout Wood Buffalo. Together, Wood Buffalo's regional economy can become more balanced and diversified, providing greater stability, opportunity, and a higher quality of life for all. Where appropriate, The Region will encourage the creation of central, higher-density, mixed-use activity nodes with high quality buildings, public facilities, and complementary public spaces in the Urban Service Area and Hamlets.

- a) Downtown is the preferred location for investment in business incubators, shared administration facilities, and other tools to support start-ups and small businesses as they expand and grow.
- b) The Municipality will support small businesses through programs that stimulate new start-ups, ensure the availability of viable commercial and retail spaces Downtown, and promote local businesses to markets near and far. This support will help improve the range of local businesses and range of retail amenities provided in the Municipality.

64 | Regional Municipality of Wood Buffalo

Economic Growth & Innovation

Expedited Downtown Development Approvals

Expedited development approvals for applications downtown could incentivize and encourage development through a variety of means, such as assisting businessowners through the development approvals process, reducing municipal fees and charges for development that complies with the Downtown Area Redevelopment Plan, or fast-tracking priority applications.



Municipal Development Plan | 65

Supporting Information
Provides additional facts, definitions, or figures to help contextualize the MDP content.

Supporting Information does not form a part of the MDP's policy.





HOME & BELONGING

Wood Buffalo strives to be a place for all, a place where people help and support one another, with compassion at the heart of every community. However, this sense of place, safety, and belonging can only be achieved when building communities that meet the needs of all.



HOW TO ACHIEVE THIS GOAL

HOW TO MAKE IT HAPPEN

1.1

ENHANCING WOOD BUFFALO’S LIVABILITY

- Foster Opportunities for Social Interaction
- Promote a Variety of Mobility Choices
- Design with Sensitivity to Climate & Environment
- Diverse & Attainable Housing Choices



Develop and Implement Region-wide Design Guidelines

1.2

MAKING A SAFE & SECURE REGION

- Plan for an Inclusive Community
- Promote Community Safety
- Promote Safe Mobility
- Plan for an Accessible Community
- Maintain High Standards in Emergency Response & Preparedness

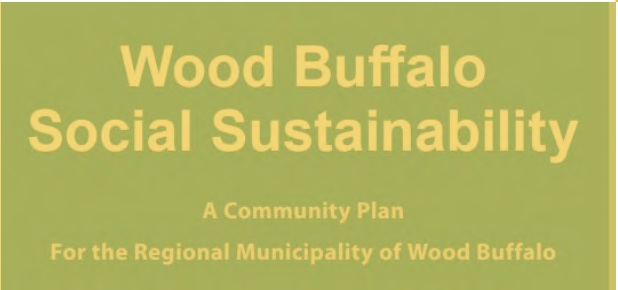


Review and revise the Land Use Bylaw to encourage and facilitate mixed-use development

1.3

CREATING CARING COMMUNITIES THAT SUPPORT HEALTH & WELLNESS

- Promote Access to Local Food
- Enhance Assistance & Support Those in Need
- Promote Equitable Access to Health Care, Education, & Social Services
- Promote Health Equity Throughout the Region



Commit sustained funding for implementation of the Social Sustainability Plan



Develop and implement an Active Transportation Master Plan



Develop an Equity, Diversity, and Inclusion policy for the Municipality

1.1

ENHANCING WOOD BUFFALO'S LIVABILITY

1.1.1 Foster Opportunities for Social Interaction

Livability results from many facets of a community coming together to create a home.

A livable Wood Buffalo is accessible, welcoming, and encouraging, providing access to the things people need and want to support a high quality of life.

Communities are social as much as physical environments. In order to build a genuine sense of belonging, communities must be socially sustainable with environments that facilitate friendly interactions throughout the community. These interactions can help promote well-being, increase personal security, and promote equity, diversity, and inclusion. Establishing places where people can congregate will provide more opportunities for social interaction increasing social sustainability.

Opportunities for social interaction can occur in many different forms across Wood Buffalo across all four seasons. Parks, plazas, mixed use developments, community gardens, halls, events, festivals, and more provide these opportunities every day. Even the design and siting of housing and commercial spaces can provide opportunities for social interaction year-round. By focusing on enhancing these opportunities where they already exist, and creating new opportunities for social interaction, Wood Buffalo can become an even more welcoming and livable place than it already is. To meet the needs of the community, the Municipality will support the development of gathering spaces in appropriate and accessible locations.

- a) The Municipality will promote social well-being by supporting agencies and organizations that increase social infrastructure. This social infrastructure includes access to education services, community support services, healthcare, public spaces, information, and public facilities for all community members.
- b) The Municipality will integrate safe, high-quality, human-scaled, multi-use public spaces, such as parks, plazas, and squares, as part of development or redevelopment projects.

- c) The Municipality will strategically plan and utilize community resources (such as libraries, parks, meeting places, community policing, recreation services etc.) to ensure that all neighbourhoods have convenient access.
- d) The Municipality will encourage and promote the development of distinctive and attractive Community and Neighbourhood Cores with safe, accessible public spaces that align them with the Municipality's Design Guidelines and supportive funding programs.
- e) The Municipality will encourage and promote pilot programs Downtown that allow cafés, restaurants, and stores to spill out into the public realm. These pilot programs should activate streets and sidewalks in a more lively, vibrant manner.
- f) Where pilot programs undertaken in 1.1.1.e are successful, the Municipality will review its existing statutory plans, policies, and bylaws to ensure that these initiatives are easily implementable throughout Wood Buffalo.

What is Livability?

Livability describes the conditions of a decent life for all inhabitants of a place, including their physical and mental wellbeing.

7 in 10

Wood Buffalo residents feel a sense of belonging in the region.

Source: Canadian Community Health Survey

>100

Wood Buffalo is home to more than 100 social profit agencies and organizations.

Source: 2018 Social Sustainability Plan

Rapid Transit Routes

Rapid Transit Routes provide higher-speed passenger transportation than more traditional transit options by prioritizing stops, introducing transit-priority signals, or partially separating transit from general vehicle traffic.

1.1.2 Promote a Variety of Mobility Choices

An integrated and well-connected street, sidewalk, and trail network helps promote active modes of transportation year-round. Modes of active transportation already offered at different times of year in the Municipality include walking, biking, and even cross-country skiing. A connected network also helps enhance the viability of transit by improving local access to buses while maximizing the return on municipal investment in transit. This, in turn, can serve to improve community health and reduce greenhouse gas emissions while providing residents with additional mobility choices. Providing residents with mobility choices through thoughtful complete street design can reduce the dependence on single occupant vehicles and relieve congestion for commuters while improving the quality of life for active transportation users.

- a) The Municipality will develop new Design Guidelines that support walkability in all seasons and increase opportunities for social interaction between neighbours.
- b) To maximize pedestrian and cycling connectivity, the Municipality should require active transportation infrastructure to be incorporated in new public and private sector developments to the greatest extent possible. Emphasis should be placed on the provision of sidewalks, trails, and bicycle parking, and formally connecting development to frequently used pedestrian and cycling connections and routes.
- c) The Municipality will prioritize active transportation projects that connect neighbourhoods to the Downtown. All residents should have several options for accessing Wood Buffalo's hub for employment, shopping, services, education, arts, culture, and recreation.
- d) Where warranted, the Municipality will provide a base level of transit service to facilitate convenient transit access in areas with sufficient population and employment densities. Focusing service in denser areas will improve transit performance and its return on investment, as defined by the Municipality's Transit Plan, and help inform improvements such as developing rapid-transit routes or bus-only lanes.
- e) The Municipality should improve comfort and accessibility for pedestrians, cyclists, and transit users along Community Core, Neighbourhood Core, and Downtown roads by providing streetscape amenities (e.g. sidewalks, trees and other plantings, furniture, bike facilities, boulevards, etc.).
- f) Aligned with and building on the Transit Plan, the Municipality will explore more sustainable and innovative solutions for transportation to provide more efficient service from Downtown to the Municipality's rural communities throughout the year.
- g) The Municipality will continue to work with industry, Alberta Transportation, and potential service providers to explore effective regional transportation networks that serve residents of the region and the industry workforce.
- h) The Municipality will work with Alberta Transportation to investigate opportunities for adding active transportation infrastructure along Highway 63 to allow safer use of the highway for active modes.
- i) The Municipality will support new mobility initiatives such as scooter shares and bike shares establishing a presence throughout Wood Buffalo to increase connectivity and accessibility for all residents.

Design Guidelines

Design Guidelines can help to connect people with places, balance the protection of the environment with emerging built forms, and influence the development process to achieve outcomes that promote a sense of place and evoke the unique local identities that can be found within all of Wood Buffalo's communities.

These Guidelines are used to create clear expectations for how new development in the Municipality should look, feel, and function. The intention of design guidelines is not to make development more difficult, but rather to streamline the development process by establishing an understanding around the Municipality's expectations for the most important aspects of design.

Bus-only Lanes

Bus-only lanes are lanes restricted to buses, allowing transit to bypass slower areas or traffic. Bus-only lanes can be permanent or only dedicated during certain times, allowing flexibility for how they can be implemented.

1.1.3 Embracing All Four Seasons

Wood Buffalo experiences four distinct seasons with extreme weather differences between the summer and winter months. Fully embracing each season requires communities plan to consider outdoor comfort during the dark and cold winter months as well as the bright and warm summer months. By responding intentionally to the unique environmental conditions, the Municipality can further enhance itself as a true winter city. Building for the natural environment means creating opportunities for year-round celebration and fostering a unique community spirit.

- a) As part of the new Design Guidelines, the Municipality will develop a Four Seasons Strategy for urban design that acknowledges that Wood Buffalo is a winter region. This strategy will seek to create opportunities for year-round celebrations and seasonal programming, and will enable residents to enjoy the outdoors across all seasons.
- b) The Municipality will encourage and support the development of recreational opportunities year-round that actively take advantage of the long summer days and long winter months. Opportunities include events such as WinterPlay, that allow residents and visitors to maintain active, healthy lifestyles no matter the season.
- c) The Municipality should investigate opportunities to build partnerships with local business groups and external partners to bring events and activities year-round to Wood Buffalo that celebrate the seasonal environmental changes (i.e. solstice parties, winter activities along the rivers, etc.). These events will reinforce Wood Buffalo’s image locally and outside of the region as a place that embraces all of its seasons.

Four Seasons Strategy

Many communities across Alberta and Canada have adopted “Winter City” strategies and approaches to providing more activities, events, and festivals during the long winter months Canada experiences. While this approach helps create excitement and activate places at a time of year when people are less likely to be outdoors, a more comprehensive strategy could help make Wood Buffalo an even better place to live year-round.

A Four Seasons Strategy means embracing all seasons in Wood Buffalo, thinking intentionally about how the Municipality can create opportunities for the celebration of this amazing place year-round through thoughtful programming, intentional planning, and influencing built form and building designs.

The creation of a Four Seasons Strategy is one of the Key Initiatives of the MDP, and its successful implementation will directly improve the livability of Wood Buffalo for all residents.



Affordability

Housing affordability is defined many different ways, with individual municipalities often creating their own local approach. One of the most common measures of housing affordability is the 30% shelter cost to income ratio, used by the Canadian Mortgage and Housing Corporation.

1.1.4 Diverse and Attainable Housing Choices

Wood Buffalo’s diverse population requires equally diverse housing choices. A wide range of housing types, densities, sizes and tenures for different incomes, ages, abilities, and demographic groups should be available throughout the region. Providing a wider range of housing choice in both new and existing communities requires creativity and insight into the housing needs of different populations within Wood Buffalo, but it will help create housing stability in the region that makes investing longer-term in the community more enticing. Longer-term community investment will make all of Wood Buffalo more vibrant, lively, and attractive for all.

- a) The Municipality will support innovative housing options that accommodate a variety of housing needs, incomes, and lifestyles. In particular, the Municipality will encourage housing innovations that respond to Wood Buffalo’s northern climate, promote affordability, and/or increase local vibrancy and desirability.
- b) The Municipality will advocate to senior levels of government and actively participate in groups that amplify lobbying efforts for the investment in affordable housing.

- c) Where possible, the Municipality will promote, support, and showcase new housing choices, experimental designs, and sustainable building practices through pilot projects or demonstrations. These projects should help advance local knowledge and inspire continued innovation in the housing market.
- d) The Municipality will continue supporting the Wood Buffalo Housing and Development Corporation in providing advice and assistance to groups interested in building affordable housing.
- e) The Municipality will endeavour to increase the supply of rental and ownership housing that is affordable to moderate income households and those relying on provincial income or disability support.
- f) In collaboration with the private sector, non-profits, and other government agencies, the Municipality will facilitate opportunities for residential development that offers alternative building forms and tenures.

Innovative Housing Options

There are many new and emerging innovative forms of housing that could help address affordability issues. Some of these options include **tiny houses** (pictured below), where reduced home sizes lead to cost savings **co-housing**, where different groups of people come together to buy and live in a home together, and **pre-fabricated secondary suites**, where second units are made more affordable due to their modular and mass-produced nature.

It is important for the Municipality to remain flexible and open to allowing emerging trends and innovations in housing so that housing affordability can be addressed through as many approaches as possible, helping to meet the unique circumstances of all Wood Buffalo residents.



Source: Toronto Star

1.2

MAKING A SAFE AND SECURE REGION

Feeling safe and secure is a fundamental part of creating a sense of belonging.

When communities no longer feel safe or secure, they cease to be places where people feel comfortable or want to be. This does not just negatively impact people, but also local businesses, community vibrancy, and overall happiness. Wood Buffalo endeavours to provide safe communities for all, and this means creating a Wood Buffalo that fosters inclusivity, promotes safety, addresses the mobility and accessibility needs of everyone, and supports a robust and responsive emergency response network.

1.2.1 Plan for an Inclusive Community

Inclusion is about everyone. Race and culture are often the focus of diversity and inclusion work; however, individuals have many identities that together make Wood Buffalo a vibrant community and diverse region. The Municipality recognizes the breadth of identities, abilities, races, cultures, LGBTQ2I+ communities, ethnocultural groups, and languages represented in Wood Buffalo. By endeavouring to implement inclusionary and anti-discrimination practices, the Municipality can enhance the sense of safety and security experience by all residents.

- a) The Municipality will examine and, where appropriate, revise regulations, policies, and processes that affect its relationships with and between residents to emphasize anti-discrimination efforts and further establish Wood Buffalo as an inclusive, welcoming, and safe region for all.
- b) The Municipality will expand its capacity to publish important municipal documents (such as plans, policies, news, and public notices) in additional languages. This initiative will help support community inclusion and participation.
- c) In response to the Municipality’s identified Truth and Reconciliation Commission’s Calls to Action (Appendix B), the Municipality will explore the feasibility of producing documents related to or affecting majority First Nations and/or Métis communities in their local languages.
- d) The Municipality will explore the feasibility of using local Indigenous languages on new municipal signs and infrastructure.

- e) The Municipality will improve the awareness of diversity and inclusion initiatives and existing programs and services in the Municipality. This will be done by partnering with the municipal committee responsible for diversity and inclusion, social not-for-profits, and other government agencies to develop support systems and representation initiatives.
- f) To ensure that diverse voices are identified, involved, and engaged, the Municipality will partner with social not-for-profits, local stakeholder groups, and other government agencies to develop engagement strategies for diverse populations. Initiatives could include diverse branding, straight-forward marketing, and plain language workshops to ensure effective and meaningful engagement of diverse voices.
- g) The Municipality will support the increased recognition and celebration of diversity, inclusion, and equity by holding events recognizing Alberta’s protected classes.

What is Inclusivity?

Inclusivity is the practice of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those having physical or mental disabilities or belonging to other minority groups.

16%

of Wood Buffalo residents live with a disability or chronic disease.

Source: FuseSocial The Wellbeing of Wood Buffalo 2019

10

Dimensions of diversity are considered in the Municipality’s Diversity & Inclusion Community Plan Workbook.

These dimensions are:

- Children & Youth
- Sexual Orientation
- Socio-Economics
- Health & Mobility
- Indigenous & Cultural
- Language
- Gender
- Seniors
- Ethno-cultural
- Religion

Source: 2017 Wood Buffalo Diversity & Inclusion Community Plan 2017-2022
WorkbookSocial Sustainability Plan

12% of women in Wood Buffalo do not feel safe walking alone at night.

Source: FuseSocial The Wellbeing of Wood Buffalo 2019

1.2.2 Promote Community Safety

Community safety is a complex challenge that requires coordinated efforts from residents, community groups, policymakers, and law enforcement to address. By working together local health, treatment, policy agencies, and community groups can identify ways to improve public safety, education and outreach programs to meet the needs of Wood Buffalo’s urban and rural communities. This programming, effective policy leadership, and considerations for improving the design of the public realm can increase the overall comfort and security of all citizens.

- a) The Municipality will identify and maintain a list of community organizations involved in community safety, and work with these organizations to identify and act on ideas to improve community safety.
- b) The Municipality will encourage the use of Crime Prevention Through Environmental Design (CPTED) principles in site planning and neighbourhood design as a means of enhancing security and safety in the community.
- c) The Municipality will promote community and neighbourhood design that addresses safety and security by incorporating CPTED principles such as natural surveillance, access control, lighting, and clearly delineated public and private space into newly developed Design Guidelines.
- d) The Municipality will liaise with the RCMP to work with community groups on safety awareness.

1.2.3 Promote Safe Mobility

As the Municipality provides more mobility choices, it must also ensure that new streets and sidewalks are designed to be shared safely among different users. Year-round safety of all users can be improved with traffic calming, crosswalks, school zones and appropriately scaled lighting. These features work alongside regular maintenance and operations programs, such as road clearing, to enable safe mobility choices.

- a) The Municipality will provide a safe and efficient transportation network for all forms of mobility in alignment with the Transportation Master Plan. This network will consider the needs of all road users but should emphasize improving safety and efficiency for pedestrians.
- b) Where required, the Municipality should review road standards to incorporate connected bicycle lanes and facilities to create a complete cycling network, where possible.
- c) To improve safety and accessibility into and out of the region, the Municipality will encourage the continuous improvement and expansion of Fort McMurray International Airport’s service offerings.
- d) The Municipality will continue to work with Alberta Transportation to maintain and enhance the efficiency and effectiveness of the transportation network for the safe movement of people and goods to, from, and within the municipality throughout the year.
- e) The Municipality will continue collaborating with Alberta Transportation, the Federal Government, and the Provincial Government to identify and advocate for a second Athabasca River crossing to connect the two halves of the region north and south of this natural barrier and provide safe movement in an emergency.

What is CPTED?

CPTED stands for Crime Prevention Through Environmental Design. Although CPTED has existed since the 1960s, it has remained popular throughout North America as a targeted and intentional approach to reducing crime by altering the built environment so it is less conducive to criminal behaviours.

The Municipality already employs the CPTED approach in many places throughout the region, including Downtown and in Wood Buffalo Housing properties. Implementation of CPTED can include:

- Installing safety features built into the door and window systems of homes
- Altering the design of landscaping, including fencing and shrubbery, to allow for natural surveillance all year
- Providing adequate area lighting both outside and in buildings in order to promote a safe night time environment
- Collaborating with the RCMP to conduct annual audits of higher-crime locations to identify potential tactics that can be employed to improve safety

Universal Design

Universal design is the design of buildings and or environments to make them accessible to all people, regardless of age, disability or other factors.

The year the National Fire Protection Association was founded, the organization that produces the standards the Municipality follows to ensure it provides high-quality emergency response services to residents.

1896

1.2.4 Plan for an Accessible Community

When private and public spaces provide equal access for individuals of all ages and physical abilities, this enables all residents to be full and active members of the community. Accessibility is an important issue to the Municipality, and an Aging Committee has already been created to focus on this issue. By incorporating universal design within the built environment, both within build-ings and in the public realm, Wood Buffalo residents of all abilities will not have to compromise on safety, access, and mobility. It is important to remember that designing for accessibility means designing for everyone, including people with disabilities. Specifically, this means creating an accessible Wood Buffalo that improves the lives of everyone in the community, including seniors, people of all ages with injuries, expectant mothers, people with young children, and more.

- a) The Municipality will incorporate elements of universal design into the new Design Guidelines and ensure the application of universal design features in all public development.
- b) In developing the universal design component of the new Design Guidelines referenced in 1.2.4.a, the Municipality will consult with stakeholders, agencies, and residents, as required, to ensure accessibility measures are addressed.

- c) The Municipality will integrate universal design concepts for accessibility, mobility, and safety for users in all new municipal transportation infrastructure.
- d) The Municipality will encourage private development to meet the universal design standards outlined in the Design Guidelines and will review all development proposals to ensure that accessibility needs have been addressed.
- e) As Downtown is the Municipality’s hub for accessing healthcare services, retail, recreation, education, and more, municipal assets in the Downtown should be prioritized for accessibility improvements.
- f) The Municipality will pursue an Age Friendly Designation from the World Health Organization.
- g) The Municipality will investigate, and if necessary, may adopt, region-wide Universal Design Guidelines.

1.2.5 Maintain High Standards in Emergency Response and Preparedness

Timely emergency response for fire suppression, rescue service, and medical care is a critical component of safety and security in the region. By maintaining high standards in emergency response and preparedness the Municipality will ensure the safety and security needs of residents are met.

- a) The Municipality will research and implement industry best practices, including adherence to National Fire Protection Association (NFPA) Standards, to identify improvements to fire protection systems and practices.
- b) The Municipality will establish thresholds to inform the expansion of fire services to service the anticipated future growth levels of the Urban Service Area and Hamlets.
- c) Following the review outlined in 1.2.5.b, the Municipality will ensure its capital budget implements these service increases at the appropriate time.
- d) The Municipality will establish regulations, partnerships, and mutual aid agreements to ensure a timely and efficient emergency response to project accommodations and facilities.
- e) The Municipality will work to expand training and education opportunities for emergency preparedness and response in rural communities.
- f) The Municipality will continue to explore new ideas and best practices to institute guidelines and procedures for municipal addressing in rural and remote areas. The intention of this work is to aid first responders in providing prompt emergency services.

- g) The Municipality will work to expand emergency response capacity in rural communities over time through servicing agreements, mutual aid partnerships, and infrastructure requirements for new development.
- h) The Municipality will establish a monitoring program for emergency response efficacy. This monitoring will increase the awareness of response times and promote continuous improvement of the Municipality’s emergency responsiveness and preparedness.
- i) The Municipality will explore opportunities to create a Transit Evacuation Plan that identifies vulnerable populations (i.e., seniors, children at school, childcare facilities, low-income population) requiring evacuation assistance during emergency events.
- j) The Municipality will collaboratively develop and share Emergency Action Plans with key businesses and institutes throughout the region for use during times of emergency.
- k) The Municipality will perform hazards, risks, and vulnerability reassessments regularly to identify changing degrees of vulnerability and exposure for urban and rural communities, development sectors, infrastructure, and ongoing or planned projects.
- l) The Municipality will identify emergency mitigation measures and update emergency action plans accordingly.

1.3

CARING COMMUNITIES THAT SUPPORT HEALTH AND WELLNESS

A caring Wood Buffalo meets its community members needs.

Access to food, social supports, mental and physical health care, and healthy lifestyle opportunities contributes to overall community wellness, while also supporting the attraction and retention of families. Importantly, these supports can be and are accessed by Wood Buffalo residents from all walks of life – education programs help local students stay in Wood Buffalo, support services help welcome newcomers to the region, classes and extracurriculars keep retirees engaged, and so much more. By providing these social, cultural, and recreational opportunities, the region supports healthy and fulfilling lives.

1.3.1 Promote Access to Local Food

Local food production and distribution can help provide reliable access to healthy foods while contributing to a sense of community and the local economy. Producing food locally can also help make food more readily available and affordable in remote areas of Wood Buffalo while creating healthy competition for suppliers and promoting local food producers. Land use policies and regulations should facilitate opportunities to grow, process, and distribute food throughout the region. For example, enabling community gardens, greenhouses and seasonal farmers markets while protecting the limited agricultural land in the region can provide residents and business owners with the ability to buy, share, and sell local food. Beyond the local economic opportunities these opportunities provide, markets and gardens also function as community hubs that facilitate new social connections.

- a) The Municipality will promote healthy and productive agriculture by enabling food production throughout its many communities. This can include expanding urban agriculture opportunities (e.g. community gardens, urban farming, etc.) to improve food system resiliency and promote social inclusion.
- b) The Municipality will encourage new developments to consider including edible plants in landscaped areas.

- c) The Municipality will encourage the private and non-profit sectors to provide community gardening on private or municipality-owned land, where appropriate.
- d) The Municipality will support a food and agriculture system that contributes to the local economy and the overall cultural, financial, social, and environmental sustainability of the region.
- e) The Municipality will support investments in new and innovative technologies that address food security in northern climates and remote communities.
- f) The Municipality will collaborate with Provincial and Federal governments to explore opportunities for developing alternate routes of transportation connectivity to all communities so that food supply chain continuity is preserved in the event of emergencies. Improvements in this area is critical in supporting food security to urban and rural communities.



Fort Chipewyan's Sustainable Food Centre

Just because it's the north doesn't mean there can't be fresh produce year-round! Three Nations Energy has taken advantage of new innovations in indoor farming, investing in local food production by purchasing a "Growcer" container farming system.

This facility is co-located with the K'ai Tailé Market and allows the community to grow fresh produce year-round in a climate-controlled environment.

Three Nations Energy has even bigger plans for increasing access to local food with a second phase planned to create a Sustainable Food Centre. This centre will reduce dependence on imported food and increase locally-grown food for Fort Chipewyan.

~200 the approximate number of homeless residents of Wood Buffalo at any given point in time

Source: 2018 RMWB Homeless Point-in-Time Count

1.3.2 Enhance Assistance and Support to People in Need

Supporting those most in need helps to build a stronger community. Understanding that access to safe shelter underpins efforts to address all other challenges, a housing first approach helps transition people into housing from the streets and shelters without pre-conditions of treatment acceptance or compliance. It is when people have a consistent and safe home that other support and treatment options have a greater likelihood of success, making efficient use of public investment in helping those in greatest need.

- a) The Municipality will continue collaborating with the Centre of Hope, Salvation Army, Wood Buffalo Wellness Society, Wood Buffalo Housing and Development Corporation, YMCA of Northern Alberta, and other similar organizations to build on the successes of ongoing work combating homelessness in the region.
- b) The Municipality will prepare a new long-term comprehensive housing plan to address homelessness, building on the work done in the Municipality's 2010-2020 10 Year Plan to End Homelessness and the 2021-2022 Community Plan on Homelessness.
- c) In collaboration with local partners and other levels of government, the Municipality will assist people in need through counselling services and social programs.
- d) The Municipality will work with regional partners, including the RCMP and YMCA, to offer recreational programs and facilities to help address the needs of at-risk youth.

1.3.3 Promote Equitable Access to Health Care, Education, and Social Services

Many health, education, and social care services are Provincial responsibilities. Despite this, the Municipality has a role to play in advocating for improved access and investment in healthcare, particularly community-based care. The Municipality must also more broadly identify and respond to the social and educational needs of its residents. This is especially true for residents in Wood Buffalo's rural communities, where access to services can be much less than Fort McMurray. Focusing on making the region a more healthy, supportive, equitable and caring place to live contributes to personal and community wellness and can help Wood Buffalo attract and retain residents over the longer-term.

- a) The Municipality will support initiatives to provide improved physical and mental health care services and facilities within Wood Buffalo.
- b) The Municipality will maintain an inventory of existing and required community support services. This inventory can be regularly updated and revised to reflect the changing needs of the region, and can be used to streamline and improve the Municipality's advocacy work with other levels of government.
- c) The Municipality will create programs and services, as appropriate, within its jurisdiction that respond to the ongoing and changing needs of the population. While needs and priorities could change over time, focus should be given to young families, seniors, youth, young adults and other demographic groups or at-risk populations.

- d) The Municipality should explore opportunities to enroll and participate in entrepreneurship immigration programs and other initiatives that support relocation to the region.
- e) The Municipality should strive to be proactive in responding to Provincial and Federal funding opportunities for community support services.
- f) The Municipality will enhance the provision and maintenance of services and facilities oriented towards seniors and families.
- g) For childcare under its authority, the Municipality will prioritize delivering comprehensive, diverse, and quality programs.
- h) The Municipality will encourage the flexible use of space within community support service buildings. This flexibility will help to accommodate mentorship programs, community gatherings, special events, and other initiatives that support expanding health care, education, and social service access to Wood Buffalo residents.

Municipal Nominee Program

The Municipal Nominee Program was created in 2021 as a means to allow local communities, chambers of commerce, and local labour councils to directly sponsor permanent immigrants. The program is intended to foster a wider distribution of immigrants upon entry to Canada, and incentivize permanent settlement by immigrants in these communities.

Northern Immigration Pilot

The Northern Immigration Pilot is a community-driven program designed to spread the benefits of economic immigration to smaller communities throughout Canada. The program accomplishes this by creating a path to permanent residency for skilled foreign workers who want to work and live in participating communities.

| Mobile Health Services

A mobile health clinic is a basic doctor's office or exam room that is capable of travelling to patients. These vehicle-based clinics help connect patients to care when patients would have otherwise gone without.

1.3.4 Promote Health Equity Throughout the Region

Many factors influence health. While genetics and lifestyle choices are important, individual and community health is also influenced by a broad range of social, economic, and environmental factors. As these factors can vary significantly depending on where residents are born, grow up, live, and grow old throughout Wood Buffalo, the Municipality has a role in increasing health equity throughout the region. Health equity is the absence of unfair systems and policies that cause different health outcomes based on an individual's location or demographic. By promoting health equity the Municipality will seek to reduce inequalities and to increase access to opportunities and conditions conducive to health for all.

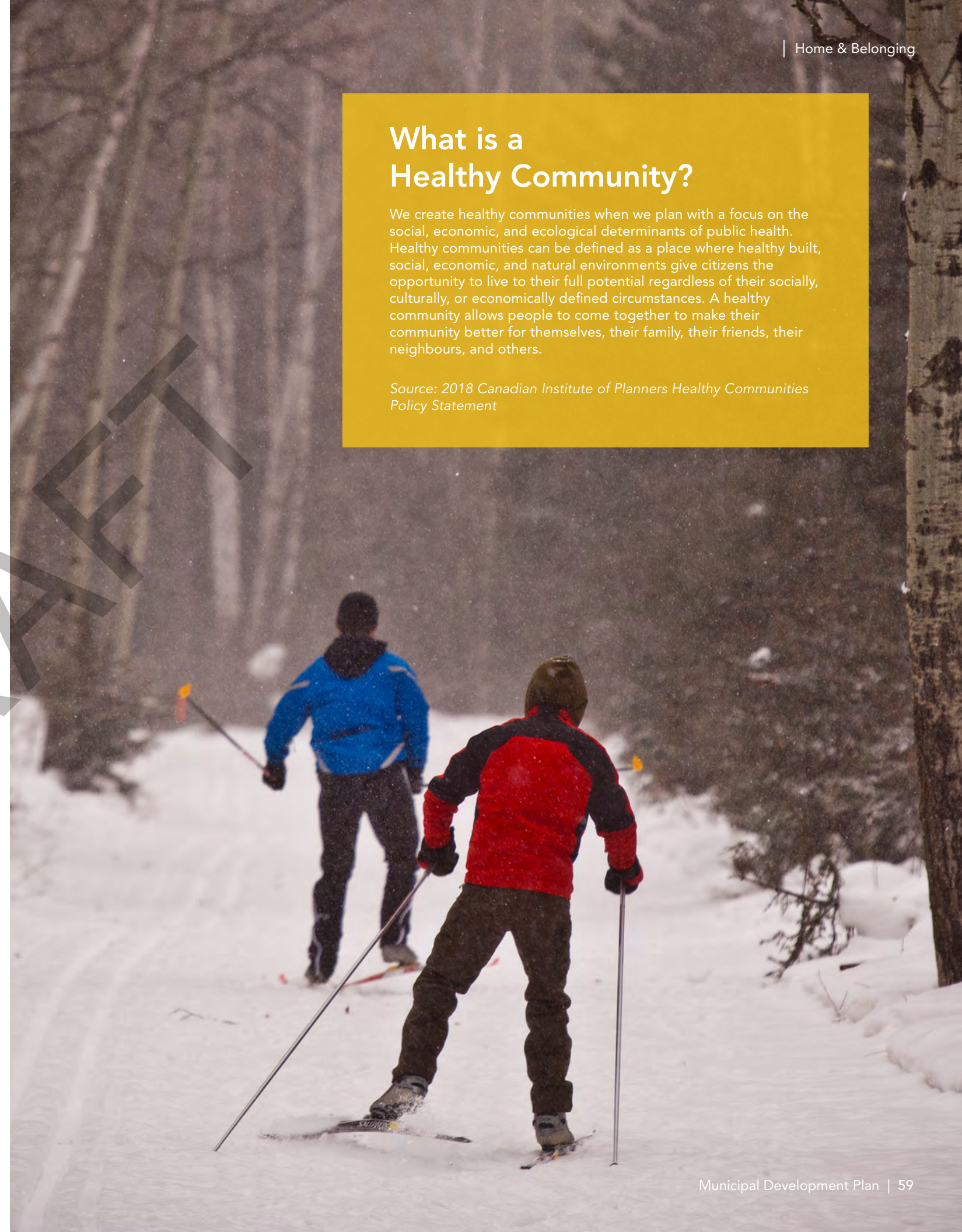
- a) The Municipality will promote social well-being and quality of life by appropriately planning for the provision of high-quality social, community, and health services and facilities accessible to those throughout the region.
- b) The Municipality will work with community partners to gather key health outcomes data and increase health reporting throughout the region. This data can be used to inform evidence-based decision-making and ongoing dialogue with senior levels of government about the unique and distinct needs of Wood Buffalo's many different communities.

- c) The Municipality will ensure that where community-based programming is not possible, centrally located services are still accessible to those who require them.
- d) The Municipality will investigate opportunities in partnership with Alberta Health Services and other service delivery partners to provide mobile health services and expand access to mental and physical healthcare in rural communities.
- e) The Municipality will review the Land Use Bylaw and other development regulations and propose amendments, as appropriate, to expand the locations where health services can locate and streamline their approvals.

What is a Healthy Community?

We create healthy communities when we plan with a focus on the social, economic, and ecological determinants of public health. Healthy communities can be defined as a place where healthy built, social, economic, and natural environments give citizens the opportunity to live to their full potential regardless of their socially, culturally, or economically defined circumstances. A healthy community allows people to come together to make their community better for themselves, their family, their friends, their neighbours, and others.

Source: 2018 Canadian Institute of Planners Healthy Communities Policy Statement





70%

of Canada's oil exports come from Wood Buffalo's oil sands

ECONOMIC GROWTH & INNOVATION

Wood Buffalo is often considered the economic engine of Canada, a place of opportunity with high-paying jobs and a way to kickstart your career or take it to the next level. While Wood Buffalo's oil sands will continue to be the backbone of the local economy well into the future, the time is now to double down on economic growth that increases the productivity and ancillary revenue streams for the industry's biggest players while creating downstream economic diversification.



HOW TO ACHIEVE THIS GOAL

HOW TO MAKE IT HAPPEN

2.1

EMPOWERING REGIONAL ECONOMIC DEVELOPMENT

- Diversified Regional Economy
- Regional Economic Development
- Responsible Natural Resource Development
- Capitalize on the Outdoors

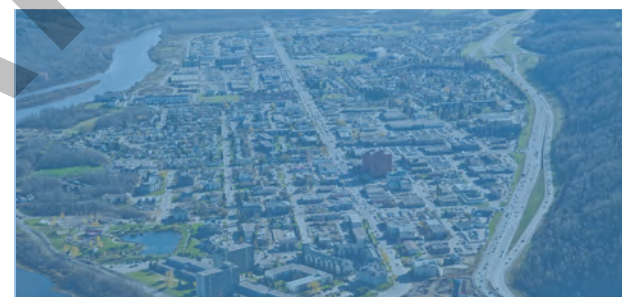
2.2

SUPPORTING SKILLS AND KNOWLEDGE DEVELOPMENT

- Supporting Local Innovation
- Building on Our Skills and Knowledge



Prepare and implement an Ease of Doing Business Plan



Expedite Development Approvals for Downtown Plan-aligned New or Expanding Businesses



Investigate creating a business incubator

2.1

EMPOWERING REGIONAL ECONOMIC DEVELOPMENT

2.3.1 Diversified Regional Economy

Creating an environment where new and expanding businesses can thrive is paramount to Wood Buffalo’s long-term economic success.

Leveraging opportunities to better connect the Municipality to global markets, finding ways to accelerate new ideas, reducing administrative red tape, and supporting emerging technologies and existing industrial powerhouses are all key to growing the economy. Empowering regional economic development means promoting initiatives that will expand the regional economy’s depth and breadth. This in turn will create new opportunities throughout Wood Buffalo.

Shifting global economic conditions, forest fires, and floods have all had a profound effect on Wood Buffalo’s economy over the past decade. As the Municipality and the world change, Wood Buffalo must find innovative ways to not only leverage existing industrial strengths but also support and accelerate its economic tenacity and vibrancy. Opportunities to leverage diversification initiatives in the institutional and education sectors should be explored, and the Municipality has an important role to play in making this happen. However, diversifying the regional economy is not something that happens overnight. This policy section highlights opportunities for the Municipality to support a thriving economy for all stakeholders throughout Wood Buffalo. Together, Wood Buffalo’s regional economy can become more balanced and diversified, providing greater stability, opportunity, and a higher quality of life for all.

- a) Downtown is the preferred location for investment in business incubators, shared administration facilities, and other tools to support start-ups and small businesses as they expand and grow.
- b) The Municipality will support small businesses through programs that stimulate new start-ups, ensure the availability of viable commercial and retail spaces Downtown, and promote local businesses to markets near and far. This support will help improve the range of local businesses and retail amenities provided in the Municipality.
- c) The Municipality will investigate opportunities to prioritize development approvals for new or expanding local businesses Downtown that meet or exceed the objectives of the Downtown Area Redevelopment Plan.

Expedited Downtown Development Approvals

Expedited development approvals for applications downtown could incentivize and encourage development through a variety of means, such as assisting business owners through the development approvals process, reducing municipal fees and charges for development that complies with the Downtown Area Redevelopment Plan, or fast-tracking priority applications.

Economic “Intensification”

This means leveraging the existing infrastructure and human capital in Wood Buffalo to explore new complementary, industry-adjacent revenue-generating endeavours, thus “intensifying” the economic impact of Wood Buffalo’s existing industries.

Ease of Doing Business Plan

An Ease of Doing Business Plan could investigate creating a dedicated municipal team that serves as a simple one-stop-shop for accessing municipal resources, helping find ways for new business ideas to take root in Wood Buffalo, and enhancing overall business customer experience when working with the Municipality.

- d) Where natural disasters may negatively impact the viability of local business or contribute negatively to the overall health of Wood Buffalo’s economy, the Municipality may expand upon the initiatives outlined in Policy 2.1.1 (c) so that the Municipality’s economy is able to quickly address the impacts of the disaster and recover.
- e) The Municipality will explore opportunities to facilitate Business Continuity Plan development for business owners. These plans will help businesses assess their risks and ensure critical resources are available to stay in business during and after disasters such as wildfires or floods.
- f) Where appropriate, the Municipality will support the development of home-based businesses by connecting prospective entrepreneurs with the local economic development agency and assist small businesses in accessing Provincial and Federal funding.
- g) The Municipality will regularly evaluate the Social Procurement Policy to ensure it is appropriately achieving its goals and objectives.
- h) The Municipality will collaborate with the local economic development agency in supporting their efforts to attract and retain businesses.
- i) The Municipality will endeavour to retain existing businesses and attract new businesses through the development of an “Ease of Doing Business” plan.
- j) As part of the “Ease of Doing Business” plan the Municipality will also commit to ongoing engagement with the business community, focusing on tools the municipality could employ to provide business relief or competitive advantages, such as offering tax deductions, operating incentives, or other programs where necessary.
- k) The Municipality will support community partners in the delivery of business retention and expansion programs that strengthen local business.
- l) The Municipality will explore, create, and encourage the development of opportunities for economic collaboration with Indigenous communities, organizations, and other partners.
- m) The Municipality should work with the resource industry, camp operators, the service industry, and secondary supportive and independent sustainable industries to identify and act on opportunities for economic “intensification”.
- n) Through ongoing collaboration with the resource industry, camp operators, the service industry, secondary supportive industries and independent sustainable industries, the Municipality will endeavour to create supportive plans and programs to help kick-start new businesses within these industries.
- o) The Municipality will support investment in new and innovative technologies related to the ongoing energy transition that leverage the region’s established expertise in energy technology. This could include carbon sequestration, experimental and commercial-scale hydrogen generation, and new approaches to developing renewable energies.
- p) The Municipality will support continued implementation of the Wood Buffalo Sports Strategic Plan to realize the revenue-generating potential of the region’s world-class recreational assets.
- q) The Municipality will work to maximize the revenue opportunities presented by hosting sports tournaments, sports events, and cultural camps, focusing primarily on attracting and generating overnight stays and expenditures.

70% of Wood Buffalo's population is employed in industries other than resource-based extractive industries

Source: 2018 Alberta Municipal Dashboard

2.1.1 Regional Economic Development

Wood Buffalo covers a massive geographic area. Finding ways to generate local economies of scale, act on mutually beneficial efficiencies, and embrace the needs, aspirations, and interests of all residents, the Indigenous community, and stakeholders within the region can strengthen and support Wood Buffalo's economic development. Economic and employment diversification does not happen in isolation and will require commitment from Wood Buffalo's many institutions and, industry partners, as well as investment from both the public and private sector. The distinct communities, cultures, and industries located throughout the Municipality provide opportunities to make connections across Wood Buffalo to realize economic development opportunities in a range of industries. Opportunities to expand existing industries as well as realize the potential of emerging ones such as tourism could create regional economic impacts that benefit Wood Buffalo residents.

- a) To support economic diversification, the Municipality will encourage joint economic development initiatives and advocate for greater collaboration between the region's institutions, industry, Indigenous communities, and economic stakeholders.
- b) The Municipality will develop industry relations plans to support the initiatives outlined in Policy 2.1.2 (a).
- c) The Municipality will promote collaborative efforts with regional stakeholders, including the Fort McMurray Wood Buffalo Economic Development and Tourism, to encourage economic development activities and training opportunities for all.
- d) The Municipality will work collaboratively and in a spirit of economic and societal reconciliation with local Métis and First Nations communities on economic development initiatives.
- e) The Municipality will work collaboratively with rural communities and economic development partners to ensure their unique needs are addressed and reflect a coordinated and regional approach to economic development.
- f) The Municipality will work with rural communities to identify mutually beneficial opportunities for divesting serviced land where it could benefit the economic activity in rural communities.
- g) The Municipality will work to adopt and encourage the use of the Region's Place Brand Strategy.
- h) The Municipality will engage and collaborate with Indigenous communities and organizations on areas of joint economic interest to ensure economic development will enhance opportunities for Indigenous communities.
- i) The Municipality will support opportunities to expand global market access for all businesses and industry located within Wood Buffalo, including Federal and Provincial investments or private sector initiatives such as new pipelines, railways, refineries, and expanded all-season highway access to Wood Buffalo communities.
- j) The Municipality will support the development of a "shop local" marketing campaign and establish workshops within the business community to increase marketing acumen and contribute to a strong local brand.

Place Brand Strategy

In 2020, Fort McMurray Wood Buffalo Economic Development and Tourism adopted a new Place Brand Strategy for marketing the region locally and around the world. The purpose of the brand platform is to tell the story of Fort McMurray Wood Buffalo and how it stands apart from the crowd.

Presented as seven distinct building blocks, the Place Brand Strategy identifies Fort McMurray Wood Buffalo as:

- A Place of Incredible Economic Opportunity
- A Place for Families
- A Place of Innovation
- A Place of Remarkable Indigenous Strength
- A Place of Natural Wonder
- A Place of Strong Community Spirit
- A Place of Diversity



| Land Reclamation

Syncrude has reclaimed over 4,000 hectares of land since their operations began. Starting in 1993, a herd of 30 wood bison were introduced to one of the reclaimed sectors and this herd has since increased to over 300!

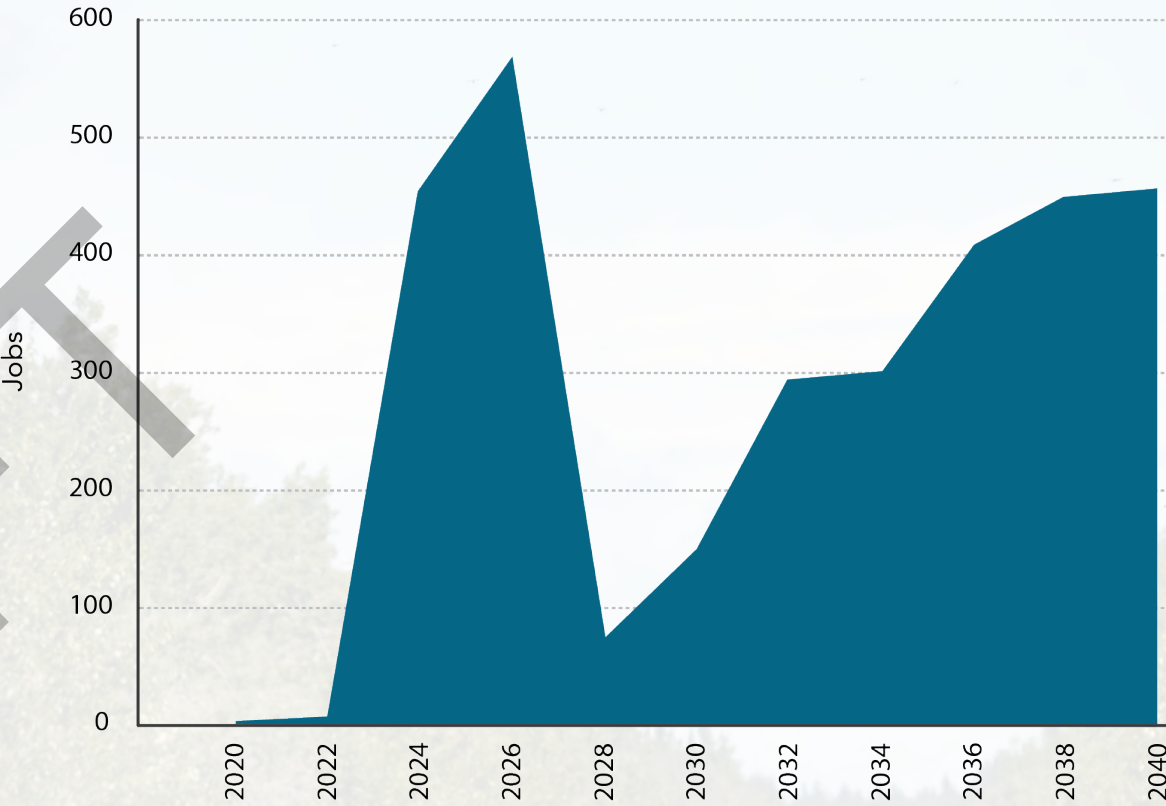
2.1.2 Responsible Natural Resource Development

Wood Buffalo’s prosperity is firmly rooted in the oil sands, and the sustained development of these resources in a responsible way is central to the Municipality’s long-term economic success. Over the coming years it is important that Wood Buffalo continue to advocate for innovative approaches to resource extraction and investigate opportunities to build on the potential of all the region’s resources. At the same time, it is important to ensure these key activities are balanced with thoughtful environmental remediation, targeted protection of rare flora and fauna, and protection of other natural/wilderness areas. While the Municipality has a limited role to play, legislatively, in managing the development of its natural resources, it will strive to influence positive outcomes that benefit all residents

- a) The Municipality will work with extractive industries to capitalize on the economic and quality of life opportunities associated with the restoration and reclamation of the natural landscape.
- b) The Municipality will support and encourage research into the adaptive reuse of resource extraction by-products, such as mine tailings, where the potential exists to create new and diverse jobs in Wood Buffalo.
- c) The Municipality should investigate options and implement policies to incentivize value-add operations related to natural resource extraction within Wood Buffalo.

- d) Where possible, the Municipality will influence and/or assist in the coordination of natural resource extraction, such as forestry and mining, to minimize the overall land disturbance.
- e) The Municipality supports the development of renewable energy projects throughout Wood Buffalo.
- f) To optimize economic benefits, the Municipality will encourage secondary industries related to natural resource development and operation, such as the forestry, oil, and gas sectors, to locate in Wood Buffalo.
- g) Resource extraction should not adversely impact the aesthetics of the natural areas near communities, and they should respect the existing and future “greenbelts” proposed to surround residential areas.
- h) The Municipality will assist and expedite approvals for projects that contribute to greater self-sufficiency, economic activity, and energy security in its rural communities.
- i) The Region will support and advocate for additional supportive plans and programs from senior levels of government for resource extraction operations.

Projected Annual Operational Employment Growth (2020-2040)



\$1.9B

annual domestic revenue from
Indigenous tourism in Canada

Source: 2021 Update, Conference Board of Canada

2.1.3 Capitalize on the Outdoors

Wood Buffalo enjoys unparalleled access to nature. With outdoor activities such as hiking, camping, fishing, wildlife viewing, Northern Lights viewing, and off-road driving located steps from the Municipality's many communities, a culture of embracing the outdoors is evident throughout Wood Buffalo. The marketing and development of these outdoor activities is evolving and could create economic opportunities for the Municipality's hamlets, urban service area, and hinterland. This culture and access to nature should be developed intentionally, responsibly, and meaningfully, with a focus on respect for the environment, land and wildlife, and those that live off the land, and safety of its users.

- a) The Municipality should support the development of the outdoors and tourism by coordinating a comprehensive tourism strategy with economic development and tourism industry stakeholders.
- b) The Municipality will work with the tourism industry, conservation groups, recreation groups, and other industry and interest groups towards strategies that result in the creation of new facilities and services in outdoor areas along with maintaining and improving existing recreation and tourism facilities.

- c) The Municipality will support the development of Indigenous tourism opportunities led by Indigenous communities.
- d) New or emerging tourism opportunities, including improving access to the Municipality's sand dunes, industrial tourism, Wood Buffalo National Park, and the burgeoning cabin industry, will be supported.
- e) To promote greater access to the Municipality's natural amenities and to facilitate greater economic opportunities related to the outdoors in northern Wood Buffalo, the Municipality will support and advocate to senior levels of government for the development of an all-seasons road to Fort Chipewyan.
- f) As a northern municipality, the Municipality should embrace the tenets of "Winter Cities," developing infrastructure that supports lively and active opportunities to experience the outdoors in all seasons.
- g) The Municipality will promote Indigenous culture and festivals in rural communities with economic investment to support rural economies and attract tourists.
- h) The development of Wood Buffalo's natural assets should contribute positively to the Green and Blue Networks, described in Section 5, promoting a comprehensive approach to protecting, celebrating, and accessing nature

Tourism Strategy

Industry data has shown consistent year-over-year growth in demand from tourists for true wilderness experiences, Indigenous connections, and health and wellbeing. Wood Buffalo is advantageously poised to take advantage of these emerging trends provided it acts quickly to develop and execute a strategy for realizing this potential.

As one of the MDP's Key Initiatives, the development of a new Tourism Strategy with economic development stakeholders and stakeholders from the tourism industry is imperative to help this sector contribute to the ongoing diversification of Wood Buffalo's regional economy.

Source: 2021 Destination Canada, Key Trends Shaping the Future of Canada's Tourism Industry

2.2

SUPPORTING SKILLS AND KNOWLEDGE DEVELOPMENT

Startup YMM |

Startup YMM is a small business incubator and technology makers space. It is building a community of inventors, entrepreneurs and mentors by providing ongoing access to skills, space, and mentorship to turn ideas into scalable businesses right here in Wood Buffalo.

Wood Buffalo is a global leader in oil sands technology, and the educational attainment and technical training of its residents is a testament to this leadership.

Growing Wood Buffalo into the future means providing even more opportunities for existing and future residents to build the skills and knowledge to live successfully here. Local innovation can be supported through a variety of means and providing the institutional capacity and industrial partnerships necessary to foster this innovation is a critical first step. By ensuring amazing ideas are brought to market here at home, good jobs will also remain in the Municipality.

Opportunities already exist for Wood Buffalo’s industries to embrace the tech revolution – work camp logistics, oil sands mine automation, and the critical mass of engineering expertise all present compelling possibilities for those willing to act on their ideas. Such initiatives must be supported and fostered by all levels of government and industry through their participation and investment. This is time, energy, and money well spent. It is time to invest in Wood Buffalo’s people and build the future with their successes.

2.2.1 Supporting Local Innovation

As a hub of industrial ingenuity and expertise, Wood Buffalo is advantageously positioned to leverage these assets into becoming a centre for industrial excellence and innovation. Indigenous traditional knowledge and natural knowledge also present compelling potential for using the land that sustains us in new and unique ways while also building strong, new opportunities for Indigenous economic development. At the same time, the Municipality also has tremendous opportunity to seize new and emerging technologies in the renewable energy sector and green economy, finding a home for these technology-focused industries here in Wood Buffalo. To do this, the Municipality must build on its competitive advantage to fuel economic and social growth, providing the right environment for innovation to thrive.

- a) The Municipality will support, where possible, the invention and commercialization of new products, services, and technologies to establish and retain these innovations within Wood Buffalo and increase their profile globally.
- b) To enable a culture of innovation, the Municipality will support the development of innovation centres for education, research, and product development.
- c) The Municipality will support Fort McMurray Wood Buffalo Economic Development and Tourism in its efforts to attract increased private-sector investment in research and development.

- d) The Municipality should support local investment and research in solar and other emerging renewable energy options, leveraging its long summer days and dry, sunny winters. These natural conditions make the Municipality particularly well-suited for the development and implementation of solar technology.
- e) The Municipality should investigate the opportunity to establish a business start-up incubator space to establish and grow local entrepreneurial opportunities in collaboration with local and provincial institutions.
- f) The Municipality should investigate opportunities to work with local business groups and economic development organizations to create an entrepreneurship competition where residents with new ideas for a business are given the opportunity to compete for funding to help kick-start their idea.
- g) The Municipality will work with local business groups and economic development organizations to enhance supports for Indigenous entrepreneurs to promote their businesses and build employment networks to increase their visibility.

40% of Wood Buffalo residents are taking courses to improve their skills for a current job

Source: FuseSocial The Wellbeing of Wood Buffalo 2019

2.2.2 Building on Our Skills and Knowledge

Wood Buffalo benefits from having one of the most skilled workforces in Canada. For the region to adapt, grow, and respond to changes in the global economy and the future of the energy industry it is more important than ever to ensure Wood Buffalo retains and grows this expertise. The knowledge base that already exists in Wood Buffalo is highly specialized to the energy industry, and Wood Buffalo's talent will power the global energy industry for decades to come. Ensuring the Municipality is supporting this knowledge development today and creating the conditions necessary for the Municipality to remain a global hub for creating and sharing this expertise tomorrow has far-reaching benefits to the local economy. Similarly, the potential from attracting new Canadians and international students to Wood Buffalo should not be ignored. Collectively, these efforts will contribute towards helping Wood Buffalo retain its youth, expanding the knowledge base of its residents, and becoming a globally recognized centre for excellence in resource extraction.

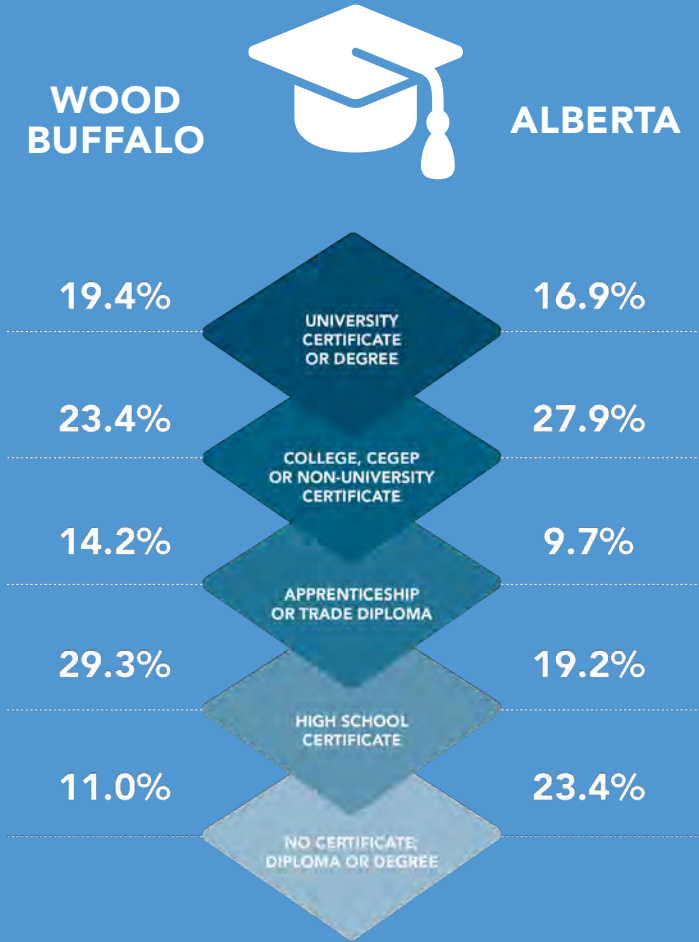
a) The Municipality commits to sustained lobbying of senior levels of government alongside key community organizations to establish new post-secondary institutions or significantly expand existing institutions within the Municipality.

- b) The expansion of local post-secondary institutions should have three primary objectives:
- Providing a broad array of post-secondary disciplines to help retain local students in Wood Buffalo
 - Capitalizing on Wood Buffalo's status as an international leader in resource extraction by creating a centre of excellence for the study and research of resource extraction for provincial, national, and international collaboration and scholarship
 - Attracting a larger population of international students to Wood Buffalo
- c) The Municipality should capitalize on opportunities stemming from economic development in the region to establish and grow the institutions that develop the supply of skilled labour locally for business, service, and industrial development throughout Wood Buffalo.
- d) The Municipality will investigate opportunities to develop programs that match local education programs to employers through work placements, co-op experiences, apprenticeships, and other work programs that enable those educated in the Municipality to stay after their studies are complete.

- e) The Municipality should encourage industry partners to support the development of the required knowledge capital through local post-secondary institutions. This could include investments in developing new engineering facilities at Keyano College, fostering partnerships with other Alberta institutions (such as SAIT, NAIT, the University of Alberta, etc.) for co-op study programs, or other initiatives to further enhance the region as an international centre of excellence in resource extraction.
- f) The Municipality should encourage and support initiatives by local institutions and industry to leverage expertise in ecological preservation and restoration, seeking ways to establish a home in Wood Buffalo from which to share this expertise globally.
- g) The Municipality should investigate and support joint research and innovation ventures that will provide more opportunities for residents to continue educational development and skill upgrading by partnering with educational institutions.

Educational Attainment

Wood Buffalo has one of the most educated populations in the country, with 3 in 5 residents holding a post-secondary degree or diploma.





RECONCILIATION

Wood Buffalo has since time immemorial been the home of strong First Nations and Métis Nations rich in collaborative spirit and historical, cultural, and economic importance. The Municipality is located within the traditional territories of the people of the Treaty 8 region in Northern Alberta, which includes the Mikisew Cree First Nation, Athabasca Chipewyan First Nation, Fort McKay First Nation, Fort McMurray 468 First Nation, Smith's Landing First Nation, and Chipewyan Prairie Dene First Nation. Wood Buffalo is also the home of the Chard Métis, Fort McKay Métis Nation, Willow Lake Métis, McMurray Métis, and Fort Chipewyan Métis.

HOW TO ACHIEVE THIS GOAL

HOW TO MAKE IT HAPPEN

3.1

ANSWERING THE CALLS TO ACTION
Understanding the Municipality’s Role
Addressing the Municipality’s Calls to Action



Continue the Reconciliation
Advisory Circle

3.2

**BUILDING RELATIONSHIPS & CREATING
MEANINGFUL OPPORTUNITY**
Building Strong Government Relations
Realizing Economic & Social Opportunities



Undertake an assessment of
implementing United Nations
Declaration on the Rights of
Indigenous People

3.3

HONOURING INDIGENOUS CULTURE
Honouring the Past
Growing for the Future



Coordinate a Traditional Land Use/
Place Name Study

3.1

ANSWERING THE CALLS TO ACTION

3.1.1 Understanding the Municipality's Role

The Truth and Reconciliation Commission identified a sweeping array of Calls to Action intended to redress the legacy of residential schools and advance the process of Canadian reconciliation.

These Calls to Action are addressed to all Canadians but require varying levels of action and commitment from different levels of government to appropriately act upon them. Understanding the Municipality's role in addressing these Calls to Action and what must be done to answer them is imperative for moving Wood Buffalo forward on the path of reconciliation.

The Municipality has, through an internal steering committee, identified 23 Calls to Action that it can directly act upon. These Calls to Action are identified in Appendix B to this plan. Over time, the Municipality's role in advancing reconciliation may evolve, particularly as the Calls to Action and work of the Truth and Reconciliation Commission is concerned. Ensuring proper mechanisms are in place to react swiftly and appropriately to these changes is necessary to keep the Municipality moving forward.

- a) While the 23 Calls to Action identified in Appendix B represent those identified through an internal steering committee process, this list may be amended, expanded upon, or revised as deemed appropriate or as the Truth and Reconciliation Commission's work may evolve over time.
- b) The Municipality will continue the Reconciliation Advisory Circle. This Reconciliation Advisory Circle will be directly responsible for advancing regional reconciliation, including but not limited to implementing the 23 Calls to Action identified as areas the Municipality can address and exploring opportunities to implement the United Nations Declaration on the Rights of Indigenous People as the municipal framework to advance reconciliation with Indigenous communities.

Truth and Reconciliation

The Truth and Reconciliation Commission of Canada defines reconciliation as establishing and maintaining a mutually respectful relationship between Indigenous and non-Indigenous people in Canada. In order for that to happen, there has to be awareness of the past, an acknowledgment of the harm that has been inflicted, atonement for the causes, and action to change behavior.

Many people believe that residential schools happened long ago. However, the last residential school closed in 1996. It is important that all Canadians understand the complex truth about the history and ongoing legacy of residential schools and the resilience that Indigenous Peoples have shown amidst the collective harms and atrocities that have been endured. Reconciliation goes beyond acknowledging residential schools and the harm they created.

Reconciliation also means recognizing the structures in place that enabled residential schools to happen in the first place. It calls upon all Canadians to embrace this work and seek ways to establish and maintain relationships based on the foundations of respect and understanding so that we can rise above these outdated and oppressive ways of thinking.



Traditional Knowledge & Land Use Study

These studies seek to gauge the extent of past and present use of the land for traditional pursuits important to Indigenous communities including, but not limited to, hunting, fishing, trapping, collection of plants including berries and herbal medicines, and ceremonial pursuits. These studies help preserve cultural heritage and help build the collective knowledge of the community.

3.1.2 Addressing the Municipality's Calls to Action

The Municipality must commit to ensuring it implements, acts upon, and addresses the considerations made in each of its identified Calls to Action. Incorporating acknowledgment of these responsibilities and a requirement to address them through Municipal policy, plans, and strategies is an important first step.

- a) The Municipality will continue publishing its truth and reconciliation newsletter, reporting on reconciliation efforts and advancement within the Municipality.
- b) The Municipality will promote its support for reconciliation as a method of raising awareness for the community, endorse educational opportunities related to furthering reconciliation, and create a broader public understanding of the reconciliation process.
- c) Municipal development and planning documents such as bylaws, policies, procedures, and plans will be reviewed through a lens of reconciliation with the objective of incorporating Indigenous perspectives.
- d) All statutory plans prepared by the Municipality will be amended to include an acknowledgment of Treaty 8 Traditional Territory, and new development industry-led plans will be strongly encouraged to do the same.
- e) All new Area Structure Plans and Area Redevelopment Plans prepared by the Municipality should, prior to initiating the formal project, conduct a Traditional Knowledge and Land Use Study.
- f) The Municipality will explore the possibility of including an "Indigenous Cultural" designation in Area Structure Plans.
- g) New Outline Plans for which there was no Traditional Knowledge and Land Use Study (or similar) should be encouraged to prepare such a study.
- h) The Municipality will collaborate with Provincial and Federal governments to advocate for enhanced services, where required, in Indigenous communities.
- i) As called for in Action #47, the Municipality will undertake an assessment of implementing the United Nations Declaration on the Rights of Indigenous People as a municipal framework for advancing reconciliation with Indigenous communities. The Municipality is committed to developing the necessary policies and bylaws to ensure the implementation of this framework.

Land Acknowledgments

Land acknowledgments are an important way to recognize and affirm traditional First Nations, Métis, and Inuit territories. In Wood Buffalo that means the traditional lands of the Cree and Dene (Treaty 8 Territory) and the unceded lands of the Métis. There are many ways that lands can be acknowledged. The front pages of this MDP contain a visual land acknowledgment, while you might have experienced a verbal land acknowledgment before a sports event, conference, or other gathering.



3.2

BUILDING RELATIONSHIPS & CREATING MEANINGFUL OPPORTUNITY

3.2.1 Building Strong Government Relations

Bridging gaps and building strong relationships with neighbouring Indigenous communities is of great importance to the Municipality. Collaboratively, the Municipality and its neighbouring First Nations have and will continue to develop strategic partnerships that mutually benefit all.

While the Municipality does not play a role in nation-to-nation discussions, it is the region’s largest provider of services and the decisions it makes can have profound impacts on local Indigenous communities. Because of this context, establishing clear protocols with local Indigenous communities is of utmost importance.

- a) The Municipality will work with local Indigenous communities to define and improve relationships between the municipality and Indigenous communities across the region by negotiating and finalizing protocol agreements with all Indigenous communities within the borders of the Municipality.
- b) The Municipality will continue to provide mandatory Indigenous awareness training for all municipal staff and will make all resources available to the public.
- c) Building on 3.2.1.b, the Municipality will provide education materials developed in collaboration with Indigenous groups and Elders to public servants on the history of Indigenous peoples, including the

history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

- d) The Municipality will continue to acknowledge Treaty and Aboriginal rights declared in the Constitution Act, 1982.
- e) To have respectful, growing and mutually prosperous relationships with First Nations and Métis governments and Indigenous neighbours, the Municipality will support awareness and recognition of First Nation and Métis communities and the importance of respecting treaty rights. The Municipality will acknowledge and respect First Nation and Métis communities and their role in the community’s history and development.

Municipal Government & TRC Implementation

Municipal governments have faced the challenge of implementing the TRC’s findings within their limited jurisdiction, compared to the federal and provincial governments. While Municipalities approach the Calls to Action in the context of their own unique circumstances, the TRC was clear in stating that governments must strive to resolve jurisdictional disputes when providing services to Indigenous communities. While municipalities have limited jurisdiction in several areas, including post-secondary education, health care, and justice, it is also true that they, as organizations, have a great deal of influence on the day-to-day lives of communities, and can affect positive change.

Through the MDP, the Municipality reaffirms its commitment to the Principles for a Collaborative Pathway Forward in Wood Buffalo.

Source: A Collaborative Pathway Forward 2021

6

First Nations

5

Métis Local Councils

1

Métis Community
Association

Urban Reserves

Urban reserves are reserves within or adjacent to urban centres. Lands set apart as an urban reserve typically involve a number of agreements that have been negotiated between individual First Nations and the Municipality.

3.2.2 Realizing Economic & Social Opportunities

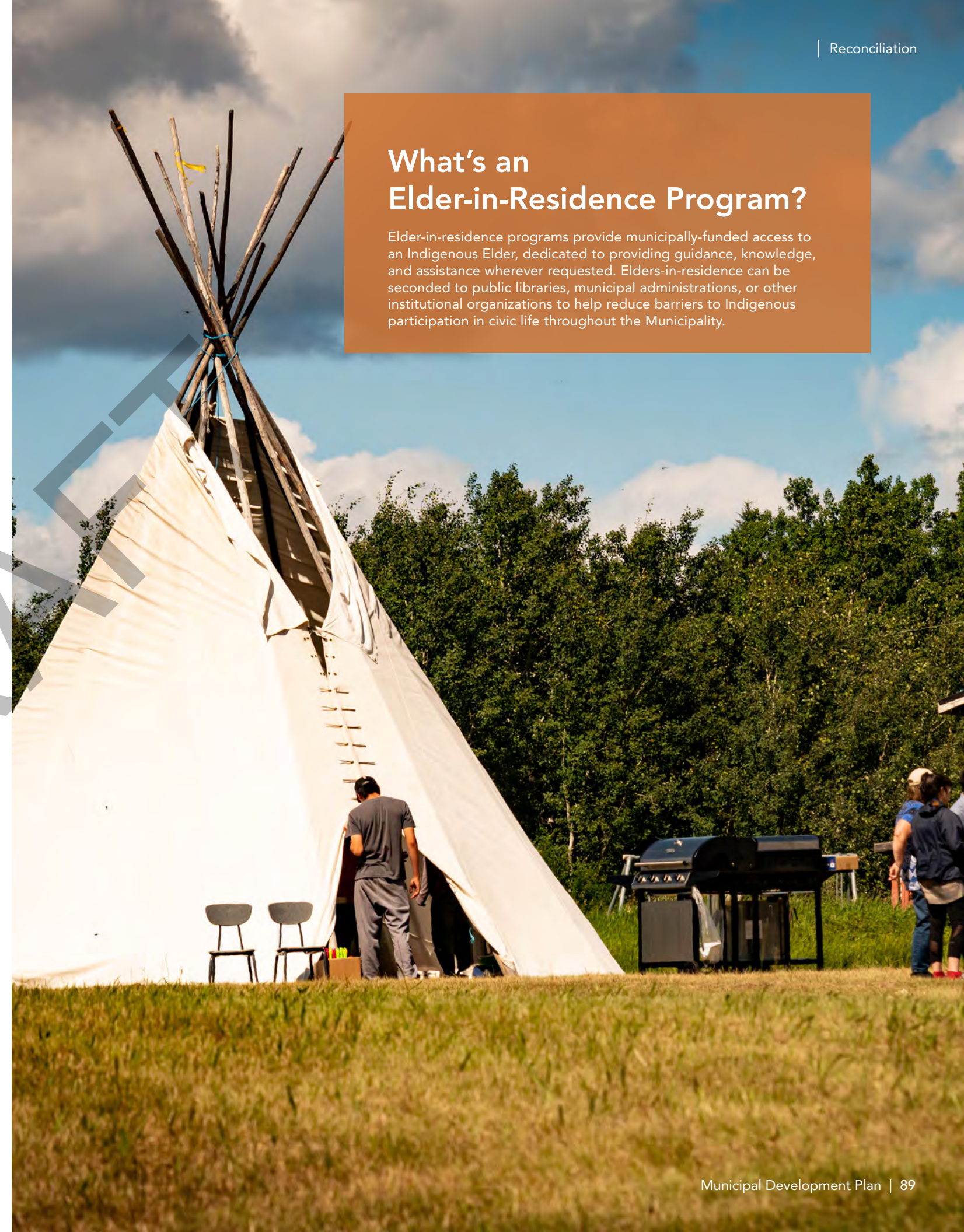
The Municipality should leverage its organizational capacity to act on economic and social opportunities in collaboration with local Indigenous communities to the greatest extent possible.

- a) Within its jurisdiction, the Municipality will work with interested Indigenous communities to encourage the creation of post-secondary programs and education opportunities in their respective languages, in collaboration with Indigenous groups, educators, Traditional Knowledge Keepers, and Elders.
- b) The Municipality will seek the advice and participation of Indigenous partners on issues of mutual interest and promote working collaboratively on these issues between the Municipality and the Indigenous Community.
- c) The Municipality will promote and support Urban Reserves or Additions to Reserves (ATR) by exploring their benefits as well as advocating and assisting Indigenous communities that are pursuing Urban Reserves or ATRs.

- d) The Municipality will help foster a relationship of mutual respect with Indigenous partners as joint sponsors of regional development initiatives and will work toward a heightened engagement with Indigenous partners in municipal decision-making and service delivery processes.
- e) To increase Indigenous involvement in municipal programs and committees, the Municipality will explore approaches to reducing barriers to participation for Indigenous people. This will include an “Elder-in-Residence” program to provide guidance, knowledge, and assistance on the delivery of municipal projects, strategies, and activities.
- f) The Municipality will provide greater and more meaningful opportunities for urban Indigenous people and organizations to participate in municipal programs, policies, and services.
- g) Where requested to by Indigenous communities, the Municipality will work with Indigenous communities developing Comprehensive Community Plans to share knowledge and capacity in the spirit of building enduring, long-term respectful partnerships.

What’s an Elder-in-Residence Program?

Elder-in-residence programs provide municipally-funded access to an Indigenous Elder, dedicated to providing guidance, knowledge, and assistance wherever requested. Elders-in-residence can be seconded to public libraries, municipal administrations, or other institutional organizations to help reduce barriers to Indigenous participation in civic life throughout the Municipality.



3.3

HONOURING INDIGENOUS CULTURE

3.3.1 Honouring the Past

It is important to respect traditional and historic Indigenous uses of the land as a fundamental element of the region's cultural identity, and to create opportunities to strengthen the presence and voices of Indigenous cultures and values today.

By honouring the cultures that have called this place home for so long, the Municipality can also play a role in promoting, reinforcing, and strengthening them for generations to come.

Local Indigenous communities existed in Wood Buffalo long before the Municipality existed. Over their long and storied time here, these communities have developed their own languages, place names, and histories. Preserving and amplifying these unique cultures is an act of reconciliation and is important for all those who call Wood Buffalo their home today to understand

- a) The Municipality will coordinate a traditional land use/place name study led by rightsholding groups including all municipal lands to identify and locate significant areas (e.g., lakes, creeks, streams, areas, portage sites, landings, and old communities).
- b) Building on the work completed in 3.3.1.a, the Municipality will formally adopt and implement these names in municipal practice and policy, and advocate to senior levels of government for formal renaming.
- c) The Municipality should incorporate opportunities to honour the Indigenous histories and cultures of Wood Buffalo and tell the stories of Wood Buffalo's First Nations and Métis communities through wayfinding, educational elements, design, and any other means identified in collaboration with the Indigenous community,
- d) The Municipality will learn from First Nations and Métis communities how best to protect, respect, and honour culturally significant lands and incorporate these findings into municipal policy to the greatest extent possible.
- e) The Municipality acknowledges the continued cultural and spiritual connection that Indigenous people have to their lands and may explore opportunities to recognize Indigenous heritage through public art, monuments, and support for community cultural activities.

Embedding Indigenous Languages in our Communities

Starting in 2020 the Municipality began installing multilingual stop signs that reflect the local languages of Wood Buffalo's many communities. Initiatives such as this will be expanded over the coming years in collaboration with communities and partners to revitalize and strengthen Indigenous languages as part of the Municipality's ongoing commitment to advancing reconciliation.



3.3.2 Growing for the Future

As discussed earlier in this section, the Municipality has an important role to play in moving reconciliation forward at the local level. Promoting, reinforcing, and strengthening the presence of local Indigenous communities throughout the Municipality allows these important voices to be heard long into the future.

- a) The Municipality will collaborate with Indigenous communities to honor Indigenous languages and will seek opportunities for recognition through naming of subdivisions, municipal facilities, streets, bridges, and other infrastructure through amendments to the Community Identification System Policy.
- b) The Municipality will advocate for the inclusion of all First Nations and Métis groups in Wood Buffalo as recognized communities in any future revisions or rewritings of the Lower Athabasca Regional Plan.
- c) The Municipality will seek opportunities to partner with Indigenous communities to celebrate and promote the use of Indigenous languages through the Municipality's publications.
- d) The Municipality will work with Indigenous communities to assist with recognizing, representing, and reflecting the past, present, and future contributions of Indigenous people to the region.
- e) The Municipality will investigate opportunities to prioritize the inclusion of Indigenous voices on Council-appointed committees.

Strong Indigenous Voices

Indigenous communities in and around Wood Buffalo have produced incredible talent. As these individuals inspire the next generation of strong Indigenous voices throughout Wood Buffalo, the Municipality commits to helping amplify the past, present, and future contributions of Indigenous people to the region, Canada, and the world.





CELEBRATING COMMUNITY & CULTURE

Brimming with community pride, it comes naturally that Wood Buffalo residents find so many ways to celebrate their unique past, vibrant arts, rich culture, and diverse population. These things not only make Wood Buffalo an amazing place to live, but also contribute to an everyday vitality rarely found elsewhere. Quality of life for all is enhanced through opportunities to celebrate the unique cultures of the region. The promotion of and participation in diverse arts and cultural activities provides educational and growth opportunities that bring people together and foster community belonging.

HOW TO ACHIEVE THIS GOAL

HOW TO MAKE IT HAPPEN

4.1

TAKING PRIDE IN WOOD BUFFALO’S HISTORY
Conserve and Celebrate Areas of Cultural & Historic Significance



Investigate designating Heritage Character Areas

4.2

PROMOTING VIBRANT ARTS
Supporting Arts and Cultural Programs, Services, and Facilities
Encourage Public Art Initiatives
Promote Public Events and Festivals



Prioritize Jubilee Plaza as a place to celebrate Wood Buffalo’s multiculturalism and diversity

4.3

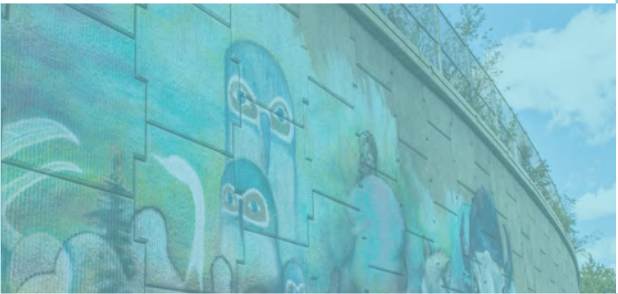
CELEBRATING MULTICULTURALISM
Celebrate Cultural Diversity
Provide a Welcoming Environment for Newcomers



Investigate the creation of a Temporary Art Program throughout Wood Buffalo

4.4

BUILDING REGIONAL PRIDE
Encourage a Richer Understand of the Region to the World
Promote Community Placemaking and Beautification
Support Young Talent in the Region



Develop a community activation microgrant program

4.5

BUILDING RELATIONSHIPS & COMMUNICATING MEANINGFULLY
Foster Transparent Decision-Making
Promote Meaningful Dialogue and Participation
Facilitate Partnerships and Intermunicipal Cooperation



Increase youth representation in government

4.1

TAKING PRIDE IN WOOD BUFFALO'S HISTORY

What is Heritage? |

Heritage can be history, culture, art, environment, stories, biases, prejudices, education, objects, thoughts...anything that can be passed down generation to generation!

4.1.1 Conserve and Celebrate Areas of Cultural and Historic Significance

Wood Buffalo's long history builds on the stories of many different people.

From the First Nations and Métis communities who have known these lands since time immemorial, to the settlers who came with the fur trade in the 1700s to more contemporary exploration, innovation, and development of the area's abundant forests and rich oil sands. These stories are woven throughout the region, in every rural community, Fort McMurray, and beyond.

These are histories worth knowing, understanding, and sharing, and substantial work must be done to ensure they are protected and preserved for generations to come. Care also must be taken to ensure that the modern-day story of Wood Buffalo's contributions to Canada and the world are not lost. Conserving areas of cultural and historical significance and finding ways to tell their stories to modern day audiences will help strengthen the ties Wood Buffalo residents feel to their home and help reinforce respect and honour for these pasts.

Wood Buffalo has much to be proud of – from prehistoric fossils that are displayed near and far to its long history of Indigenous settlement, from fur trappers and traders to the region's recent industrial achievements, heritage sites, historical buildings, and culturally significant areas connect residents and visitors to the region's past. In some cases, areas of historical significance, including archaeologically and paleontologically important locations, could be used for educational, interpretive, or scientific purposes, while in other places where tangible historical context no longer exists interpretive signage or alternate means of commemoration can be established. While historically significant sites and resources are regulated at multiple levels of government, conservation and celebration must occur throughout Wood Buffalo, recognizing the contributions of all communities to the region's history.

a) The Municipality will support heritage organizations, First Nations, and Métis groups in their efforts to develop inventories and other tools to help conserve traditional lands, historic sites, heritage buildings, and cultural artifacts by serving as a repository where these initiatives, from throughout the municipality, can be collated and accessed by all, when possible.

- b) The Municipality may maintain an updated inventory of heritage properties and sites throughout all of Wood Buffalo, including significant archaeological sites, buildings, and cultural resources.
- c) The Municipality will encourage the conservation and retention of all municipally, provincially, and federally recognized heritage properties, buildings, and sites, ensuring new development is compatible with historic properties and locations.
- d) The Municipality will investigate designated heritage character areas, beginning with Downtown, where further investments in place-making public infrastructure can reinforce and accentuate the existing heritage value these locations provide to Wood Buffalo.
- e) The Municipality will endeavour to increase the amount of memorial and educational materials throughout the Downtown, with a focus on describing previous historic uses, activities, and events in the area.
- f) The Municipality should support opportunities to expand local expertise or external investment in heritage education, interpretation, or archaeological exploration.

- g) The Municipality will work in alignment with Provincial legislation to ensure that Historical Impact Analyses or archaeological assessments appropriately identify and determine the value of historic sites as well as the measures required to protect them, when required .
- h) Where different names have been used historically for different places, features, or locations throughout Wood Buffalo, the Municipality should endeavour to formally recognize and tell the stories of these names and their meanings.
- i) The Municipality will work with local Indigenous communities to develop opportunities for education and knowledge exchanges of Indigenous culture and history.
- j) The Municipality should work with local historical organizations, First Nations, Métis, and community leaders, Traditional Knowledge Keepers, and Elders to develop a comprehensive historical record of the entire municipality.
- k) The Municipality will explore opportunities to showcase the historical record collected in policy (h) above through preparation of interactive digital maps with background information, booklets, signage, and other media platforms.

4.2

PROMOTING VIBRANT ARTS

4.2.1 Support Arts and Cultural Programs, Services, and Facilities

The arts give life and energy to the world, showing people new ways to see themselves, tell stories, and feel connected to home.

Through increased collaboration with local communities, opportunities to empower people to make their voices heard, express their ideas, and tell their stories will be pursued. Providing the arts with a dedicated home in Wood Buffalo is an important step in creating a place where they can truly flourish. Such an investment will pay dividends in the social and cultural development of Wood Buffalo for decades to come and create a platform from which the arts can reach out and connect every community within Wood Buffalo.

Arts and culture benefit people in many areas of their lives; specifically, research suggests that participation in the arts can increase self-confidence and facilitate the development of creative as well as non-creative skills, such as communication or organizational skills. In some cases, participation in community-based arts projects can empower people to express their ideas and make their voices heard. At the community level, arts and cultural events foster the development of social capital and build bonds between different cultures and generations. Activities such as street festivals and public performances can celebrate the cultures and contributions of the diverse communities across Wood Buffalo.

- a) The Municipality recognizes the need for a dedicated space for the arts, unique and distinct from recreation infrastructure, and will fund a study into the feasibility of establishing a permanent and purpose-built home for the arts in Wood Buffalo.
- b) The Municipality will encourage the implementation of the strategies outlined in the Wood Buffalo Culture Plan.
- c) The Municipality will continue to support and collaborate with the Arts Council of Wood Buffalo to promote the growth and success of the arts in Wood Buffalo.

- d) The Municipality will explore opportunities to create and attract permanent arts and cultural institutions to the region, such as art galleries, theatres, concert halls, and museums.
- e) The Municipality will maintain, improve, and expand government-supported facilities, including library services, as required. An emphasis will be placed upon providing multi-purpose facilities.
- f) The Municipality will encourage the growth of the visual and performing arts sector and support the development of programs to develop new local artists and showcase established artists.
- g) The Municipality will identify ways to leverage Provincial investments and grants intended to generate interest from creative industries to consider investing in Wood Buffalo as a base for creative content production.
- h) The Municipality will work with community stakeholders to organize cultural events such as Alberta Culture Day, parades, and other special events to recognize and showcase the arts and cultural diversity present throughout the region.
- i) The Municipality will investigate opportunities to directly incorporate art into public infrastructure.



Incorporating art into public infrastructure

Incorporating public art into everyday infrastructure can decrease vandalism, improve everyday perceptions of a place, and add a sense of uniqueness to the public realm. Most often employed in community gathering places such as a downtown or central squares, these pieces of art can help define the character of a place and reinforce local identity.

Ideas for our community could include things such as wood buffalo-shaped traffic lights or wrapping public utilities with images of our amazing natural landscapes.

4.2.2 Encourage Public Art Initiatives

Public art provides an opportunity to share and display the region's rich heritage, culture, and identity. Public art policies and programs can guide the funding and development of public art that is relevant to the region, is engaging and interactive, and enriches the quality of public space for all.

- a) The Municipality will incorporate public art into public spaces and public-sector developments, while also encouraging public art within large private-sector developments.
- b) The Municipality will partner with schools, institutions, community groups, local artists, First Nations, Métis, and the private sector to develop a wide range of public art throughout The Municipality.
- c) The Municipality will encourage the use of local art and artists for public art displays.
- d) The Municipality will work with Indigenous communities to incorporate art and culturally appropriate designs into the design of civic and public spaces, parks, and institutional buildings.
- e) The Municipality will work with community partners, cultural associations, and other groups to incorporate art and other materials or motifs that reflect the cultural diversity and composition of the community into civic and public spaces, parks, and institutional buildings.
- f) The Municipality will investigate opportunities to develop a temporary art program, starting in Downtown and spreading out across the regional communities over time. Such a program improves the aesthetics of buildings with currently blank walls, street corners, and underdeveloped areas, and provides visual interest to central locations, reinforcing a sense of place and community identity.

Wood Buffalo Public Art Plan

The Municipality's Public Art Plan was approved in April 2021, and is based on the belief that public art inspires artists and communities to rethink the use of public space, allowing for free and creative expression in ways that reflect a community's sense of place and identity.

Its central tenet is a means to explore questions around our relationship to place and what we want that place to be like - it is as much about the built environment as it is about our cultural environment.



| Microgrants

A microgrant is a small sum of money distributed to an individual or organization, typically for hundreds or thousands of dollars, with the intent of enabling the recipient to develop or sustain an activity or initiative.

4.2.3 Promote Public Events and Festivals

Events and festivals range from large scale performances, such as concerts or operas, to street festivals and small-scale community projects. Each type of activity plays a different but important role in individual and community well-being. Public events and festivals increase exposure to arts and culture among residents and visitors alike and help instill a sense of community.

- a) The Municipality will promote the development of festivals and events that showcase and increase awareness of Wood Buffalo's growing cultural diversity.
- b) The Municipality will promote public events and festivals throughout Wood Buffalo, throughout the year. Opportunities to provide appropriate spaces that enable convenient access will be investigated in order to support major attractions, events, and festivals, such as winter carnivals, Métis and First Nations celebrations, and multicultural events.

- c) The Municipality will ensure municipal policies, including the Land Use Bylaw, support and enable street and block parties, local fairs, and other events that promote social interaction and cohesion in communities and neighbourhoods.
- d) To enhance opportunities for socializing, the Municipality will promote the use and beautification of informal gathering spaces, such as sidewalks, streets, small seating nodes, picnic areas, plazas, hills, or slopes. These informal spaces can also feature art and showcase cultural expressions.
- e) The Municipality will study the viability of providing "microgrants" to help activate community spaces, promote community building, and inspire community activism. The purpose of this program would be for the Municipality to establish the "social infrastructure" conditions necessary to promote community belonging, foster neighbourhood connections, and improve quality of life.

Festivals and Celebrations

The Municipality plays host to dozens of festivals throughout the year, ranging from local block parties to region-wide Canada Day festivities. The celebrations don't end with the warm weather either, as WinterPlay is one of the most beloved winter traditions in Wood Buffalo.



4.3

CELEBRATING MULTICULTURALISM

4.3.1 Celebrate Cultural Diversity

Wood Buffalo is one of the most culturally diverse municipalities in the world, enjoying ethnic diversity at a similar per capita rate as globally recognized multicultural hubs.

Such an incredible array of backgrounds, beliefs, languages, and stories living together gives Wood Buffalo an amazingly vibrant culture and sense of community that is hard to find anywhere else, and it is important to celebrate how unique this place is. By finding new ways to celebrate cultural diversity, ensuring the Region continues building inclusive communities, and providing ample opportunities for newcomers to immediately feel they are valued members of the community, the Region will continue to develop and share Wood Buffalo's story around the world.

Cultural diversity, founded on a rich First Nations and Métis heritage and continuously expanded through new residents coming from across Canada and the world, gives the region its unique character. All residents' quality of life is enhanced through opportunities to present and promote these unique cultural heritages. Cultural activities bring people together, are an important antidote to social isolation and facilitate a sense of belonging. By recognizing and celebrating the diversity of Wood Buffalo through education, promotion, and community events, a safe and inclusive sense of place is created for all residents and visitors.

- a) To help generate a sense of pride and local identity for residents, the Municipality will promote local activities, support facilities, and enable programming that promotes and celebrates the multiculturalism of Wood Buffalo.
- b) The Municipality has identified Jubilee Plaza as a priority area for promoting different community programs and celebrating Wood Buffalo's multiculturalism and diversity. The Municipality will prioritize supporting festivals, community activation, programming, and events in this location that promote cross-cultural and multi-generational learning opportunities and awareness of Wood Buffalo's dynamic cultural milieu.

- c) The Municipality will work with community partners to promote and celebrate cultural experiences in civic and community gathering places and celebrations.
- d) The Municipality will include Indigenous and culturally diverse artists in the planning, development, and implementation of cultural programming, including exhibitions. The Municipality will ensure that appropriate protocols are respected.
- e) To increase public education and awareness, the Municipality will promote the development of education campaigns, and partner with various social non-profit organizations and other groups to hold workshops on inclusion topics for residents, community organizations, the government, and businesses.
- f) The Municipality will investigate potential training programs to enhance the knowledge of civic employees about the diversity of Wood Buffalo and the needs of local groups, their culture and history.

What is Cultural Diversity?

At its most basic, cultural diversity is the existence of a variety of cultural or ethnic groups within a society. When it comes to cultural diversity, Wood Buffalo punches well above its weight for a municipality of its size!

>60

countries are represented by Wood Buffalo residents.

Source: Statistics Canada 2016 Census

22%

percentage of Wood Buffalo residents born outside of Canada.

That's a higher proportion than Ottawa or Victoria!

Source: Statistics Canada Focus on Geography Series 2017

| Fly-in Fly-out

Fly-in fly-out (FIFO) is a method of employing people in remote areas by flying them temporarily to work sites instead of relocating them permanently. Providing a welcoming environment for newcomers is critical to help transition more FIFO employees to permanent residents.

4.3.2 Provide a Welcoming Environment for Newcomers

Wood Buffalo is a destination of choice, attracting workers from around the world because of its high standard of living, job opportunities, world-class recreational amenities, access to nature, and more. The Municipality is enriched by these newcomers as they settle and raise their families in Wood Buffalo, and to support the continued success of newcomers choosing to relocate here, the Municipality strives to always improve itself as a welcoming place for everyone the moment they arrive in the community.

- a) The Municipality will collaborate with industry partners to offer financial and quality of life incentives to attract residents to relocate to the region, particularly those who currently operate on a fly-in/fly-out schedule.
- b) The Municipality will endeavour to promote inclusivity and cultural diversity through the development of a welcome, orientation, and engagement plan for new residents. This plan should connect newcomers with social service providers that operate in the Municipality, ensuring newcomers are aware of and can access social and health programs.

- c) The Municipality will support organizations that help newcomers find housing and job opportunities.
- d) The Municipality will continue to support newcomers through programs and initiatives aligned with relevant provincial programs.
- e) Reflecting the unique nature and context of Wood Buffalo's local economy, the Municipality will petition senior levels of government to develop a framework for declaring the Municipality as a unique place of opportunity for special immigration, education, training, and incentive-based policies.

Immigrant Retention

Alberta has one of the highest immigrant-retention rates in Canada, with over 89% of immigrants remaining in the province after 5 years.

Source: Statistics Canada Longitudinal Immigration Database 2021

4.4

BUILDING REGIONAL PRIDE

Wood Buffalo's tremendous regional pride comes from a love of what people here do and who they are – a tenacious, hard-working group that knows how to come together in times of hardship and joy.

Wood Buffalo residents experience a deep sense of belonging, and this is a story that should be shared with the world. Committing to the ongoing beautification of the Region, showing the outside world who and what Wood Buffalo really is, and ensuring everyone in the community feels they have opportunity to grow up and remain here are critical elements of supporting regional pride for the long term.

4.4.1 Encourage a Richer Understanding of the Region to the World

A cohesive identity founded in regional pride can help communicate a better, more complete understanding of who Wood Buffalo is to the world. At the same time this communication can help address misconceptions about the region.

- a) To communicate a complete and richer understanding of Wood Buffalo nationally and internationally, the Municipality will work with agencies and senior levels of government to proactively promote and highlight Wood Buffalo's strengths while establishing and reinforcing its identity through national and global public relation initiatives.
- b) The Municipality will promote the use of regional branding initiatives. These initiatives should emphasize the importance of how the Municipality talks about itself, focus on what makes the region unique, and use language to highlight the assets of Wood Buffalo.
- c) The Municipality will explore opportunities to identify, honour, and celebrate long-term residents in Wood Buffalo, demonstrating the breadth of people who have come to the region and made it their long-term home. Such a program helps dispel notions of the Municipality as a community of transients and emphasizes the fact that Wood Buffalo is home.

14 years

The average length of time Wood Buffalo residents have lived in the Municipality for.

>20

community gardens across the Municipality, offering residents the opportunity to enjoy the outdoors while they grow their own fruit, vegetables, and flowers.

4.4.2 Promote Community Placemaking and Beautification

Community placemaking reinforces Wood Buffalo's character by creating a sense of identity, fostering local pride, and improving awareness of the community's context and history. Neighbourhood and community design, which includes public spaces, streetscapes, and built forms, is a major component of the Municipality's expression of identity, as well as an important element in improving overall community safety. Recent Council initiatives, such as adopting the Pedestrian Charter and committing to creating a walkable Wood Buffalo are intrinsically tied to placemaking and beautification. As a result, placemaking and beautification can have a noticeable effect on a community's image, safety and wellbeing, and the way Wood Buffalo residents see themselves.

a) The Municipality will promote the creation of vibrant squares, plazas, parks, streetscapes, and waterfronts to offer opportunities for people to gather and interact while contributing to community identity and pride.

b) The Municipality will build local pride and sense of ownership for residents and visitors through such things as litter control, graffiti deterrence and prevention, sidewalk and road repair, banner installation, tree and flower planting, and ornamental lighting. The Municipality will also continue to support and promote community-driven initiatives such as Adopt-a-Park, Adopt-a-Trail, and Adopt-a-Rink.

c) The Municipality will incorporate high-quality design for all public development and infrastructure projects. This objective could be achieved through the possible use of national and international competitions for major public projects.

d) The Municipality will encourage the private sector to meet similar aspirational design standards to those expressed in 4.4.2.c.

e) The Municipality will create and enhance temporary and permanent public places and spaces throughout the municipality.

f) The Municipality will work closely with organizations and leaders in each of its rural communities to identify placemaking and beautification initiatives that should be prioritized.

International Communities in Bloom

Wood Buffalo has been honoured with several regional and national Communities in Bloom awards over the years, but what many people do not realize is that Communities in Bloom is about more than just flowers. Beautification projects such as public art and community activations such as guided walks and clean-up initiatives also contribute to the overall scoring.



33 is the average age of Wood Buffalo, making it one of the youngest municipalities in Canada.

Source: Wood Buffalo Municipal Census 2019

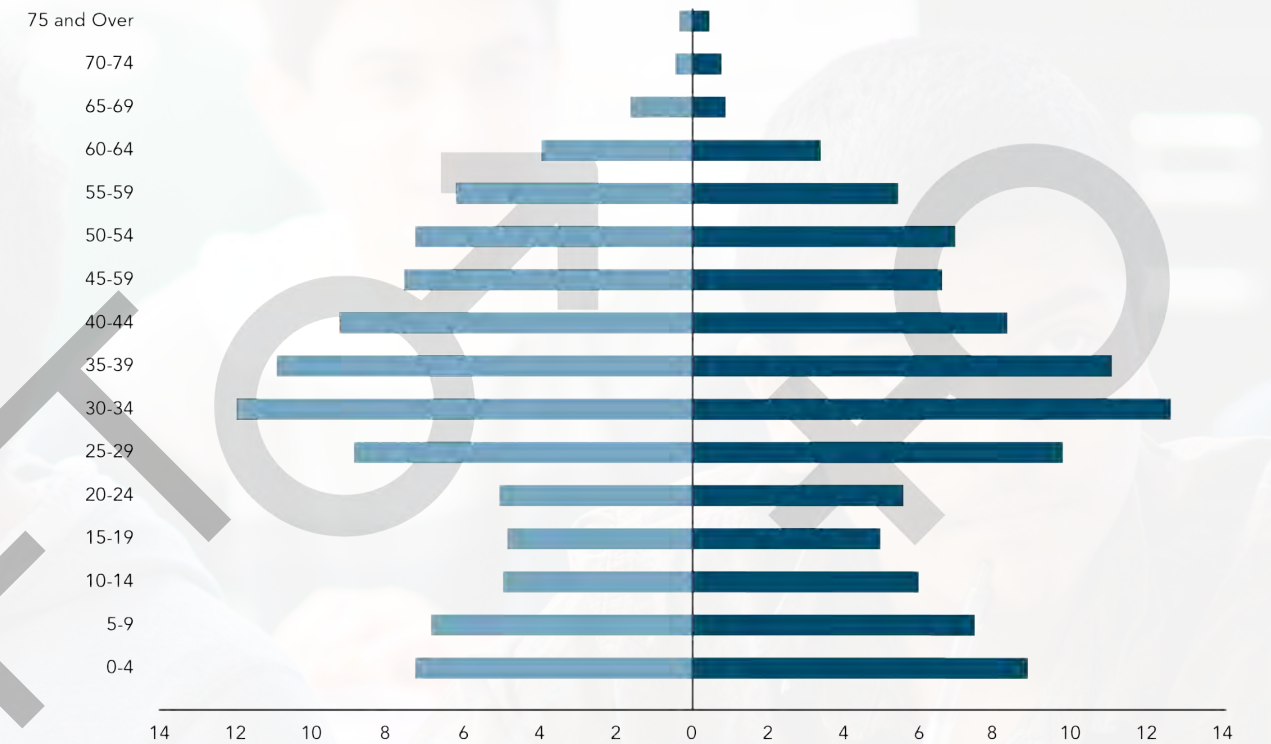
4.4.3 Support Young Talent in the Region

Regional pride can build and coalesce around the successes of high-performing individuals and teams. Wood Buffalo has no shortage of internationally successful talent, and highlighting these individuals and groups shines a light on local excellence. As representatives of the future, youth are particularly important.

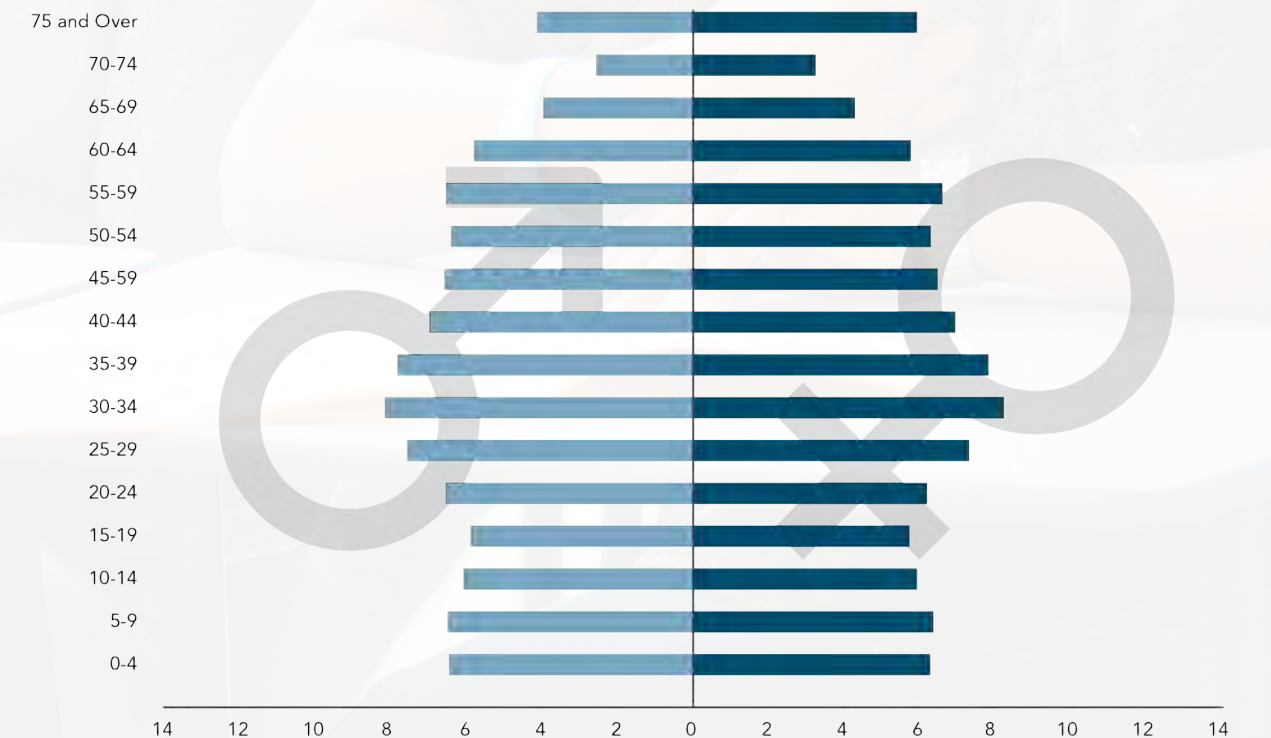
- a) The Municipality will work with community organizations to support programs that energize Wood Buffalo's youth to reach for outstanding performance in the academia, arts, sports, and community service.
- b) The Municipality will encourage local businesses and community groups to establish scholarships and grant opportunities for students choosing to pursue post-secondary opportunities in Wood Buffalo. These scholarships and bursaries could serve a dual mandate of retaining local students in the Municipality while also attracting international students to relocate to Wood Buffalo for their education.
- c) To raise awareness about career opportunities within local government, the Municipality will encourage Municipal employees to get involved in local schools, sharing their roles with the region, such as engineering, planning, or recreation management, among others, with students.

- d) The Municipality should investigate opportunities to develop marketing programs aimed to entice new graduates to move to Wood Buffalo.
- e) The Municipality should partner with local school districts to investigate opportunities to follow up with local students two to four years after they graduate from high school. The intention of this program would be to help connect former students with job opportunities in Wood Buffalo if they have left home but are interested in coming back.
- f) The Municipality should invest in mentoring, coaching, and training youth through academic, sporting, and work experience.
- g) The Municipality will improve youth involvement in government by reviewing and updating the Terms of Reference for all municipal boards and committees. Finding more ways to directly integrate youth into municipal decision-making and community building from a young age can inspire civic pride and create a lifetime of commitment to making a difference in their home community.

Age and Gender Profile for Wood Buffalo



Age and Gender Profile for Alberta



4.5

BUILDING RELATIONSHIPS AND COMMUNICATING MEANINGFULLY

4.5.1 Foster Transparent Decision-Making

An informed, involved, and engaged public is necessary for a healthy and functioning democracy.

To this end, Wood Buffalo is committed to always improving and building upon its existing relationships with all residents, organizations, stakeholders, and Indigenous communities throughout the Municipality. While the Municipality is already on the leading edge of many new forms of community outreach and relationship building, the world is constantly evolving. The Municipality is committed to responding to these changes in ways that improve governance, community buy-in, and the overall effective operation of the Municipality.

The Municipality is committed in its responsibility to balance overarching interests with the various needs of individual communities within it. The needs of residents and other stakeholders can be very different from community to community, and all must work together to define Wood Buffalo's goals and priorities. The Municipality makes decisions about development, infrastructure, programming, and taxes, with Council being the ultimate decision-making authority. Regardless of whether decisions are being made by Council, committees of Council, or Administration, all should be made in a spirit of transparency. Ensuring the community feels meaningfully engaged with and heard by the Municipality is imperative for ensuring that Administration and Council decisions are informed by local knowledge, insight, and experience. Open and transparent decision-making processes and meaningful, two-way communication strategies are fundamental to building relationships and trust

- a) Building on the lessons learned from the Covid-19 pandemic, the Municipality will support the principles of transparency and accountability in governance by continuing to expand its options and opportunities for engaging citizens in open communication and decision-making.
- b) The Municipality will continually improve its reporting mechanisms on service delivery, corporate performance, and municipal-led initiatives throughout Wood Buffalo by establishing a clear reporting framework and consistent messaging for the public.

MACOY

The Mayor's Advisory Council on Youth (MACOY) is one of the many ways that the Municipality is seeking to build stronger relationships between the community and local government. By empowering youth and directly engaging them on the matters impacting their lives in the community, today's youth are more likely to become tomorrow's leaders.



Participate Wood Buffalo

Participate Wood Buffalo is the Municipality's online engagement platform, a powerful tool that allows the Municipality to hear the wide spectrum of opinions and perspectives that exist in the community. Engaged and active citizens make for a more vibrant and welcoming community while also leading to better decision-making.

4.5.2 Promote Meaningful Dialogue and Participation

Meaningful dialogue and participation in municipal decision-making can lead to better community outcomes and encourage a sense of belonging. To encourage meaningful dialogue and participation, it is important to reduce barriers to participation and to meet people where they are (geographically, linguistically, capability, and more). Additionally, to participate in a meaningful way, citizens require access to reliable, accurate information on which to participate fully and initiate dialogue about municipal matters

- a) The Municipality will obtain input from the community to understand their preferred means of communicating with the Municipality and engaging in decision-making.
- b) The Municipality will consider developing a strategy for increasing the level of community engagement through public participation and two-way dialogues.
- c) The Municipality will support community-based initiatives by directly engaging with and initiative-leaders. Emphasis should be placed on empowering and enabling leaders to collaboratively effect positive change in their community.
- d) To lower the barriers to participation, the Municipality will encourage the use of different forums and mediums (in-person, online and on-site, where appropriate) for discussion and feedback on municipal direction and decision-making.

- e) The Municipality will commit to a public engagement approach that will help build public trust and be tailored to the specific needs of each community. This approach will also evolve as the communities grow and change over time.
- f) The Municipality will work collaboratively with the provincial and federal governments, First Nations and Métis communities, adjacent municipalities, and industry to improve the coordination of community engagement processes.
- g) To increase rural community involvement in municipal planning, programs, and service delivery, the Municipality will explore the creation of a Council-appointed "Rural Advisory Committee". This committee will advise and inform Council on rural priorities and issues.
- h) The Municipality will commit to responsive action on citizen requests and consider establishing turnaround times for staff responses or follow-up surveys to gauge citizen satisfaction with the Municipality's response.

What's a Rural Advisory Committee?

The premise of a Rural Advisory Committee is simple: giving a voice to those who know their community and its unique needs most. The Rural Advisory Committee would help inform Council and Administration about the challenges and opportunities facing the Municipality's rural residents, and allow decision-makers to proactively address concerns before they become larger problems.



Big Neighbours!

The combined land area of neighbouring Mackenzie County and the Regional Municipality of Wood Buffalo is larger than the country of Greece, and spans all of Alberta from British Columbia to Saskatchewan!

4.5.3 Facilitate Partnerships and Intermunicipal Cooperation

Proactive long-term planning requires collaboration and partnerships with neighbouring municipalities, senior levels of government, Indigenous governments, and other agencies. As provincial legislation governing intermunicipal relationships continues to evolve, strong partnerships and good working relationships with other governments are more important than ever. These relationships will help to ensure the efficient and cost-effective provision of services within Wood Buffalo, coordinate the planning of natural systems, foster economic development, and ensure compatibility between respective land use policies.

- a) The Municipality will advocate for and facilitate the development of partnership agreements that assist in the delivery of programs, services, and facility operation. These agreements could include new approaches to service delivery and operation, including public-private partnerships or leasing arrangements. These partnerships will also facilitate the development of major infrastructure and facilities. Senior levels of government, industry, the not-for-profit sector, and other service providers all offer opportunities for effective partnerships.

- b) The Municipality will work with adjacent municipalities to act on opportunities related to intermunicipal cooperation.
- c) The Municipality will maintain and enhance partnerships with senior levels of governments, neighbouring communities, public agencies, community organizations, businesses, and individuals for the efficient and effective coordination of plans, policies, and initiatives.
- d) The Municipality will support and encourage partnerships between Keyano College and local industry with post-secondary institutions from outside the region. These partnerships should prioritize enhancing training and education opportunities in Wood Buffalo.

Intermunicipal Partners

Wood Buffalo has a lot of borders! Neighbouring not just other municipalities, but also the Northwest Territories and Saskatchewan, the Municipality has a lot of relationships to maintain above and beyond its normal statutory requirements.

The Municipality has a number of formal agreements with its intermunicipal partners, called Intermunicipal Collaboration Framework Agreements, and is always open to finding new and innovative ways to collaborate with its neighbours.



CONNECTING TO NATURE

Wood Buffalo's cherished wilderness areas, ecosystems, parks, and waterfronts are hallmarks of the Municipality. Residents enjoy some of the cleanest air and water in the world, and visitors come from near and far to explore the incredible outdoors. Protecting essential ecosystems for generations to come while ensuring these incredible natural amenities are accessible and open for enjoyment today is a balancing act that will help define how Wood Buffalo grows over the coming years.



HOW TO ACHIEVE THIS GOAL

HOW TO MAKE IT HAPPEN

5.1

PROTECTING HEALTHY ECOSYSTEMS
Environmental Conservation and Ecological Management
Clean Air and Water



Prepare the Green & Blue Network Plans

5.2

ACCESSING THE WILDERNESS
Creating a Green Network
Creating a Blue Network



Identify and Protect Valued Ecosystems

5.3

ACTIVATING PARKS AND RECREATION
Recreation



Prepare and implement a Wilderness Development Plan

5.4

ACTING ON CLIMATE CHANGE
Protecting Communities
Supporting Renewable Initiatives
Building Green
Responsible Waste Management

5.1

PROTECTING HEALTHY ECOSYSTEMS

99.6% of the Municipality is Crown Land, almost all of which is undisturbed from its natural state.

5.1.1 Environmental Conservation, and Ecological Management

With some of the world’s most pristine natural wilderness, Wood Buffalo has a special obligation to protect these natural assets and ecosystems.

Sustainable management practices will conserve the region’s natural functions, in turn helping to maintain the high quality of clean air and water residents are used to. Protecting healthy ecosystems is not just good for the environment – keeping these natural systems healthy and functioning also reduces the costs to treat and clean water for residents, while clean air and water can lead to better quality of life and health outcomes.

Most of Wood Buffalo is forest, in fact, some of the most intact boreal forest in the country. Meandering throughout this sea of trees are expansive pure river networks, while bountiful flora and fauna add texture and vibrancy to this stunning natural ecosystem. This abundant natural capital supports traditional lifestyles and offers a diversity of year-round recreational activities. Appropriately managing development when it impacts Wood Buffalo’s intact natural landscapes requires the integration of environmentally responsible practices to protect ecosystems, mitigate the impacts of a changing climate on the region, and contribute to healthier communities. Conserving the environment’s natural functions, particularly where it has been impacted by development, will ensure Wood Buffalo remains a place rooted in and connected to its natural bounty.

- a) The Municipality will lead by example by adopting policies and developing strategies for meeting or exceeding regulatory standards for environmental protection, energy use, and waste management for its own facilities and assets.
- b) Where warranted, due to the presence of significant environmental features and functions, the Municipality will require studies to assess and minimize the impact of new development on the natural environment. Required studies will be identified through the Land Use Bylaw, Servicing Standards, Area Structure Plans, Area Redevelopment Plans, and other municipal policies.

- c) The Municipality will work with senior levels of government and conservation partners to secure funding for a project that will identify priority riparian areas and wetlands throughout Wood Buffalo. Emphasis will be placed on identifying areas that contribute most to managing flooding, reducing erosion, protecting water quality, contributing to natural beauty, and providing food and shelter for wildlife.
- d) The Municipality will develop and implement policies through the Land Use Bylaw to help conserve the ecological health and function of the riparian areas and wetlands identified in 5.1.1.c. Policies should limit development that negatively impacts or impedes the natural function of ecosystems, and instead promote their use as natural areas, parks, trails, and essential utility corridors that do not materially impact the function of the floodway.
- e) The Municipality will collaborate with senior levels of government, industry, First Nations, Métis, and environmental organizations to enhance Municipality’s conservation areas.
- f) The Municipality will seek to implement Provincial environmental regulations in a manner that protects areas of significant biodiversity and ecological sensitivity to the greatest extent possible.

- g) The Municipality will work closely with local First Nations and Métis communities to identify and protect culturally significant ecosystems and environments for traditional use.
- h) Where the work undertaken in policy 5.1.1.g identifies culturally significant ecosystems and environments used for traditional purposes by local First Nations and Métis communities, the Municipality will endeavour to incorporate these findings into appropriate statutory plans.
- i) The Municipality should collaborate with senior levels of government and industry to influence reclamation efforts on land disturbed by resource extraction.
- j) The Municipality commits to ongoing collaboration with industry partners and senior levels of government to appropriately manage tailings ponds.

24/7/365

The Wood Buffalo Environmental Association monitors the air in the Municipality around the clock, and is one of the most comprehensive and extensive air quality monitoring networks in North America.

5.1.2 Clean Air and Water

Clean air and water help sustain the high quality of life enjoyed by the residents of Wood Buffalo. The immediate and lingering impacts of the 2016 fire on the region's air and water quality are a painful reminder of how vulnerable these elements can be. Balancing the competing demands of industry, recreation, growth, and conservation presents ongoing opportunities for Wood Buffalo to improve its air and water quality. While many facets of water and air quality regulation exist beyond its control with senior levels of government, the Municipality is a stakeholder in protecting Wood Buffalo's air and water quality.

- a) Periodic reviews of the Municipality asset management and cost of servicing studies will identify what costs should be supported by development charges versus what should be funded through taxes and utility rates.
- b) The Municipality should review and update its Water and Wastewater Management Plans to reflect the projected growth trajectory of Wood Buffalo.
- c) To protect the Municipality's long-term financial capacity to provide appropriate water infrastructure, reserve fund minimum policies should be investigated to insulate the Municipality from economic swings and ensure sufficient annual capital and operations and maintenance budgets to properly fund the full life cycle costs of municipal assets.

- d) The Municipality will work with interested community partners to raise awareness around the different sources of greenhouse gas emissions throughout the region. As part of this work the Municipality will endeavour to support community partners in their efforts to educate individuals, business owners, and industry about the positive changes they can make to improve the region's air and water quality.
- e) Acting within its jurisdictional responsibilities, the Municipality will meet or surpass all regulatory requirements to protect the water quality of waterbodies within Wood Buffalo, particularly discharges from treatment plants and stormwater runoff. Innovations could include reclaiming and reusing treated water and investing in green infrastructure opportunities to mitigate stormwater runoff. To ensure compliance, the Municipality will support water quality monitoring and reporting programs.
- f) The Municipality will work towards reducing emissions that impact air quality by addressing traffic volumes, idling, and congestion through the Transportation Master Plan

1,923km

How far the mighty Peace River runs before it meets the Athabasca River in Wood Buffalo.

1,231km

The distance the Athabasca River travels from the Rocky Mountains to Lake Athabasca in Wood Buffalo.

8th-largest

Lake Athabasca is the 8th-largest lake in Canada, and the largest and deepest freshwater lake in both Alberta and Saskatchewan.

5.2

ACCESSING THE WILDERNESS

5.2.1 Creating a Green Network

Wood Buffalo is a place of untamed boreal forest, expansive river networks, otherworldly sand dunes, and bountiful flora and fauna.

Creating a “Green Network” of interconnected natural areas across the Municipality and a “Blue Network” of waterfronts along Wood Buffalo’s rivers will balance the need to preserve sensitive landscapes with the desire to access these natural wonders throughout the region for generations to come.

An integrated network of hiking, bike-packing, canoeing, and kayaking trails is an authentic Wood Buffalo opportunity. Such outdoor infrastructure has the potential to become the envy of nature-goers around the world, while sustained commitments to acting on climate change and sound environmental stewardship will continue to share Wood Buffalo’s values to the world.

The Green Network will build on the existing trails and pathways throughout Wood Buffalo, establishing a recreational and commuter network for active transportation choices (e.g. walking, cycling, skiing, etc.) year-round. Building connections within Downtown, to other neighbourhoods in the Urban Service Area, and throughout Wood Buffalo’s rural communities along the region’s extensive natural areas will increase quality of life for all residents. The Green Network will support active transportation choices and connect built-up areas, parks, and nature throughout Wood Buffalo. Working in close collaboration with rightsholding partners to plan this network, the Green Network will also serve as a catalyst for economic development, as the more complete the network becomes, the greater its attraction to tourists.

- a) The Municipality will prepare a comprehensive Green Network concept for all of Wood Buffalo. The Green Network concept will be designed as a four-seasons asset, capable of accommodating a variety of active transportation options including walking, cycling, cross-country skiing and in-line skating.
- b) The Municipality will develop the Green Network concept in conjunction with the Blue Network concept (further described in the following section) to ensure each network complements the other, leading to the development of a comprehensive and seamlessly integrated network throughout Wood Buffalo.

- c) The Municipality will ensure that the Green Network concept builds on the 2019 Parks Master Plan, the Downtown Area Redevelopment Plan, and all statutory plans in the Municipality, coordinating with the proposed implementation strategies of these plans to maximize the speed with which a comprehensive network can be developed through already-completed capital expenditure budgeting in the Downtown and throughout the Municipality.
- d) Upon adoption, the Municipality should integrate the Green Network concept into the Transportation Master Plan with capital and operational costs planned for and prioritized.
- e) The Municipality should consider developing components of the Green Network, particularly those connecting rural communities over longer distances, as signature single-day or multi-day hiking and biking trails, providing tourism draws that enable visitors to experience Wood Buffalo’s untouched natural Boreal forests.
- f) The Municipality can use the Green Network to connect residents with places of employment, providing viable choices to travel to and from work, school, and neighbourhood amenities by building missing links in the active transportation network, creating new and safer active transportation infrastructure, and building greater awareness about the Green Network and the places it can connect people to.



Protecting Caribou Habitat

Woodland caribou require intact habitat corridors in order to survive. Wood Buffalo’s vast unspoiled wilderness provides exactly what they need to thrive, allowing the woodland caribou who travel through the Municipality easy access to Wood Buffalo National Park and beyond.

- g) The Municipality should investigate opportunities to integrate and program protective “greenbelts” surrounding residential communities within the Green Network to ensure intensive industrial development does not encroach on established communities.
- h) Many of Wood Buffalo’s residents enjoy the recreational use of off-highway vehicles (OHVs). The Municipality will provide safe staging areas for OHVs and identify community specific OHVs policies to address unique needs and conditions. Working with the Province, The Municipality can integrate OHV staging areas with municipal and Crown land trails.
- i) The Municipality will also support the development of OHV trails throughout Wood Buffalo. Education and trail safety measures will help ensure the responsible use of OHVs and reduce conflicts with other trail users.
- j) Where possible, OHVs should have separate trails from active transportation (e.g. hiking, biking, skiing, etc.) within a Green Network route to increase the comfort for all users.
- k) Where it has authority, the Municipality will regulate recreational activities to ensure appropriate uses occur in appropriate locations.



What are the Green and Blue Networks?

Wood Buffalo is a place of untamed boreal forest, expansive pristine river networks, and bountiful flora and fauna. A “Green Network” connecting natural open spaces across the Region will expand and connect existing trails, increase recreation and mobility options, enhance open space, and improve access to natural areas in an environmentally responsible manner. A “Blue Network” of waterfront along Wood Buffalo rivers will use a contextually sensitive approach to create river recreation hubs and improve flood protection, recognizing the historic connection many Wood Buffalo communities have to water. Together, the Green and Blue Networks will balance the need to preserve sensitive landscapes with the desire to access these natural wonders throughout the region for generations to come.

35km the total length of cross-country ski trails maintained by the Ptarmigan Nordic Ski Club in Fort McMurray.

5.2.2 Creating a Blue Network

Wood Buffalo’s history is intrinsically tied to its many watercourses. Historically most of its communities were built along waterfronts, and to this day Wood Buffalo residents cherish their ability to access pristine waterbodies throughout the region. The Blue Network will leverage these waterfronts into recreation, leisure, and conservation opportunities for visitors and residents alike to experience and enjoy. The Clearwater and Athabasca Rivers provide scenic beauty to Fort McMurray, while Willow Lake, Lake Athabasca, and a multitude of other waterbodies and watercourses accentuate and define Wood Buffalo’s communities. The Blue Network is different from the Green Network in that it considers more than just mobility. The Blue Network also identifies new ideas for recreational facilities, developing larger park spaces, improving flood protection, and, where appropriate, promoting sensitive commercialization of these assets. Many components of the Blue Network, particularly river and lakefront trails, will be seamlessly integrated into the Green Network, enabling one comprehensive network across the entire Municipality.

- a) The Municipality will prepare a comprehensive Blue Network concept for all of Wood Buffalo. The Blue Network concept will be intentionally designed as a four-seasons asset, capable of accommodating a variety of recreational facilities, flood protection opportunities, and sensitive commercialization where appropriate.
- b) The Blue Network concept should be developed in conjunction with the Green Network concept to ensure each complements the other, leading to the development of a comprehensive and seamlessly integrated network throughout all of Wood Buffalo.
- c) The Blue Network concept should build upon the work completed in the 2019 Parks Master Plan and Downtown Area Redevelopment Plan, coordinating with the proposed implementation strategies of those plans to maximize the speed with which a comprehensive network can be developed within already-completed capital expenditure budgeting.
- d) The Municipality should prioritize Blue Network projects from the Downtown outwards, ensuring Wood Buffalo’s commercial heart and its greatest recreational asset, Macdonald Island Park are the centre of the network.
- e) The Waterfront Master Plans must outline how riverbanks and lakeshores within the Urban Service Area and/or hamlet boundary areas are secured for public access and enjoyment. These plans must also define a river trail network along the banks to promote active living while connecting nodes of activity.
- f) When a new recreational facility, parkland, and related recreation amenity need is identified, The Municipality will prioritize a Blue Network location to strengthen the connection to the waterfront and generate additional use of these areas.
- g) For any infrastructure located along the Blue Network, the Municipality must consider flood resiliency and safety in its design.
- h) Where identified as feasible through Blue Network concept work completed in policy 5.2.2.a, the Municipality will sensitively introduce recreation opportunities along the Blue Network to protect the ecological health of these areas.
- i) Wood Buffalo will investigate opportunities to protect riparian areas through the development of linear parks and passive recreation spaces that contribute to the Green Network, helping to further connect the Municipality’s communities to its nature.
- j) Where waterfronts require reinvestment, the Municipality will explore options to transform these areas into either vibrant gathering places or promote their reclamation as natural areas with opportunities for recreation.
- k) In the Blue Network concept identified in policy 5.2.2.a the Municipality will consider some of Wood Buffalo’s lakes for outdoors recreational development. Development of these areas will only be permitted after a rigorous public engagement process, environmental impact assessment, and other relevant studies are completed.

The Green & Blue Networks are for Everyone!

No matter how you move through nature, the Green and Blue Networks will have something to offer you. They’re all about increasing mobility and improving access to nature in a responsible and sustainable way!



5.3

ACTIVATING PARKS AND RECREATION

5.3.1 Recreation

Parks and recreation areas are important contributors to quality of life throughout Wood Buffalo.

Easy and convenient access to recreation opportunities help residents meet their daily exercise needs and live happy, healthy, active lifestyles. With an abundance of natural areas as well as world-class recreation facilities, Wood Buffalo residents know they have one of the best backyards in the country. However, more can be done to provide greater access to everyone while continuing to enhance these amenities to meet the needs of residents today and into the future.

As the Municipality grows, maintenance of existing recreational areas requires strategic planning to adapt to changing preferences, manage these assets, explore new economic opportunities, and sustain the recreational amenities and opportunities that Wood Buffalo residents know and love

- a) The Municipality will initiate discussions with the Province about opening Crown Land in a coordinated and thoughtful manner to private development, with an eye towards establishing a “cottage country” in Wood Buffalo where residents are able to develop cabins.
- b) Prior to opening Crown Land for private development, the Municipality should support Fort McMurray Wood Buffalo Economic Development and Tourism in their creation of an integrated regional recreational strategy that identifies opportunities for all residents to enjoy the region’s natural surroundings and recreation facilities.
- c) The regional recreation strategy and private development referenced in 5.3.1.b should be highlighted as discussion points in the forthcoming Lower Athabasca Regional Planning process to ensure the Municipality’s interests are appropriately conveyed through this provincial planning document.
- d) The Municipality will work with industry to identify preferred contributions by industry towards local recreational assets through community visioning and planning exercises that will inform development of the integrated regional recreation strategy.
- e) The Municipality should establish reserve funds for operating and maintaining recreational assets with targeted minimum balance policies to offset and insulate the Municipality from the cyclical nature of economic swings.
- f) The Municipality will continue to promote the use of MacDonald Island as a major gathering place for public activities and facilities related to sports, recreation, arts, culture, and leisure.



MacDonald Island Park

It’s all here! From its humble beginning in 1978, the Island has undergone numerous expansions to create what is now known as MacDonald Island Park. Home to the Suncor Community Leisure Centre, Miskanaw Golf Club and Shell Place, the Island has the venues and experience to host large sporting events, concerts, banquets, family programming, camps, and a variety of other community collaborations.

MacDonald Island Park, operated by the Regional Recreation Corporation of Wood Buffalo, a not-for-profit corporation working in collaboration with the Municipality, continues to offer new initiatives, programs and services making it an integral part of the Fort McMurray community.

5.4

ACTING ON CLIMATE CHANGE

5.4.1 Protecting Communities

While the overall contributions of the Municipality and Canada to emissions globally are exceedingly small, the effects of a changing climate have been profoundly felt by Wood Buffalo over the last decade.

It is important for the Municipality to play a leadership role in preparing for and taking advantage of innovative opportunities arising from these changes and to step up as a global leader in acting on climate change. Already the Municipality contributes significantly to carbon sequestration through its dense boreal forests, global leadership in environmentally conscious resource extraction, and ongoing commitments to reducing its municipal carbon footprint. Ensuring Wood Buffalo continues to build and support sustainable communities, promote and support renewable energy initiatives, and responsibly manage waste have the potential to create new economic streams throughout the Municipality.

As the global climate continues to change, extreme weather events are becoming more and more common. Wood Buffalo residents know better than most the risks, hardships, and costs that these events can bring with them, and it is vital that the Municipality plan for improved community resiliency. Every community within Wood Buffalo is surrounded by large tracts of wilderness. As a result, the safety of residents from natural hazards, such as floods and wildfire, is a critical concern.

- a) The Municipality should comprehensively review of its land use and development policy frameworks to ensure development is no longer permitted in high-risk areas and in a form that compromises the well-being and safety of future residents.
- b) The Municipality will regularly reassess risks of and exposure to future natural disasters, and revisit land use policy, including the Land Use Bylaw and relevant Area Structure Plans. These plans will be used to incorporate changes that reduce the level of exposure and mitigate the impacts should a disaster occur, and to incorporate changes recommended by lessons learned from disaster events such that a clear roadmap to “build back better” throughout Wood Buffalo is attained.

- c) Municipally and provincially-identified high flood risk areas should not permit future development except when protected by appropriate structural flood mitigation measures.
- d) The Municipality will explore opportunities to relocate essential municipal service facilities, at the end of their life span, when hazards, risks, and vulnerability assessments point to the need to move the facility from higher-risk to lower-risk zones in order to avoid future negative impacts from identified hazards and risks.
- e) The Municipality should prioritize retrofitting existing settlement areas and requiring new developments to align with FireSmart best practices.
- f) The Municipality will establish appropriate land uses and setbacks and leverage legislative entitlements to environmental reserve in order to minimize potential impacts from adverse geotechnical conditions.
- g) The Municipality should prioritize acquiring land located in higher risk areas for recreation and conservation purposes and incorporate this land into the Green and Blue Network plans.



FireSmart

Since the early 1990s, FireSmart Canada has maintained a mandate to reduce the risk that wildfires pose to populated areas, by facilitating interagency cooperation to promote education and awareness. Appropriately managing wildfire requires balancing its natural role with the protection of human life, property and economic values. This equilibrium demands comprehensive risk management approaches including an appropriate mix of mitigation, preparedness, response and recovery. We can manage future risk collectively through the implementation and further development of a national FireSmart engagement and education program.

25%

the reduction in diesel fuel required to provide electricity to Fort Chipewyan when the Three Nations Energy solar project came online in 2020.

5.4.2 Supporting Renewable Initiatives

With Wood Buffalo’s unparalleled depth of energy industry expertise, it is well-poised to diversify its economic portfolio into a broader range of energy sectors. Already innovative partnerships throughout the region have proven the viability of solar energy initiatives to reduce costs and carbon emissions for rural communities, and sustained innovations in the renewable-energy industry should be promoted and celebrated throughout Wood Buffalo, where financially responsible to do so. The Government of Alberta has recently funded test projects in carbon sequestration that could prove promising for future implementation in Wood Buffalo, while emerging scientific literature has indicated that opportunities exist for Wood Buffalo to help the world

meet growing demand for rare earth metals and minerals used in the rechargeable batteries that will power the future.

- a) The Municipality will work with stakeholders in identifying, researching, and developing alternative and renewable energy sources as part of its commitment to act on climate change.
- b) The Municipality will support initiatives that implement renewable energy throughout Wood Buffalo, acting as an advocate and supporter for these initiatives to senior government regulators, where appropriate.
- c) The Municipality should establish the baseline for the current energy consumption by municipal operations and will develop options to reduce and optimize their consumption while exploring opportunities to increase the utilization of renewable energy options to the greatest extent possible..
- d) The Municipality will encourage new developments to include renewable energy sources such as solar energy, geothermal energy, geo-heat exchange, district heating, and heat recovery systems to the greatest extent possible.
- e) The Municipality supports new industrial initiatives that meet the needs of an emerging global renewable energy economy, including the mining of rare earth metals and minerals.

5.4.3 Responsible Waste Management

Effectively dealing with different forms of waste—solid waste, wastewater, and waste heat—can increase efficiency, create new economic opportunities, minimize environmental degradation, reduce greenhouse gas emissions, and extend the capacity of infrastructure by minimizing impacts on landfills and treatment facilities.

- a) The Municipality should engage the community through education and awareness campaigns about responsible waste management, prioritizing a rethink of how residents, businesses, and industry manage their waste.
- b) The Municipality will endeavour, through periodic reviews of industry best practices and emerging trends in waste management, to manage waste in the most environmentally responsible and cost-effective manner possible.
- c) The Municipality should leverage the successes of the Aerobic Landfill Project to explore opportunities to increase the sustainable operation of municipal facilities through innovative approaches to waste management.
- d) The Municipality should explore the potential to partner with local industry to harness energy from waste heat and gas flaring as a means to diversify revenue streams for industry and provide lower-cost heating to residents and other businesses.



Three Nations Energy Solar

The Three Nations Energy Solar farm was launched November 17, 2020 and is the largest solar PV system in a remote Canadian community.

Located on approximately 8 hectares of land, the solar farm consists of 6,500 solar modules that produces 2.2 megawatts of electricity and replaces 25% of the diesel-generated electricity in Fort Chipewyan. The solar farm creates local jobs and reduces dependence on trucked-in diesel fuel, a win-win for residents of Fort Chip!



RESPONSIBLE DEVELOPMENT

The Municipality finds itself advantageously positioned with an abundance of development-ready land throughout Wood Buffalo. In particular, the existing serviced land supply is more than adequate to provide for Fort McMurray's needs, allowing Wood Buffalo to focus on how regional growth and investment can be responsibly leveraged to support a livable, sustainable, and desirable community for all.



HOW TO ACHIEVE THIS GOAL

HOW TO MAKE IT HAPPEN

6.1

GROWING AS A REGION RESPONSIBLY

Regional Growth Concept
Planning for Developable Land
Regional Mobility

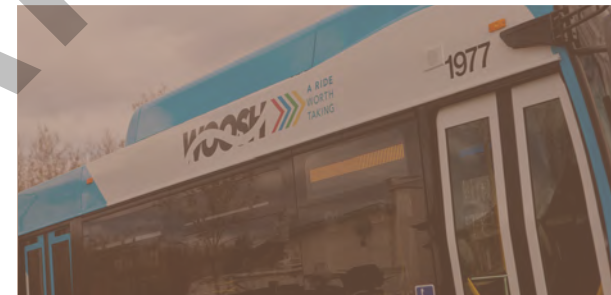


Emphasize Downtown
Revitalization as
a Municipal priority

6.2

GROWING THE URBAN SERVICE AREA

Urban Service Area Development Concept
Strategic Urban Development



Commit to optimizing
Regional Transit

6.3

RESPONSIBLY DEVELOPING RURAL HAMLETS

Rural Hamlet Development Concepts



Institute Disaster Risk
Management in Municipal
decision-making

6.4

MANAGING DISASTER RISK

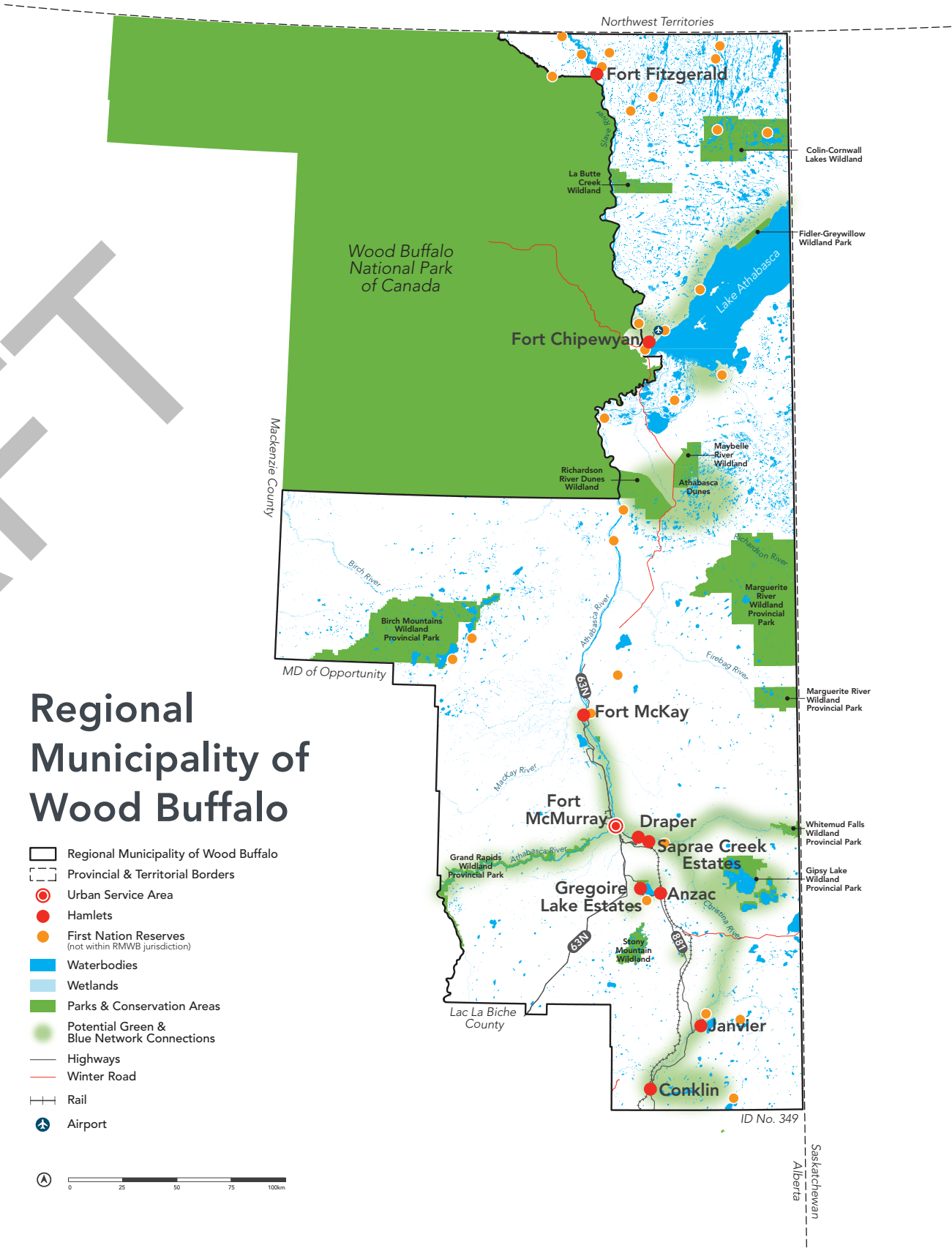
Mitigating Wildfire Risk
Mitigating Flood Risk

6.1

GROWING AS A REGION RESPONSIBLY

As one of the largest municipalities in Canada, the Municipality encompasses pristine natural wilderness, communities large and small, and boundless economic opportunity.

Understanding and planning at a regional scale is an important first step to ensuring the Municipality functions cohesively and is a responsible steward of new growth and investment. The Regional Growth Concept plays an important role in establishing clear responsibilities for the Municipality’s communities, finding a balance between ecological preservation and recreational opportunities, and proactively supporting infrastructure projects that benefit the Municipality’s industrial development.



64km² the total area of post-industrial lands that have been reclaimed in the Municipality to date.

Source: CAPP 2022

6.1.1 Regional Growth Concept

The Regional Growth Concept provides a high-level understanding of how the Municipality envisions growth and development to occur at a regional scale. Prioritizing the Urban Service Area as the heart of the region is an important part of this planning, but care must still be taken to reflect the important role hamlets, parks and open spaces, and transportation infrastructure will play in sustaining and growing the local economy.

Fort McMurray

- a) Fort McMurray is Wood Buffalo’s urban hub and will remain the urban service area for the entire Region. Fort McMurray provides the daily and more specialized needs of most residents, such as healthcare, entertainment, retail, and post-secondary education.
- b) Provincial investment in larger-scale institutions related to sectors such as healthcare, post-secondary education, the legal system, and industry advocacy should locate in Fort McMurray

Hamlets

- c) Hamlets form an integral part of Wood Buffalo’s dynamic culture, and each one brings unique perspectives and opportunities. The local identity and agency of Rural communities should be respected and celebrated by the Municipality.
- d) The Municipality will ensure that ASPs are prepared and maintained for each of hamlets.
- e) The Municipality will engage in periodical reviews of hamlet social services, infrastructure, access to Municipal supports, and economic conditions to ensure hamlets are receiving appropriate levels of support and services from the Municipality.

Parks & Conservation Areas

- f) Wood Buffalo is comprised largely of untamed boreal forest that provides wildlife habitat, supports traditional lifestyles, and offers a diversity of year-round recreation activities. The Municipality will work closely with the Indigenous community to identify sensitive and culturally significant areas for conservation.
- g) The Municipality will explore opportunities to support the reclamation of disturbed industrial land to help protect and maintain the region’s ecological diversity.
- h) Where feasible, the Municipality should advocate for the creation of parks and conservation areas on reclaimed industrial lands, to not only expand the Green Network but also acknowledge industrial history and celebrate and promote industry’s commitment to the environment and local ecology.
- i) The Municipality consists largely of natural areas where there is competing demand for resource development, recreational enjoyment, and ecological preservation. The Municipality will work with the Province to support integrated resource management and planning practices and to identify and establish protected areas.
- j) Consistent with future development of the Blue and Green Network concept plans, the Municipality will regulate development along waterbodies, watercourses, and sensitive wetlands where it would negatively impact wildlife corridors and migratory routes to ensure a balance between conservation, recreation, and tourism opportunities.

Recreation & Tourism Opportunities

- k) As part of ongoing economic diversification initiatives, the Municipality should endeavour to increase access to the rich natural surroundings found throughout Wood Buffalo.
- l) The Municipality will create and implement an integrated regional recreational strategy to provide opportunities for residents to enjoy the Municipality’s natural surroundings year-round while expanding the local economy. This strategy could explore expanding many existing recreational areas and consider opportunities near the Municipality’s lakes and rivers for new recreation use, specifically the potential for cabin development, recreational lodges, boat launches, day use areas and campgrounds.
- m) The Municipality should investigate opportunities to expand and create new outdoor recreational opportunities through a variety of partnerships, business models, and other means to increase the valued natural assets (lakes, sand dunes, rivers, forests, etc.) throughout the Municipality.

Railway (Future)

- n) The Municipality should provide and affirm Council support for oil-by-rail initiatives, as necessary, to help promote and facilitate development of this vital economic link to tidewater.
- o) Where appropriate, the Municipality will work with the Province and railways to expand goods movement networks throughout the Municipality.
- p) When no longer required for freight or passenger rail transportation, the Municipality will explore the use of former rail-bed and rights-of-way for alternative transportation options.



Sand Dunes

Did you know that Wood Buffalo has some of the northernmost active sand dunes in the world? This incredible geological feature can be found in several areas in the northern half of the Municipality, but are most famously found along the shores of Lake Athabasca.

6.1.2 Planning for Developable Land

Wood Buffalo’s hamlets and urban service area have a range of land demands. While Fort McMurray has adequate serviced land to support future development, some rural communities struggle with a lack of affordable, developable land. Balancing and addressing the unique needs of each area throughout the Municipality is an important part of planning for developable land.

- a) As Fort McMurray’s existing land develops, the Municipality will continuously monitor market demand and will evaluate whether additional land for development is required.
- b) The Municipality should work with hamlets to understand the land demands impacting each community and work to address the land supply, as required.
- c) The Municipality will incorporate newly acquired lands into existing comprehensive plans, aligning the direction of local statutory plans (such as Area Structure Plans, Area Redevelopment Plans, and the Land Use Bylaw) with the direction in non-statutory plans such as The Active Transportation Plan, The Transportation Plan, and Infrastructure Master Plans.

Rail Trails

When railways are abandoned they are often turned into shared-use pathways that can help connect places within and between communities. The Municipality has a long history with rail, and while some initiatives seek to expand rail access to new markets, there are other historic rights-of-way, such as the Draper Rail Trail, that may be useful as the foundations of a future Green Network trail system.



8.5% of commuters in Wood Buffalo travel by bus.

Source: Wood Buffalo Transportation Master Plan 2018

6.1.3 Regional Mobility

Quality of life and livability throughout Wood Buffalo are directly impacted by how easily people and goods move throughout the Municipality. While significant transportation options are already afforded to industry workers by the private sector, there remains more that can be done to facilitate the mobility of all Wood Buffalo residents. As Fort McMurray is the urban service area for the entire Region, it is important that residents throughout Wood Buffalo have access to the services and amenities provided there as efficiently and easily as possible. The Municipality can act on and advocate for a range of initiatives to improve mobility for all throughout Wood Buffalo.

Active Transportation

- a) The Municipality should prepare a comprehensive active transportation plan for the entire Municipality, incorporating the Green and Blue Networks (see Section 5) into a broader network to improve connectivity for all residents.

Transit

- b) The Municipality will comprehensively review municipal transit service in alignment with the Transit Master Plan to meet regional needs and maximize the potential of transit.
- c) As innovations and changes in transit operations and options arise, the Municipality will explore opportunities to incorporate these sustainable and innovative solutions to provide more efficient service to rural communities throughout the year.

Airports

- d) The Municipality should work collaboratively with the Fort McMurray Airport Authority and the Fort McMurray Wood Buffalo Economic Development and Tourism to provide additional regional, national, and international connectivity to Fort McMurray and Fort Chipewyan.
- e) The Municipality should encourage industry operating within Wood Buffalo to prioritize use of Fort McMurray Airport for their business operations.
- f) The Municipality should collaborate with Fort McMurray Wood Buffalo Economic Development and Tourism and the airport authority to leverage the Fort McMurray Airport a regional intermodal logistics and transportation hub.
- g) The Municipality will follow Transportation Canada’s policy when regulating development around the airport to ensure it does not negatively inhibit the potential future expansion or alteration of normal airport operations.

Highways

- h) The Municipality should continue lobbying senior levels of government to fund major highway infrastructure projects that support regional goods movement and connectivity to the global economy, as well as the improvement of public safety in times of natural disaster such as a second-access provincial highway to the Municipality, all-season highway connection to Fort Chipewyan and the Northwest Territories, and the East Clearwater Highway.
- i) The Municipality should also continue lobbying senior levels of government to fund a ring road highway project for Fort McMurray, facilitating a downtown bypass for heavy industrial traffic.

Award-Winning Airport

Did you know that the new Fort McMurray Airport terminal was awarded a Canadian Architect Award of Excellence in 2013? The prestigious honour is awarded to only a handful of projects nationally each year, with the airport beating out over 200 other submissions.



6.2

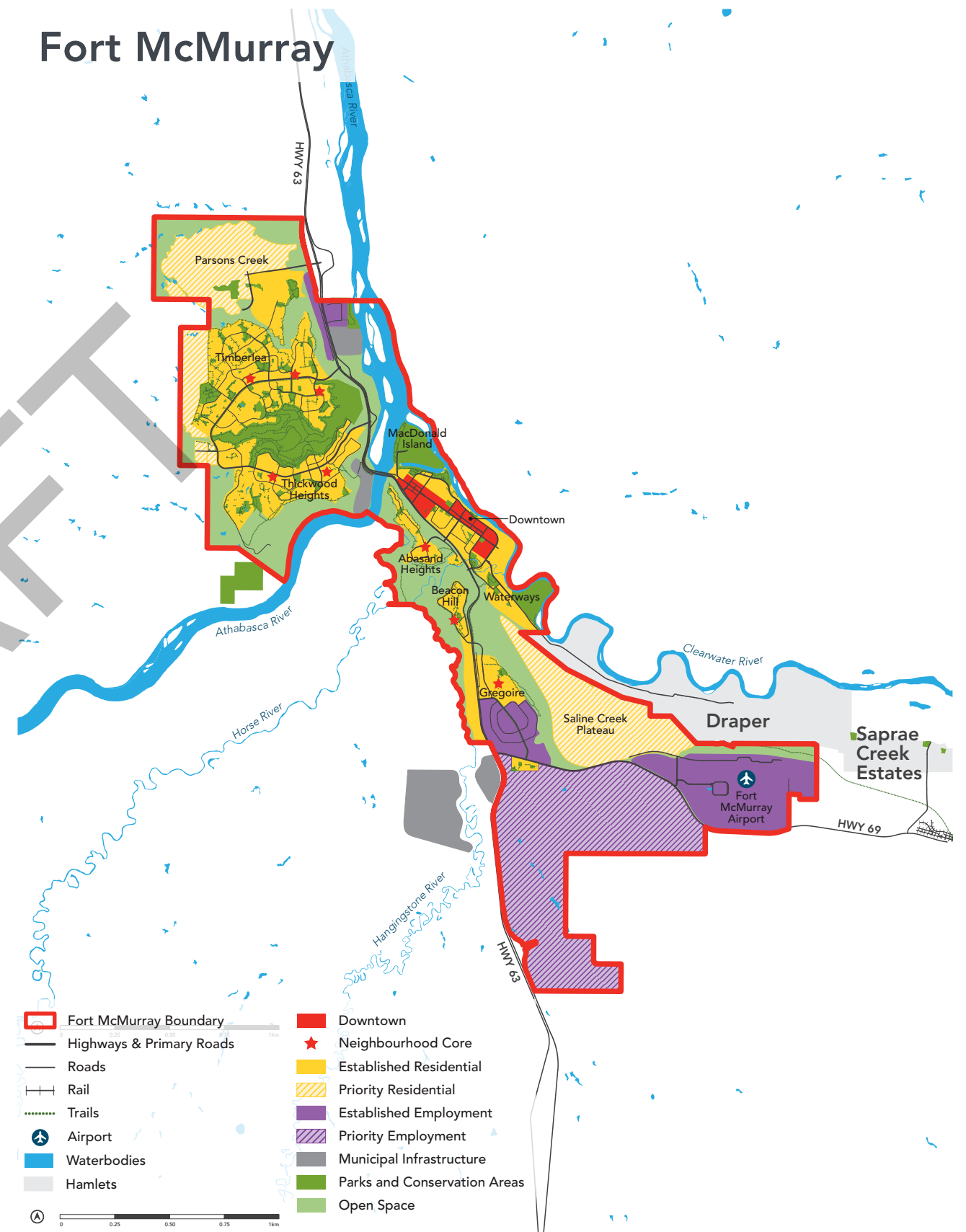
GROWING THE URBAN SERVICE AREA

As the largest community and economic centre of Wood Buffalo, the Urban Service Area of Fort McMurray is the heart of the Municipality, a place where culture, amenities, education, and nature all intersect.

A livable Wood Buffalo starts with complete communities throughout the Urban Service Area, where community-driven design, human-centred development, and accessibility are the norm. It is important that the Urban Service Area grow responsibly with an eye to continuously improving the quality of life it affords its residents over the lifespan of this plan.

Prioritizing investment downtown while balancing residential and employment lands development throughout the community will help support healthy active lifestyles by enabling more residents to move around via active transportation. Similarly, Fort McMurray must continue to respect and protect its natural areas so that these well-loved green areas remain for years to come as places of respite and recreation for all residents to enjoy.

Fort McMurray



8

the number of Neighbourhood Cores identified in the Urban Service Area Development Concept. These Neighbourhood Cores will help ensure all Urban Service Area residents have the ability to access their day-to-day needs within their own community.

6.2.1 Urban Service Area Development Concept

Growing the Urban Service Area from a people and place-based perspective means emphasizing the role the downtown plays as the heart of Wood Buffalo, enhancing and expanding the roles Neighbourhood Cores can play in providing everyday services and access to transit, and ensuring an appropriate response to the city’s growth trajectory when making major infrastructure decisions.

Residential

- a) The Municipality will review the Land Use Bylaw to reflect increased ability to develop complete communities with a greater mix of uses than presently exists in Fort McMurray. This includes greater residential, commercial, retail, and institutional uses throughout Neighbourhood Cores, and the Downtown.
- b) New development will be focused in Priority Residential Areas.
- c) Priority Residential Areas will offer a range of housing choices to accommodate higher average densities than established neighbourhoods, provide a mix of residential with other uses (e.g., commercial, recreational, institutional etc.), and achieve a compact form.
- d) Priority Residential Areas will also offer a range of mobility choices and be developed in a manner consistent with transit-oriented development (TOD) principles, ensuring the integration of land use and transportation decisions by concentrating density in areas well-served by transit, such as Neighbourhood Cores.

Employment Lands

- e) New concentrations of employment uses outside of the Downtown should be focused in the Priority Employment Lands identified in the Urban Service Area development concept.
- f) As Fort McMurray’s economy diversifies and the needs of existing industry shifts, Priority Employment Lands will focus on major industrial developments, business parks, and commercial development.
- g) The Municipality will consider large format retail in Priority Employment Lands, where appropriate.
- h) The Municipality will review the Land Use Bylaw to limit public sector and institutional uses as well as small scale retail development in Priority Employment Lands, instead directing these uses to locate in or near the Downtown/community core areas.
- i) The Municipality will only approve Future Employment Lands for new concentrations of employment uses once existing Priority Employment Lands have been mostly built out.
- j) The Municipality will support and encourage the development of new and diverse industrial and commercial uses and will support making appropriate and suitable lands available for these purposes.

Downtown

- k) Downtown is the economic, social, recreational, and institutional heart of the Municipality. Recognizing this significance and regional importance, the Municipality will prioritize implementation of the Downtown Area Redevelopment Plan’s recommendations to ensure this important part of the region continues to thrive and improve the lives of Wood Buffalo residents for generations to come.
- l) As the hub for regional facilities and services in Northeastern Alberta, including healthcare, post-secondary education, municipal services, and provincial government services, future growth and development of these facilities and services should remain located in Downtown to leverage synergies between industries and maximize co-location benefits.
- m) As the heart of the Blue and Green Networks and premier recreation destination of Wood Buffalo, the Municipality will strengthen the connections to the waterfront and MacDonald Island, through future redevelopment along the Snye and Clearwater Rivers, in alignment with the Downtown Area Redevelopment Plan.
- n) Downtown will be the hub for arts, entertainment, and culture, with the Municipality prioritizing and incentivizing these activities to locate and occur in the Downtown.

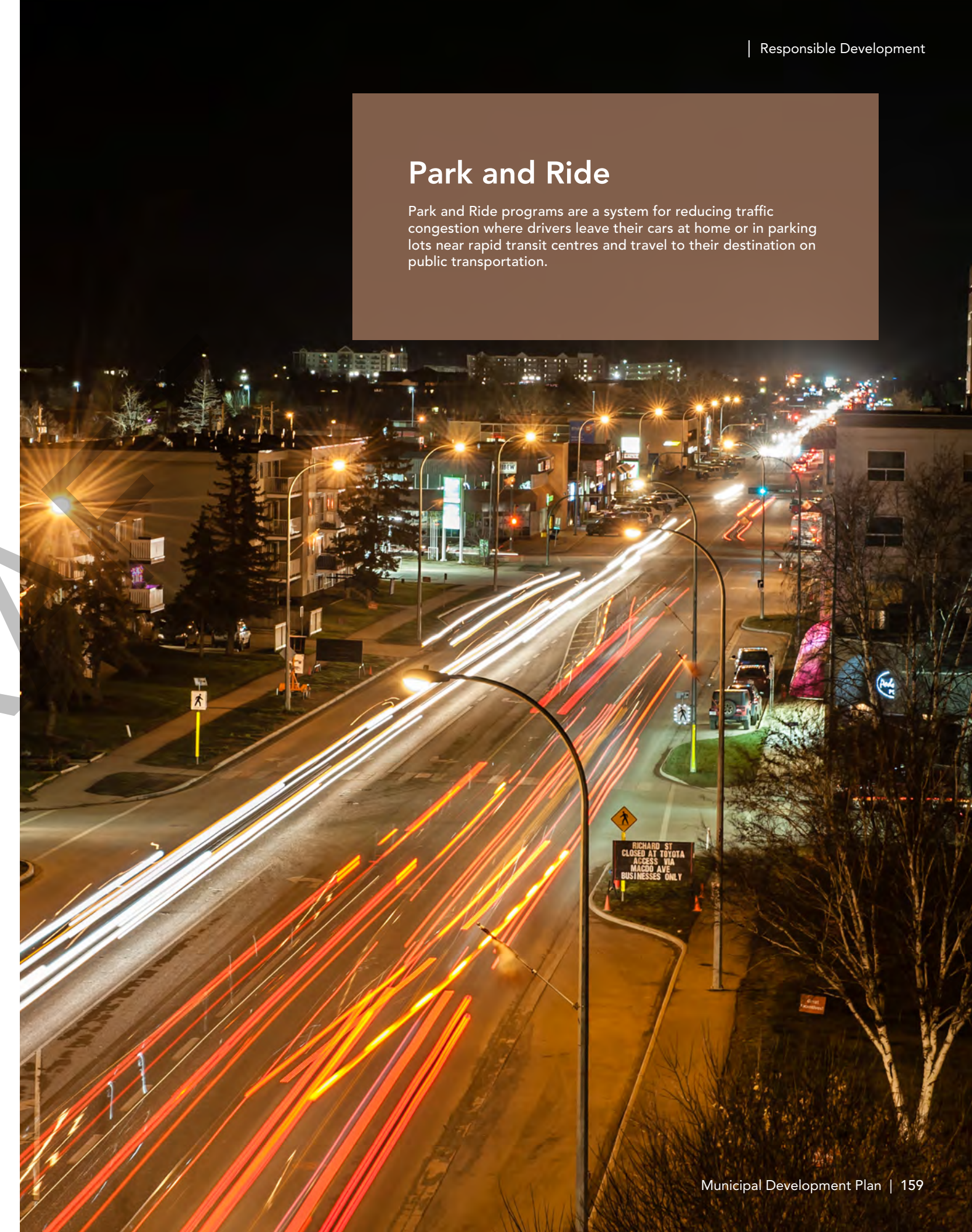


Confluence of Rivers

Fort McMurray’s history is intrinsically tied to water, as a historic transshipment hub to the Mackenzie and confluence of many rivers. In fact, Fort McMurray is a meeting place of five rivers, where the Christina, Clearwater, Hangingstone, and Horse Rivers all join with the Athabasca on their way north to the Arctic Ocean.

Park and Ride

Park and Ride programs are a system for reducing traffic congestion where drivers leave their cars at home or in parking lots near rapid transit centres and travel to their destination on public transportation.



Protected Natural Areas

- o) The Municipality will work to establish “greenbelts” of protected natural areas surrounding all residential neighbourhoods.
- p) The Municipality will incorporate Protected Natural Areas into the Green and Blue Networks, as appropriate, to maximize the accessibility of both networks for all residents.
- q) To ensure access to green space and opportunities for recreational development, the Municipality will minimize accepting cash-in-lieu of municipal reserve options during development, instead maximizing the provision of land accessible for public use within new development areas.

Neighbourhood Cores

- r) Neighbourhood Cores are centres of community life, activity, and commerce. The locations should be developed with careful consideration to their livability, comfort, design, and the mix of uses, promoting their development as local, smaller scale “downtowns”.
- s) Redevelopment in Neighbourhood Cores must face the street and locate close to the front lot lines to create a consistent, human-scaled street wall over time.

- t) Neighbourhood Cores should allow for a range of retail and commercial uses to facilitate complete communities and meet the needs of individual neighbourhoods.
- u) Large format retail development should be managed so as not to detract from efforts outlined in this section to transition Neighbourhood Cores to more complete, livable hubs of neighbourhood activity.

Transportation

- v) Where appropriate, the Municipality will investigate opportunities to develop Park and Ride infrastructure in areas identified for higher-order service in the Transit Master Plan.
- w) The Municipality will explore the opportunities for bicycle parking at major transit terminals, in secure facilities where feasible through the Transit Master Plan.
- x) The Municipality will explore active transportation networks (sidewalks and bicycle infrastructure) to connect all residents in Fort McMurray to the Downtown and Neighbourhood Cores.

Statutory Plans



- y) Statutory plans in the Urban Service Area will be updated following MDP adoption to implement the goals of the MDP locally. This will be achieved by creating unique action plans for each plan area outlining how the MDP’s goals can be realized.
- z) The Municipality will ensure all lands in the Urban Service Area are appropriately planned for through Area Structure Plans or Area Redevelopment Plans.

6.2.2 Strategic Urban Development

All development should create positive impacts for the places it occurs in. The positive impacts desired by the Municipality are articulated through its various plans, policies, and strategies, and can include a wide range of benefits. Improving sustainability, increasing employment, making efficient use of developable land and existing land supply, and providing new and needed services to Wood Buffalo are just some examples of the positive impacts development can have. By ensuring future development closely adheres to all Municipal plans, policies, and strategies, the Urban Service Area will continue to grow in a way that is desirable, contributes to creating a complete community, and enhances quality of life in Fort McMurray.

- a) New development in Fort McMurray should contribute to the successful implementation of the Municipality’s Council-adopted plans, policies, and strategies.
- b) New development in Fort McMurray should reflect the Municipality’s needs to attract and retain diverse talent and provide a range of different services.
- c) Active transportation, such as walking, cycling, cross-country skiing or in-line skating, will be encouraged in all neighbourhoods. To do this, streets and sidewalks need to be designed to accommodate a variety of transportation modes alongside a complementary trail network be established.

Projected Land Requirement by Usage Type (gross ha), 2020-2040

	Land Use	Projected Peak Demand (2020-2040)	Estimated Land Supply	Supply Surplus/Deficit
	Residential (Ground Oriented)	295.5	631.6	336.1
	Residential (Apartments)	12.1	23.3	11.2
	Commercial	108.3	553.4	445.1
	Industrial*	850.3	999.8	149.5

*While RMWB has a surplus total supply of industrial land, demand for industrial land south of the USA is 72.9 ha short of projected peak demand (Anzac, Conklin)

Projected Peak Industrial Land Demand (gross ha), 2020-2040

Land Use	Projected Peak Demand (2020-2040)	Estimated Land Supply (RMWB)	Estimated Land Supply (Other)	Supply Surplus/Deficit
Fort McMurray	472.4	773.6	0.0	301.2
Rural North	90.7	53.2	80.0	42.5
Rural South	287.2	173.1	41.3	-72.9
Total	850.3	999.8	121.3	270.8

6.3

RESPONSIBLY DEVELOPING RURAL HAMLETS

The rural communities of Wood Buffalo offer a range of different lifestyles to their residents.

Ranging from bedroom communities near Fort McMurray to isolated hamlets unconnected to the rest of Alberta by all-season roads near the Northwest Territories border, there’s something for everyone.

The cultures, histories, lived experiences, needs, and interests of each rural community are uniquely different, and each requires special focus to ensure they continue to grow and develop appropriately.

Statutory Plans

- a) Hamlet statutory plans will be updated following MDP adoption to implement the goals of the MDP in a locally sensitive context. This will be achieved by creating unique action plans for each plan area outlining how the MDP’s goals should be realized.
- b) Senior members of the Municipality’s administration will meet periodically with rural community leaders to discuss, better understand, and identify ways to address community social, cultural, and economic concerns.
- c) Senior members of the Municipality’s administration will also meet periodically with rural community leaders to identify ways to improve access to Municipal facilities and services.
- d) Where a local community development plan has been adopted by a First Nation or Métis group, the Municipality will support implementation of that plan within the jurisdictional authority of the Municipality.

9 the number of Rural Hamlets in the Municipality.

Anzac / Willow Lake

Population 659

Conklin

Population 229

Janvier

Population 141

Fort McKay

Population 59

Fort Chipewyan

Population 981

Saprae Creek

Population 715

Draper

Population 187

Gregoire Lake Estates

Population 204

Fort Fitzgerald

Population 8

Source: 2018 Municipal Census

ANZAC/WILLOW LAKE

Evolving from an important stopover point for fur traders en route between Fort McMurray and Lac La Biche into its present-day role as a lovely lakeside community, the hamlet of Anzac is found on the eastern shore of Willow Lake near Gregoire Lake Provincial Park. The Anzac Day Use Area of this park is popular with residents near and far in Wood Buffalo, with many using it in the warmer months for swimming, canoeing, and kayaking. Nearby Camp Yogi is another attraction that takes advantage of this picturesque natural setting. Originally known as Willow Lake, the lake became known as Gregoire Lake in the 1940s to reflect the name of the lake’s only outlet, Gregoire River. In 1992 the lake’s name was officially changed back to Willow Lake at the request of residents. It was always referred to as “Willow Lake” by the elders.

The community itself is traditionally known as Willow Lake by the Métis who have called the area home for generations, and this was the original name of the community. However, Willow Lake was renamed to Anzac in 1917 for the Australian and New Zealand Army Corps who surveyed the area during World War I. This surveying work preceded construction of the rail line to Waterways, with Anzac serving as a stopping point on the Alberta Great Waterways Railway Line. Today, both names are used by residents of the hamlet. The surrounding area is home to the Fort McMurray First Nation and the Willow Lake Métis, and the community itself enjoys a small but vibrant community core, large recreation centre, school, and lively community spirit.

According to the 2018 census, there are 659 residents currently living in Anzac.

6.3.1 Anzac / Willow Lake Development Concept

The Municipality

- e) The Municipality will review its processes for providing access to community space with a focus on enabling access to and increasing the use of the community centre.
- f) Notwithstanding the following policies, development in Anzac should occur according to the approved Area Structure Plan.

Residential

- g) Priority Residential areas will offer a range of housing choices and encourage higher average densities than established neighbourhoods, while remaining contextually sensitive to Anzac’s rural character.
- h) Higher residential densities will be encouraged in close proximity to the Community Core.

Employment Lands

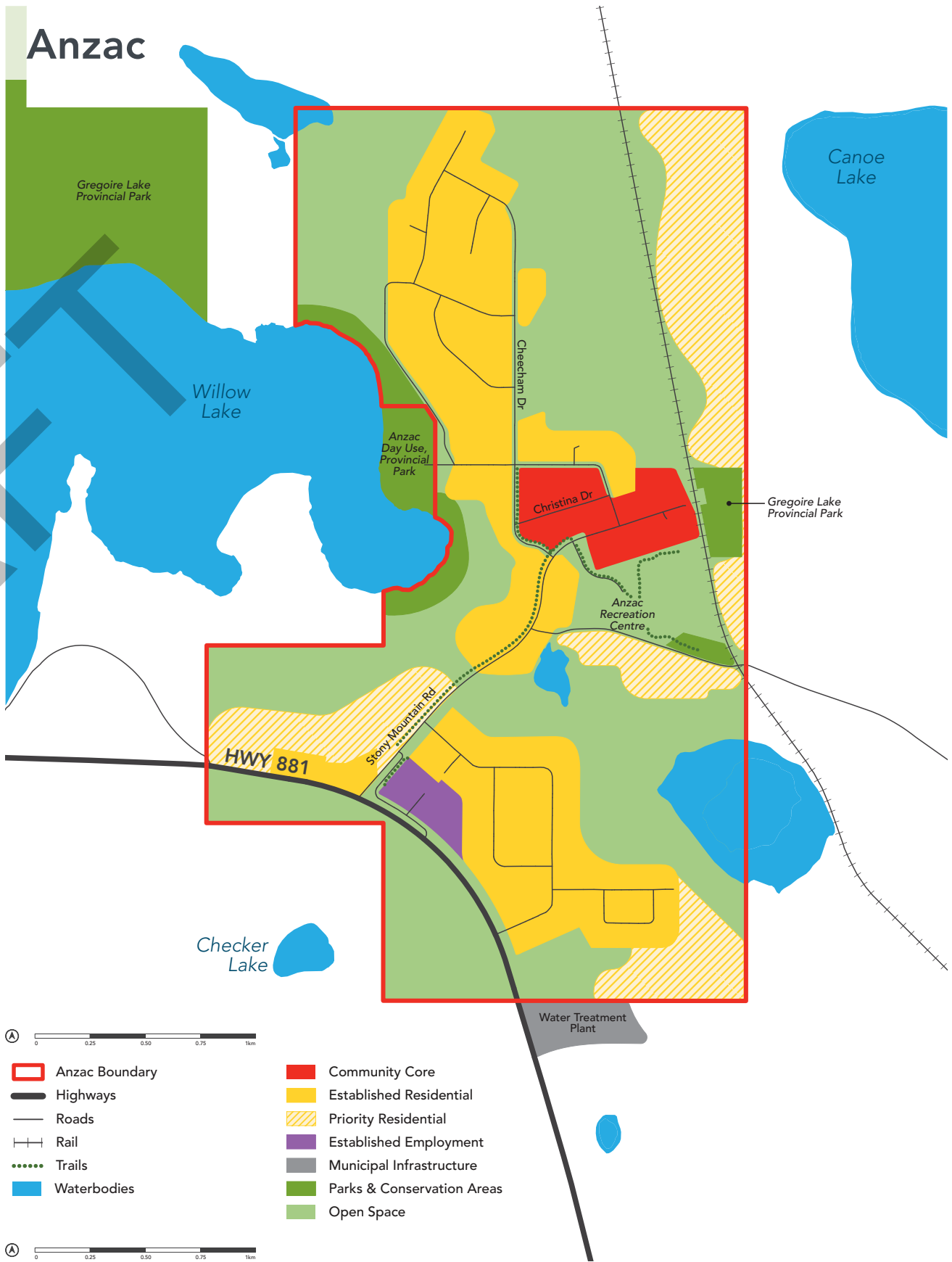
- i) Public sector and institutional uses as well as small scale retail development will not be permitted in Employment Lands and should instead be directed to locate in or near the Community Core.

Community Core

- j) The Municipality will support mixed-use development, including residential, commercial, and institutional uses centrally along Stony Mountain Road to create a vibrant Community Core.
- k) The Municipality will explore connecting the eastern end of Stony Mountain Road into a new north/south corridor to the east of the community to enhance the development of the Community Core.

Protected Natural Areas

- l) The Municipality will minimize the encroachment of residential neighbourhoods into non-compatible industrial development using a “greenbelt” of protected natural areas surrounding all residential neighbourhoods.
- m) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.



CONKLIN

Conklin is the most southern community in the Regional Municipality of Wood Buffalo. The hamlet of Conklin was named after John Conklin, a timekeeper for J.D. McArthur, who was a railway contractor in the early 1900s. Conklin is located along the former Alberta and Great Waterways Railway. While the railway was operational from 1940 to 1960, Conklin was an important stop for the local fur trade. Mink pelts from several mink farms in the area were transferred by canoe and dogsled to the railway siding at Conklin for shipment to markets. Today, Conklin is a quiet, rural community located approximately 155 kilometres southeast of Fort McMurray on scenic Christina Lake.

Christina Lake plays several functions for the community, as it provides fish and wildlife habitat, maintains watershed and water quality functions, and provides many

recreation opportunities. The lake and its associated tributaries, including the Jackfish River and Birch Creek, are greatly valued by the community.

The predominantly Métis population appreciate the lake and its surroundings for their ecological value, cultural significance, and the opportunities they provide for practicing traditional land use, including harvesting berries and culturally important roots and medicines.

Commercial facilities in Conklin include a gas bar, a post office, a store and a cafe and lounge, while the Conklin Multiplex plays a role as a community gathering place and recreation facility.

According to the 2018 census, there are 229 residents currently living in Conklin, the majority of which are of Métis descent.

6.3.2 Conklin Development Concept

The Municipality

- a) The Municipality should work with community residents and organizations to understand Conklin’s land constraints and work to increase the land supply in areas where it is required.
- b) Where a desire and ability to develop Municipal land for housing exists, the Municipality may divest land.

Residential

- c) The Municipality will respect the existing development pattern of single family residential as new residential areas are added strategically, notwithstanding development near the Community Core where a range of housing choices will be encouraged to satisfy the needs of all ages and income levels.

Employment Lands

- d) Public sector and institutional uses as well as small scale retail development will not be permitted in Employment Lands and should instead be directed to locate in or near the Community Core.

- e) Highway commercial and light industrial uses will be encouraged to the west of Highway 881.

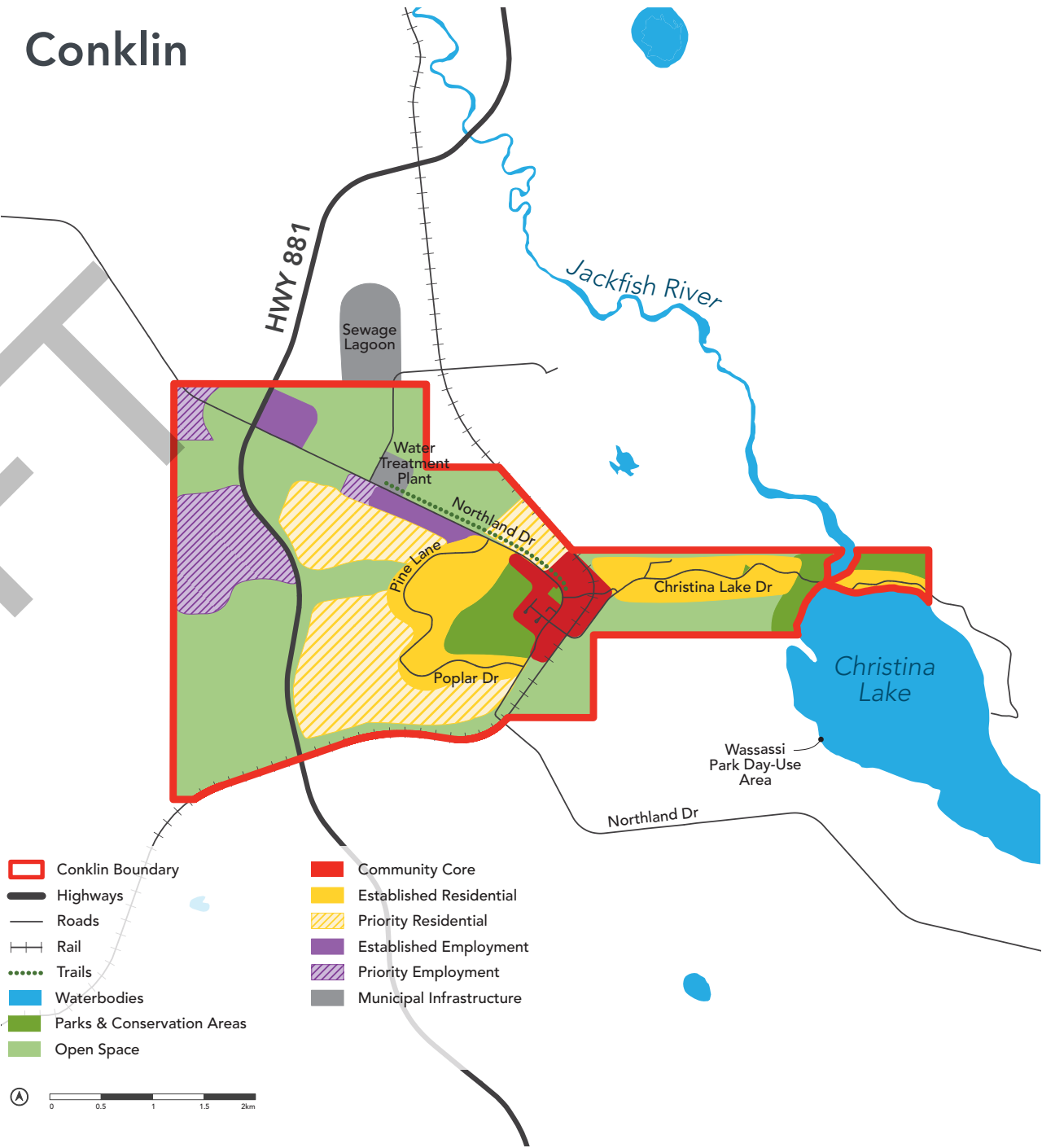
Community Core

- f) The Municipality will support neighbourhood commercial uses in the Community Core to create opportunities for local business and services.

Protected Natural Areas

- g) The Municipality will minimize the encroachment of residential development into non-compatible industrial development using a “greenbelt” of protected natural areas surrounding all residential neighbourhoods.
- h) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.
- i) Future development in Conklin will ensure protection of water sources and areas deemed significant to the community such as Christina Lake, the Jackfish River, and Wassassi Park.
- j) The Municipality will restrict development along watercourses consistent with the Blue and Green Network Concepts.

Conklin



JANVIER

Situated west of the shores of Bohn Lake and east of the Christina River, Janvier is situated in a pristine and beautiful natural setting in the southern portion of the Municipality. It is approximately 120 kilometres south of Fort McMurray.

There is a large Métis population in Janvier, and it is home to the Chard Métis and the Chipewyan Prairie Dene First Nation. Important to local culture are

traditional ways-of-life activities, such as trapping, hunting, fishing, and berry picking, while community assets and supports include the Janvier Dene Wood Buffalo Community Association, the Sekewha youth centre, and Father R. Perin school.

According to the 2018 municipal census, there are 141 people living in Janvier.

6.3.3 Janvier Development Concept

The Municipality

- a) The Municipality will work with community organizations and residents to understand the land constraints Janvier is facing, and work to increase the land supply in areas where it is required.
- b) Where a desire and ability to develop Municipal land in the short term for housing exists, the Municipality may divest land.
- c) The development of affordable and safe housing is one of the most outstanding concerns in Janvier. The Municipality will work collaboratively with Janvier residents and community organizations to identify solutions to address this pressing issue.
- d) The Municipality will work towards providing a community space for the residents of Janvier to use as a place to gather, celebrate, and educate.

Residential

- e) The Municipality will support incremental increases in residential development recognizing that the existing single family residential development pattern will, for the most part, remain the pattern for new development.

Employment Lands

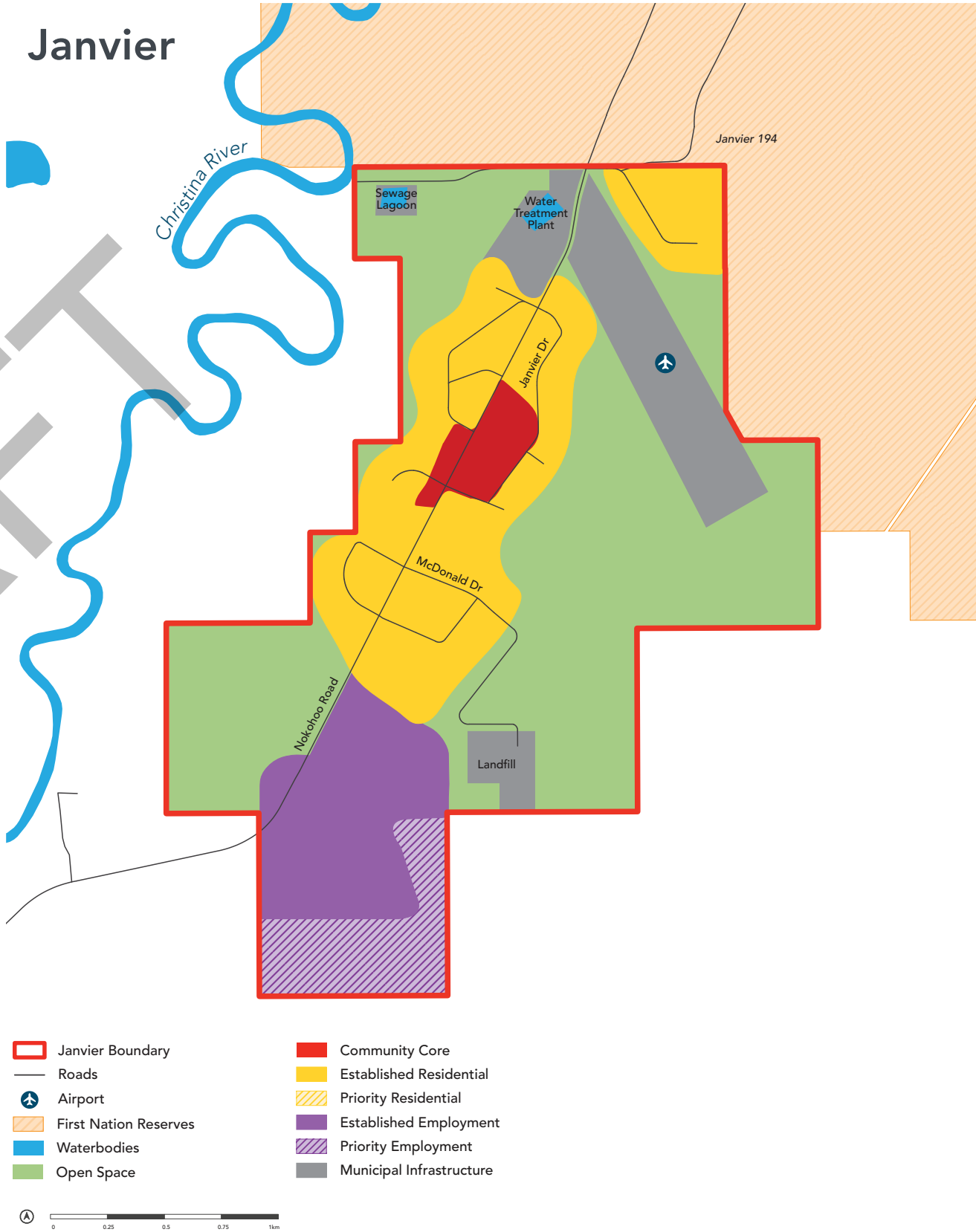
- f) The Municipality will encourage new industrial and commercial development consistent with the desires of the community to facilitate opportunities for local economic development.

Community Core

- g) Neighbourhood commercial uses will be supported in the Community Core to create opportunities for local business and neighbourhood services.

Protected Natural Areas

- h) The Municipality will minimize the encroachment of residential development into non-compatible industrial development using a “greenbelt” of protected natural areas surrounding all residential neighbourhoods.
- i) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.
- j) The Municipality will also encourage the protection and preservation of the natural environment and areas deemed to be significant to the community.



FORT MCKAY

The hamlet of Fort McKay is located on the west bank of the Athabasca River, approximately 60 kilometres northwest of Fort McMurray, and is situated amongst many oil sands operational sites. Fort McKay was established in 1820 by the Hudson Bay Company as a trading post but was not known as Fort McKay until it was named after Dr. Williams Morrison McKay in 1917. While the oil sands industry is the primary employer in Fort McKay, forestry, hunting, and trapping remain key parts of the local economy. Many residents are active

members of the Fort McKay First Nation which is part of the Athabasca Tribal Council, and the community is also the home of the Fort McKay Métis Nation.

According to the 2018 municipal census, there are 59 people living in Fort McKay, but the census did not account for transient oil sands workers or residents living on the nearby First Nation community.

6.3.4 Fort McKay Development Concept

Residential

- a) Although large lots with single detached housing will remain the primary residential form, other housing forms and densities will be considered to satisfy the needs of all age and income groups in the community.

Employment Lands

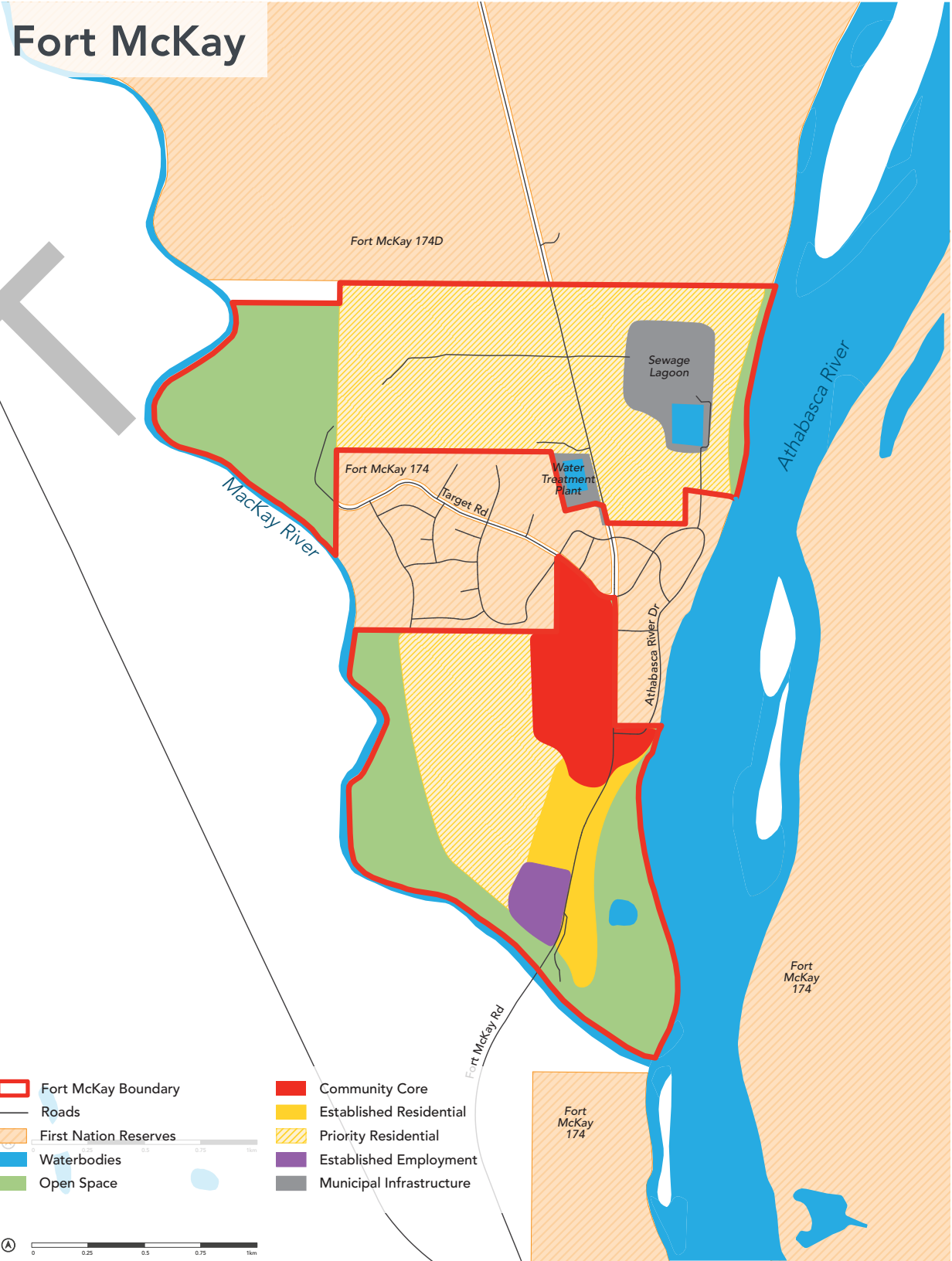
- b) The demand for industrial lands is best accommodated outside the community in locations that allow for greater accessibility while minimizing land use conflicts.

Community Core

- c) The Municipality will support growth on land leased by the Fort McKay Métis to help create a defined Community Core consistent with the local ASP.

Protected Natural Areas

- d) The Municipality will minimize the encroachment of residential development into non-compatible industrial development using a “greenbelt” of protected natural areas surrounding all residential neighbourhoods.
- e) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.



FORT CHIPEWYAN

Nestled on the northwest shore of Lake Athabasca and next door to one of the largest national parks in the world, Fort Chipewyan is one of the most northern communities in the Municipality. Isolated by nature, Fort Chipewyan can only be accessed by plane or boat in the summer and by a winter road in the winter.

Fort Chipewyan was named after the Chipewyan people first living in the area. Established as a trading post in 1788 by the Northwest Trading Company, Fort Chipewyan is the oldest settlement in all of Alberta. More than 230 years later, trapping and fishing are still activities enjoyed by residents of Fort Chipewyan. Many of the residents of Fort Chipewyan are Mikisew Cree First

Nation, Athabasca Chipewyan First Nation, and Fort Chipewyan Métis, and these rightsholding groups have come together on various initiatives such as the Three Nations Energy Corporation to improve community resiliency while improving the lives of all residents. Unlike most of the Municipality, oil and gas development has little impact on Fort Chipewyan, with the community instead historically hosting a bustling commercial fishing industry. More recently the community has emerged as regional experts in renewable energy.

According to the 2018 census, there are 981 residents living in Fort Chipewyan, making it the second largest community in the Municipality.

6.3.5 Fort Chipewyan Development Concept

The Municipality

- a) The Municipality will work with community organizations and residents to understand the land constraints Fort Chipewyan is facing, and work to appropriately increase the land supply where it is required.
- b) To promote economic development and housing opportunities, the Municipality should work closely with local organizations, rightsholding groups, and other stakeholders to promote and coordinate land swaps, where appropriate, to help consolidate land.
- c) Where a desire and ability to develop Municipal land in the short term for housing is demonstrated, the Municipality may divest land.

- d) The Municipality is an active and willing partner for collaboration opportunities to support economic growth in Fort Chipewyan.
- e) The Municipality supports and will advocate for the extension of an all-season road to Fort Chipewyan.

Residential

- f) The Municipality will support the provision of a range of housing in the existing community and in new residential areas in order to satisfy the needs of residents of all ages and income levels.



Employment Lands

- g) Public sector and institutional uses as well as small scale retail development should be directed to locate in or near the Community Core instead of Employment Lands.
- h) The commercial fishing industry has historically employed many Fort Chipewyan residents, and the Municipality supports any initiatives to re-establish this industry in the community.
- i) The Municipality recognizes the tourism potential of Fort Chipewyan, and supports the development of tourism-related industries and infrastructure, including sport fishing, sand dune tourism, staging for adventure tourism into Wood Buffalo National Park, and recreational boating.

Community Core

- j) New lands for future residential and employment development should be concentrated near the Community Core to the greatest extent possible in order to provide proximity to the various services and amenities provided there.
- k) Infill development will be encouraged to make efficient use of underutilized lands both in the Community Core and surrounding areas.

Protected Natural Areas

- l) The Municipality will minimize the encroachment of residential development into non-compatible industrial development using a “greenbelt” of protected natural areas surrounding all residential neighbourhoods.
- m) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.
- n) Development in areas identified as significant to the community or environmentally sensitive will be limited to ensure these areas remain protected.
- o) Lakefront areas will be protected, preserved, and made accessible to all.
- p) Local food production will be encouraged to ensure a more self-sustaining community.

Transportation

- q) The size and remoteness of Fort Chipewyan requires air solutions as part of an integrated transportation network as this infrastructure helps secure medical services and the provision of food and other goods to remote areas. The Municipality will promote the safe and efficient use of the Fort Chipewyan Airport.
- r) The Municipality will continue advocating to senior levels of government for the development of a permanent all-seasons road to Fort Chipewyan as a catalyst for local and regional economic development as well as an investment in critical public safety infrastructure.

SAPRAE CREEK

The hamlet of Saprae Creek is near Fort McMurray and is the third largest community in Wood Buffalo. Situated on the crest of the Clearwater River Valley, Saprae Creek enjoys a close proximity to Vista Ridge, a popular winter recreation facility that offers skiing, snowboarding and downhill tubing as well as an outdoor skate park, playground, ropes course, and golf course in the warmer months.

Established in 1987, Saprae Creek is a forested acreage hamlet that serves as a bedroom community to Fort McMurray, and according to the 2018 municipal census, there are 715 residents currently living in Saprae Creek.

6.3.6 Saprae Creek Development Concept

Residential

- a) The Municipality will support the modest expansion of Saprae Creek to the south and east in a form consistent with current densities.
- b) The Municipality will support home-based businesses in Saprae Creek provided they remain sensitive to the residential character of the community.

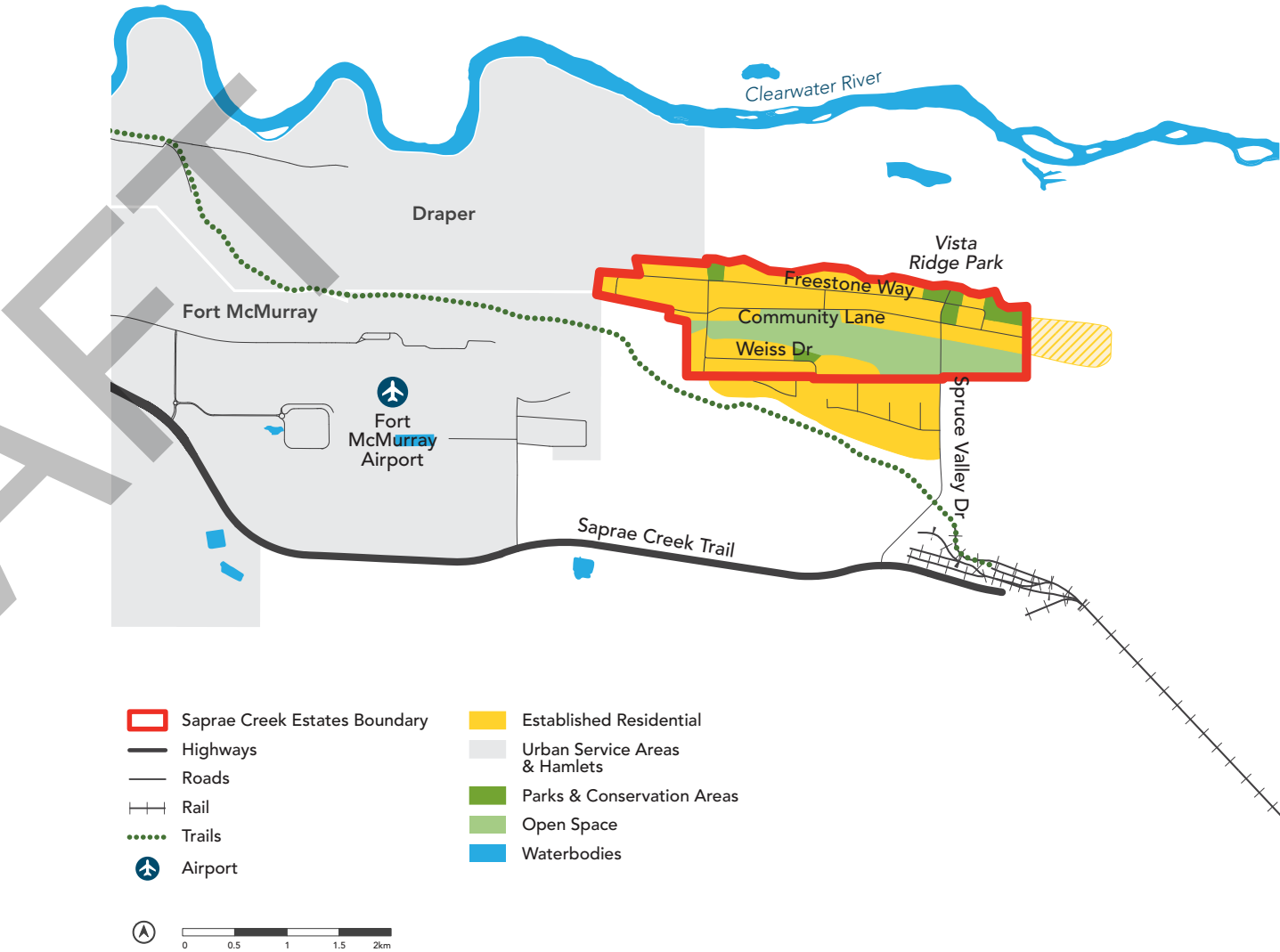
Recreational Amenities

- c) The Municipality will support private investment in Vista Ridge and its lands to develop into a year-round regional recreational amenity and tourism asset.
- d) The Municipality supports the continued growth and expansion of Vista Ridge in a manner that is sensitive to the existing community context of Saprae Creek without diminishing its ability to remain economically viable.
- e) In alignment with the Transit Master Plan, the Municipality will investigate opportunities to expand transit and active transportation access to Vista Ridge.

Protected Natural Areas

- f) The Municipality will minimize the encroachment of residential development into non-compatible industrial development using a “greenbelt” of protected natural areas surrounding all residential neighbourhoods.
- g) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.
- h) The Municipality will encourage development in harmony with the natural setting.

Saprae Creek Estates



DRAPER

Situated on the flood plains of the Clearwater River, Draper is located adjacent to Fort McMurray. Draper Road was named for Thomas Draper who operated an oil sand project there. In 1922, Draper formed The McMurray Asphaltum & Oil Company - he obtained his lease (No. 20) on October 16, 1922. The plant burned down in the summer of 1924. In 1925, he began experimenting with oil sands as a paving material, both treated and untreated and mixed with asphalt. He was one of the most persistent experimenters in the use of oil sands as paving materials and a pioneer of oil sand promotion until production ended in the 1930s.

Since the 1930s small agricultural and market garden uses occurred in the area, while today the community is primarily made up of acreages built along the banks of the Clearwater River. Historically challenged by flood and landslides, the residents of Draper are tenacious and passionate about their community.

As of the 2018 Municipal Census had a population of 187 residents.

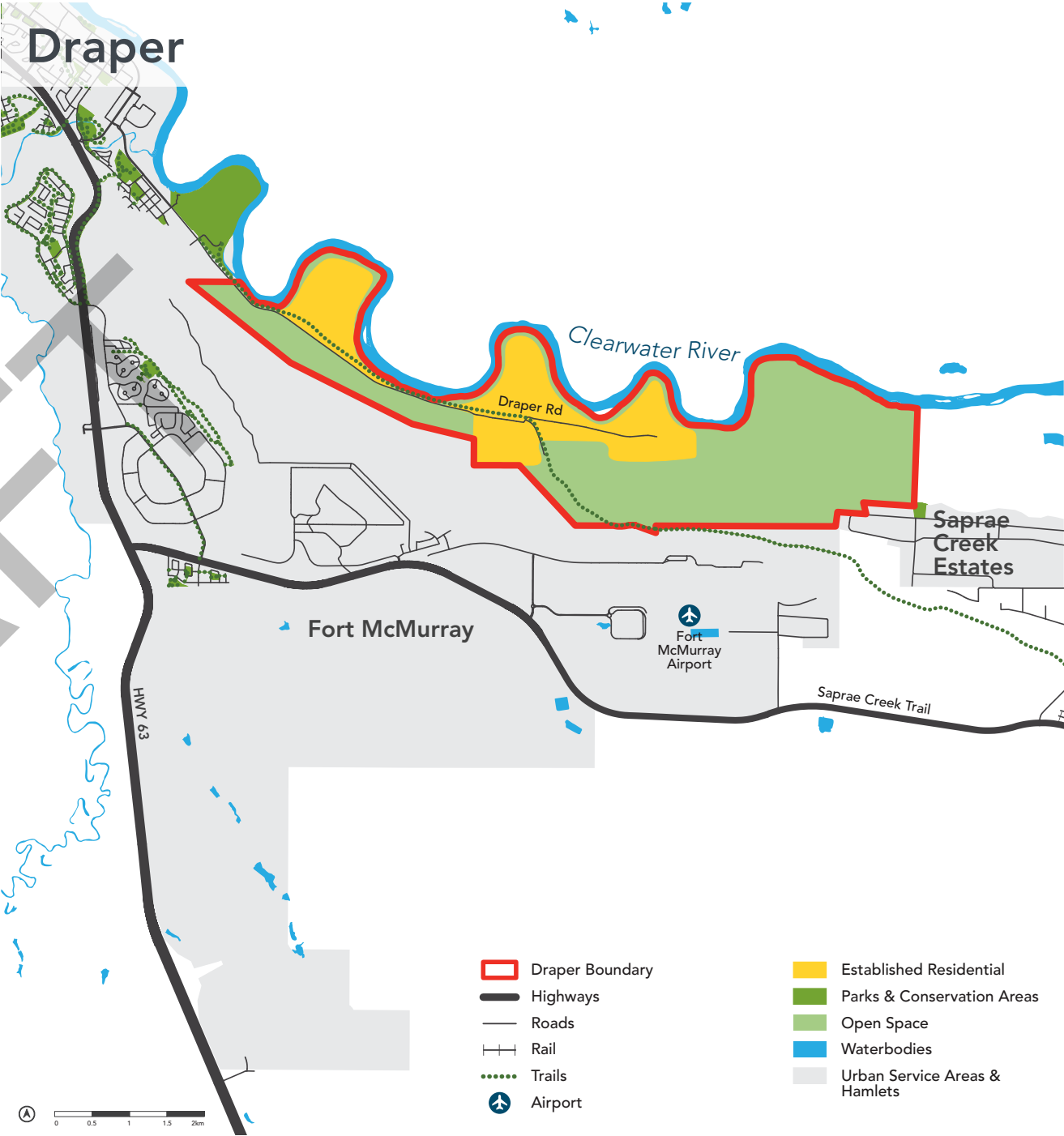
6.3.7 Draper Development Concept

Residential

- a) The Municipality will require that development be compatible with the rural character of Draper and conform to the local ASP.
- b) Country-style development may be allowed subject to technical studies and approval for development by the Municipality in areas that are considered safe from flood, wildfire, slope instability, and slumping risks.
- c) The Municipality may also consider contextually sensitive institutional uses for religious purposes in this area.

Protected Natural Areas

- d) The Municipality will minimize the encroachment of residential development into non-compatible industrial development using a “greenbelt” of protected natural areas surrounding all residential neighbourhoods.
- e) The Municipality will also seek opportunities to create a linear “greenbelt” of environmental protection along the Clearwater River.
- f) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.
- g) Emphasis will be placed on protecting and preserving the natural environment.



GREGOIRE LAKE ESTATES

Located on the shores of Willow Lake, Gregoire Lake Estates is across the lake from Anzac, and close to Gregoire Lake Provincial Park. As an exclusively residential community, residents travel to nearby Anzac for access to services.

According to the 2018 municipal census, there are currently 204 people living in Gregoire Lake Estates.

6.3.8 Gregoire Lake Estates Development Concept

Residential

- a) The Municipality will protect the existing pattern of development characterized by single family housing.
- b) The Municipality will not accommodate any physical expansion of the community since the community is fully built out and has major constraints on further expansion.

Protected Natural Areas

- c) With support from the community, the Municipality will identify ways to integrate this “greenbelt” into the broader Regional Blue and Green Networks.
- d) The Municipality will enhance community access to Willow Lake while ensuring minimal impact on the lake environment and other natural features.



FORT FITZGERALD

Located on the Alberta/ Northwest Territories border on the Slave River, Fort Fitzgerald is the most northern hamlet in Wood Buffalo. Fort Fitzgerald was originally named Smith’s Landing until 1915 when it was renamed to honour the late Inspector Francis Joseph Fitzgerald of the North West Mounted Police. The nearest community is Fort Smith, Northwest Territories, which is 25 kilometres to the north. Residents of this remote community must travel to Fort Smith to shop or attend school, as there are no supporting services except electricity.

Situated at the beginning of four sets of impassible rapids, Fort Fitzgerald was once a major portage point for barges transporting goods to Fort Smith and the north. The Fort Fitzgerald region is also home to Smith’s Landing First Nation.

According to the 2018 municipal census, there are eight people currently residing in Fort Fitzgerald.

6.3.9 Fort Fitzgerald Development Concept

The Municipality

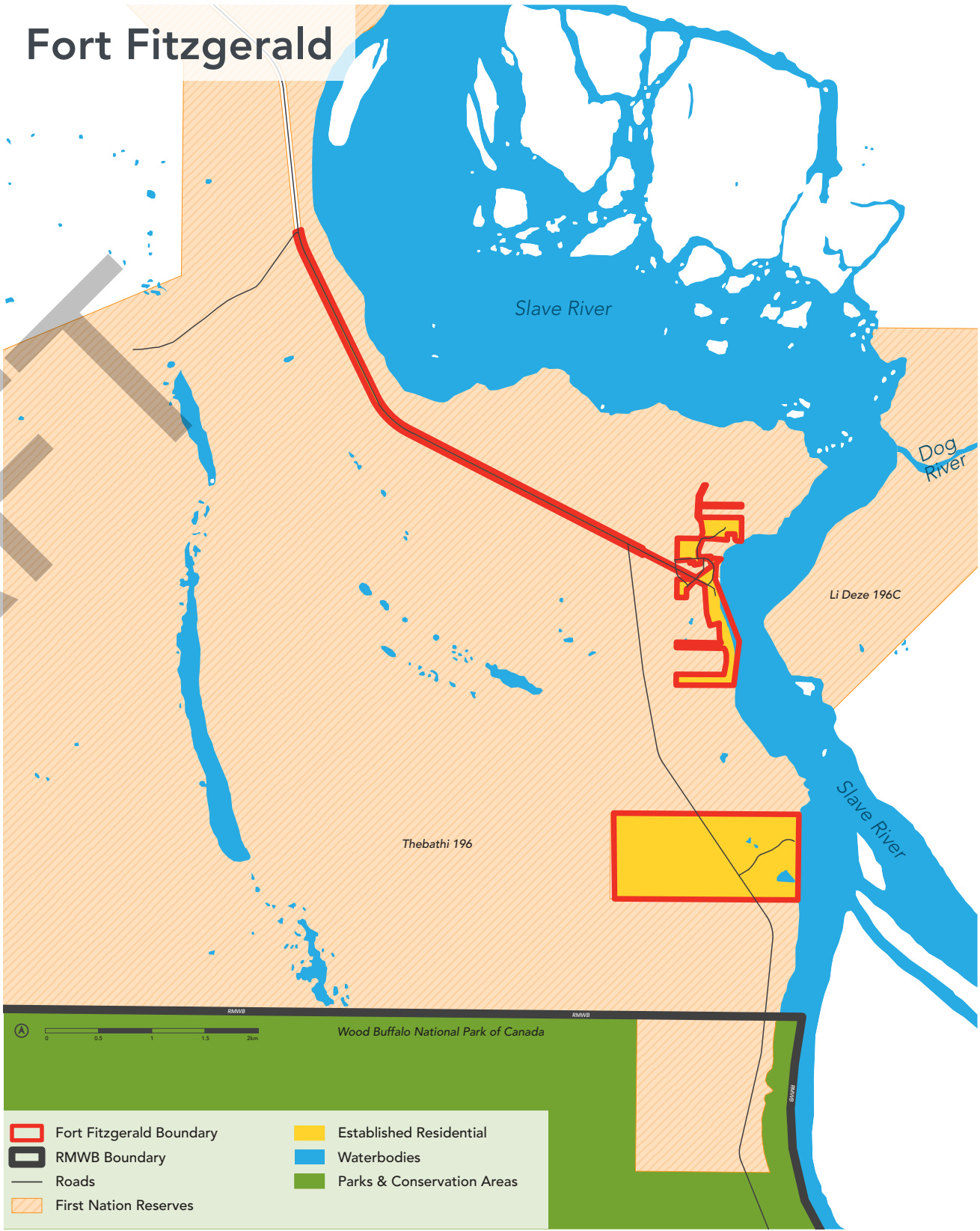
- a) The Municipality commits to representing Fort Fitzgerald’s interests in intermunicipal and inter-provincial/territorial relations, given the community’s unique context and relationship with Fort Smith.

Residential

- b) The Municipality will support minimal increases in population in line with the existing pattern of residential development.

Protected Natural Areas

- c) With support from the community, the Municipality will identify ways to integrate Fort Fitzgerald into the broader Regional Blue and Green Networks.



6.4

MANAGING DISASTER RISK

6.4.1 Mitigating Wildfire Risk

All of the Municipality’s communities are surrounded by wilderness.

Natural phenomenon such as floods and wildfire are commonplace in nature but can have profoundly devastating impacts on the region. Because of this, disaster risk reduction and mitigation is a critical concern for the Municipality.

Through careful planning, design, and development, the level of exposure to risks posed by natural and man-made disasters can be reduced and the impact mitigated and managed. This includes adopting best practices and applying them to new developments, and using them to manage existing at-risk locations while adequately preparing for natural disasters.

Wildfires pose a very serious and very real risk to the safety and well-being of Wood Buffalo residents. By employing effective approaches to the safeguarding of structures through wildfire prevention, the Municipality can help protect life, property, and the economy before wildfires even begin. Overall preparedness for fires is of critical importance to ensure that the Municipality is protecting not just the safety of residents, but it also protecting the overall social, cultural, and economic health of Wood Buffalo,. These policies also help to mitigate and minimize the impacts of wildfires when they do occur

- a) The Municipality will ensure policies are in place throughout the development approvals process to require applicants for subdivision or development proposals within or adjacent to wildfire risk areas to, where deemed appropriate by the approval authority, undertake a wildfire risk assessment prepared by a qualified professional, which will include, at a minimum, the present wildfire hazard assessment, the proposed structural, vegetation management and infrastructure development standards, and the recommendations to reduce the wildfire hazard to new development.
- b) To protect against wildfires that are common in the region, the Municipality will promote FireSmart communities designed in accordance with the Municipality’s Wildfire Mitigation Strategy Urban Forest Strategy, FireSmart: Protecting Your Community Manual, and evolving wildfire prevention best practices. This will include things such as minimizing the potential for wildfire damage through:

- The provision of recreational facilities such as trails and parks, along the outer perimeter of the development,
 - The provision of fire guards and using FireSmart vegetation species, which will serve as buffers between development and the surrounding areas, and
 - The construction of trails between development and the surrounding forested land which may be used in an emergency for prevention purposes.
- c) The Municipality will continue to follow and implement identified FireSmart Priority Zones in the Wildfire Mitigation Strategy to avoid the risk of future wildfire hazards.
 - d) The Municipality will monitor and maintain the FireSmart management areas regularly to reduce the risk of future wildfire hazards.
 - e) Future new or rebuilt development within or adjacent to high and moderate wildfire risk areas may include conditions that require the implementation of FireSmart principles and fire prevention measures.
 - f) The Municipality will also ensure that project accommodations and other remote developments meet the recommendations of FireSmart.
 - g) Where feasible, the Municipality will work with the province to establish a minimum of two access routes in all communities and neighbourhoods and will also provide alternate evacuation routes for new urban neighbourhoods. These routes can improve community connectivity to the rest of the Municipality.

Second Accesses

Having second routes in and out of communities is critically important for safety in times of natural disaster. Ensuring all Wood Buffalo residents and visitors have access to alternate routes is a high priority discussion point between the Municipality and senior levels of government.

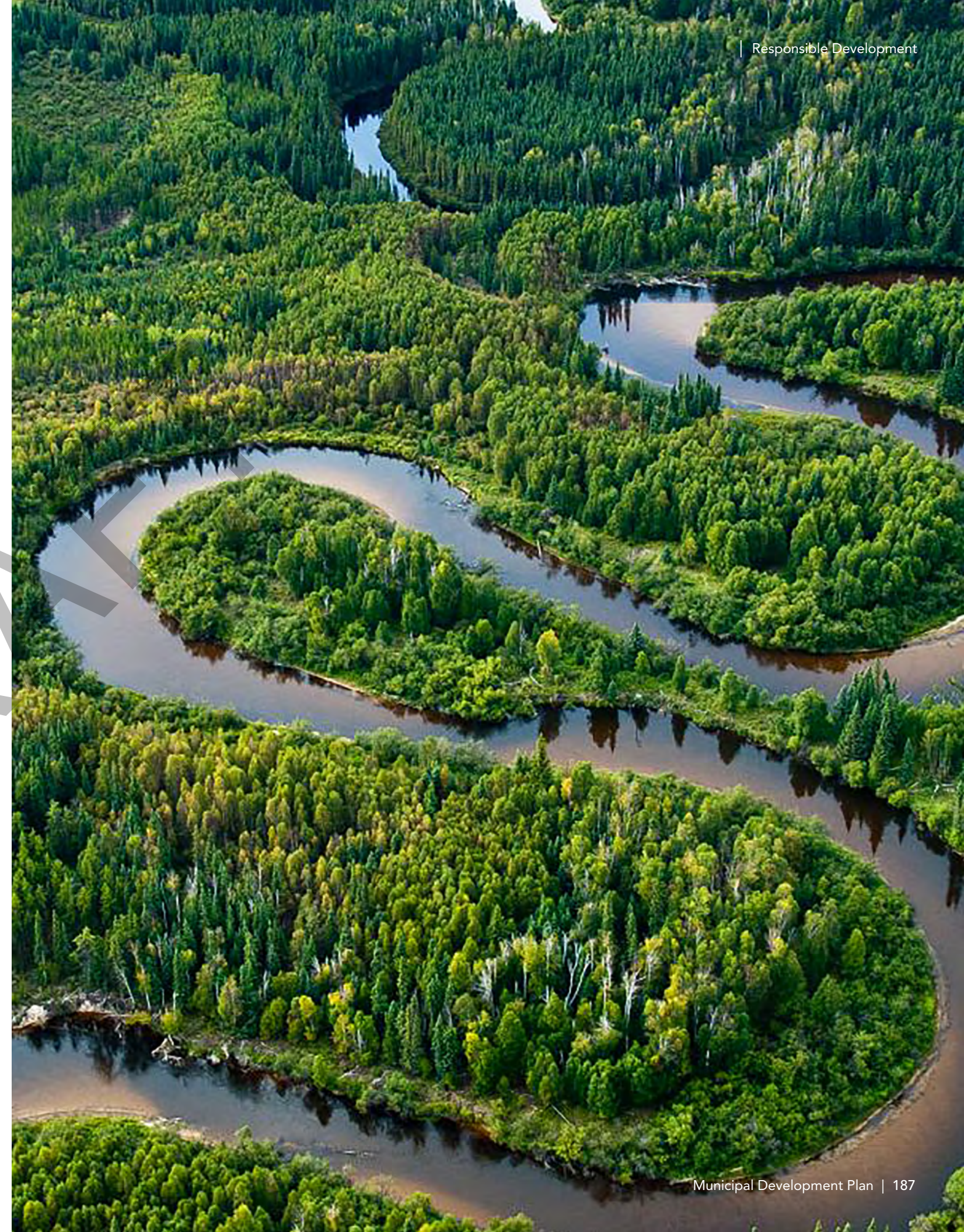
| Flood Abatement Strategy

Flood abatement strategies outline the management and control of flood waters rather than trying to prevent floods altogether. They also involves the management of people, through measures such as evacuation and dry/wet proofing properties.

6.4.2 Mitigating Flood Risk

Wood Buffalo has experienced significant flood events several times over the past decade. As the rate of these catastrophic events increases, it is more important than ever to establish clear and consistent policy supporting structurally stable developments in flood-prone areas, and overall prioritizing development away from flood areas in order to protect residents and the Municipality from further damage and harm. When done intentionally, these initiatives not only protect the Municipality, but can also contribute to building out the Blue Network concept, providing new parks, amenities, and open space for public enjoyment. Land use planning policy and structural protection are considered effective as a means of pre-disaster mitigation, and the following policies are intended to guide future decision-making surrounding development throughout Wood Buffalo

- a) The Municipality will, where appropriate, set aside lands located below the flood construction level as environmental reserve during subdivision or implement protection through alternative means such as conservation easements.
- b) The Municipality will develop a Downtown-specific policy framework for managing development in Downtown to reflect the potential impacts of flooding.
- c) The Municipality will develop a comprehensive flood abatement strategy that identifies a long-term plan for flood protection throughout the Municipality.
- d) Environmental reserve and other land protections that enable the conveyance of flood waters or other flood impacts, such as meander belts and ground water infiltration should be incorporated into the Blue and Green Networks.
- e) The Municipality may consider the expansion of existing development or new development in flood risk areas where innovative mitigation solutions are proposed.
- f) All new growth must be focused in areas that are safest from flooding and other risks. Promoting safe new growth areas will help to invite new investment and build confidence for those wishing to develop in Wood Buffalo.





IMPLEMENT



IMPLEMENTATION

The MDP will be implemented through a clear framework that prioritizes key initiatives, assigns responsibility for each policy, and regularly evaluates implementation and performance based on a series of indicators. The MDP may be amended or updated to reflect changing circumstances to ensure it remains an effective tool for achieving the goals and objectives of Council and aspirations of the entire Municipality. The following implementation measures ensure that the MDP's policies are effectively enacted and updated, as necessary.

7.1

MAKING A SAFE AND SECURE REGION

The MDP proposes substantial new policy direction, which requires the coordination of all Municipal departments.

Primary among these new policy directions are several key initiatives that represent the most important, visible, or transformational ideas that are integral to realizing the MDP’s vision and goals. These Key Initiatives require the most effort, energy, and focus from the Municipality.

Beyond these key initiatives, several steps are necessary for implementation to guarantee the MDPs short and long-term success. It is important to note that in addition to the implementation actions, the achievement of the goals and objectives of the MDP rely on capital, operating, and maintenance resources, which are subject to budgetary considerations by Council on an annual basis.

7.1.1 Key Initiatives

- a) The MDP identifies several key initiatives throughout the document that represent the most impactful, important, and visible initiatives the Municipality must undertake to realize the Plan’s vision and goals. Several actions are necessary to effectively implement these initiatives as outlined in Chapter 7’s Figure 1: “Key Initiatives”, which provides a summary of the initiatives and their associated actions.
- b) Each Municipal department should work collaboratively with other departments to ensure the implementation of the key initiatives.
- c) Before starting any actions identified in Chapter 7’s Figure 1, Administration will summarize the action item and its implications, including an assessment of its budget impacts, in a report and present it to Council for approval.
- d) Council will prioritize key initiatives in accordance with the proposed Council Strategic Plan Alignment (Chapter 7, Figure 2).

7.1.2 Implementation Responsibility and Budgeting

- a) Departmental responsibility for implementing policies requiring action by the Municipality is detailed in Appendix C.
- b) The Municipality will coordinate the funding of the MDP’s key initiatives through ongoing annual budget submissions identified by the departments responsible for the initiative’s implementation.
- c) Council and Administration should prioritize funding key initiatives aligned with the Strategic Plan Alignment outlined in section 7.1.1.d.

FIGURE 1:
KEY INITIATIVES

A comprehensive list of MDP action items required to move forward and implement the policies, vision, and goals of the MDP.



MDP REVIEW

- Review and measure success of the MDP based on the Performance Indicators every 2-4 years.
- Update the Implementation Strategy and any policies as necessary

Responsible Departments

- Primary: Planning & Development
- Supporting: Legal, Finance

PERFORMANCE INDICATORS

- Identify any and add new Performance Indicators annually, as required.
- Set targets, with years, for each Performance Indicator.
- Identify an approach and methodology to establish consistency through every MDP Review.

Responsible Departments

- Primary: Planning & Development
- Supporting: Legal

STRATEGIC PLAN ALIGNMENT

- Work with each Council, after elections, to ensure their Strategic Plan aligns with the MDP.

Responsible Departments

- Primary: Planning & Development
- Supporting: Legal, Communications, Indigenous & Rural Relations

PREPARE THE GREEN & BLUE NETWORK PLANS

- Prepare the Green and Blue Network concepts and incorporate directives from the existing Parks Master Plan to the greatest reasonable extent possible in these networks.
- Adopt and implement the Green and Blue Network concepts, aligning municipal policy, as required.
- Appropriately budget for capital funding to implement the Green and Blue Network.
- Partner with Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT) to develop branding for and promote the Green and Blue Network as a tourism destination.

Responsible Departments

- Primary: Planning & Development, Public Works
- Supporting: Indigenous & Rural Relations

DEVELOP DESIGN GUIDELINES

- Develop and implement Design Guidelines.
- Incorporate the Design Guidelines into relevant municipal policy as required.

Responsible Departments

- Primary: Planning & Development
- Supporting: Public Works, Engineering, Indigenous & Rural Relations

STATUTORY PLANS & LAND USE BYLAW REVIEW

- Conduct a review of statutory plans under the Municipal Government Act to ensure the alignment with new policy directives arising from MDP adoption.
- Conduct a review of the Land Use Bylaw to ensure alignment with new policy directives arising from MDP adoption.

Responsible Departments

- Primary: Planning & Development
- Supporting: Public Works, Engineering, Indigenous & Rural Relations

REGIONAL TRANSIT
OPTIMIZATION

- Conduct a comprehensive review of existing transit operations, identifying opportunities to learn from emerging national best practices such as park and ride, seasonal service efficiency maximization, and diversified service offerings.
- Implement the findings of the comprehensive transit review.
- Identify priority transit service areas aligned with Neighbourhood Cores, the Downtown, and Community Cores.

Responsible Departments

- Primary: Public Works
- Supporting: Planning & Development, IRR

CULTURAL
ASSESSMENT STUDY

- Conduct feasibility study for the development of a dedicated downtown arts centre.
- Implement findings of the feasibility study.

Responsible Departments

- Primary: Community Services
- Supporting: Public Works, Finance

INDIGENOUS
RELATIONS

- Establish a municipal business unit and oversight committee to ensure timely and appropriate implementation of the Municipality’s 23 identified Calls to Action.
- Investigate opportunities to establish urban reserves in Wood Buffalo.
- Conduct the traditional land use and place names study.
- Implement the findings of the traditional land use and place names study as deemed appropriate by the Indigenous communities involved in its development.

- Advocate for Métis inclusion as an identified rightsholding group in the future Lower Athabasca Regional Plan updates.
- Include the Indigenous community as a key stakeholder throughout the development and implementation of the Green and Blue Network concepts.

Responsible Departments

- Primary: IRR
- Supporting: Communications, Planning & Development, Legal

DOWNTOWN
REVITALIZATION

- Implement the policies of the Downtown local area plan.

Responsible Departments

- Primary: Planning & Development
- Supporting: Public Works, Communications, Community Services, Finance, IRR

IDENTIFY & PROTECT
VALUED ECOSYSTEMS

- Conduct a comprehensive study throughout the entire Region to identify culturally and environmentally sensitive areas that require additional protections.
- Implement the findings of this study through revisions to the appropriate municipal plans and policy documents.

Responsible Departments

- Primary: Planning & Development
- Supporting: Engineering, IRR

WILDERNESS
DEVELOPMENT PLAN

- Complete a Wilderness Development Plan with FMWBEDT to identify opportunities for wilderness development that improves access to Wood Buffalo’s natural assets.
- Using the Wilderness Development Plan, advocate to the Province for divestment of specific areas of Crown Land for cabin development.

Responsible Departments

- Primary: FMWBEDT
- Supporting: Legal, Planning & Development, Communications, Public Works, IRR

INSTITUTE DISASTER RISK MAN-
AGEMENT IN DECISION MAKING

- Develop and implement processes and tools that support investment prioritization. Consideration should be given to risk reduction exposure, increased resilience, and long-term sustainability

Responsible Departments

- Primary: Regional Emergency Services
- Supporting: All Municipal Departments

FIGURE 2:
KEY INITIATIVE
PRIORITIZATION

Prioritization of key initiatives will be finalized following final review of the draft MDP with residents, Council, and administration.

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7.2

MONITORING

7.2.1 Performance Indicators

7.2.2 Reporting & Plan Review

Under the Province of Alberta’s Municipal Government Act, all statutory plans in the province are living documents.

While the MDP has been written to maintain flexibility and responsiveness to a variety of changing economic, social, and environmental conditions, it is still likely that unforeseen circumstances could arise that impact its effectiveness. Periodic plan review and monitoring will establish a framework for revisiting the MDP to ensure it is achieving its goals to the greatest extent possible, and that the Municipality’s actions continue to be aligned with the MDP.

The monitoring framework includes a suite of performance indicators that can be used to evaluate the success of the plan’s implementation, as well as inform a reporting and plan review structure to communicate how the MDP is achieving its objectives.

The performance indicators measure progress towards the goals and policies in the MDP starting from a baseline. These indicators can be used to determine MDP success and effectiveness over time.

- a) The Municipality will develop a framework for the implementation of the performance indicators identified in Figure 3, which should be comprised of baseline measures, appropriate targets (and target year), and a methodology of measurement for the indicators.
- b) These indicators, and their associated targets and measurements, may be re-examined and redefined (as needed) on an annual basis.

The MDP will be monitored and regularly reviewed based on the performance indicators identified in Section 7.2.1 as well as any additional criteria identified by the Municipality. Beyond ongoing MDP reporting, it is best practice to establish timeframes for a broader review and update of the MDP’s overall effectiveness and applicability to the current context. To this end, a clear framework for major plan reviews is an important tool.

- a) The Municipality will monitor and review the MDP on an ongoing basis through a Report prepared by Administration to update Council on progress.
- b) The Report will evaluate the MDP’s policies, and their effectiveness based on the series of performance indicators identified in section 7.2.1 and shown in Figure 3: Performance Indicators.
- c) The Report will provide recommendations for changes to policy or implementation, if necessary.
- d) If the Report recommends that extensive changes are necessary, then a more thorough review of the MDP may be undertaken.

- e) Notwithstanding the previous policy, the Municipality will complete a comprehensive internal MDP review every 5 years to consider administrative updates, emerging trends, implementation progress, and policy gaps.
- f) Should Administration identify significant gaps or shortcomings in the MDP’s effectiveness, the Municipality should assess whether these issues can be addressed with a simple MDP update exercise or if they require a comprehensive rewrite.
- g) Administration should report on the findings of this review to Council as part of MDP reporting.

FIGURE 3:
PERFORMANCE
INDICATORS

Performance indicator targets and metrics will be finalized following final review of the draft MDP with residents, Council, and administration.

ECONOMIC GROWTH

- Population / jobs ratio
- Building vacancy rate by use
- Number of distinct businesses
- Number of businesses by sector
- Changes in job classification
- Oil and gas industry growth
- Commercial development permits issued
- Number of post-secondary students
- New jobs
- Number of out-of-region shopping trips residents take per year

CELEBRATING CULTURE

- New area of arts and cultural space (institutions, performance studios, etc.)
- Number of cultural events held annually
- Number of festivals held annually
- New programs supporting arts and culture
- Multicultural groups operating in the Municipality
- Residential Diversity Index
- Number of residents attending festivals and events
- Percent of regional publications offered in additional languages

CONNECTING TO NATURE

- Total kms of multi-use pathway
- Total kms of Blue & Green Network developed
- Number of tourists using the Blue & Green Network
- Number of accessible lakes
- Number of residents using parks and trails
- Hectares of protected natural areas
- Number of development permits issued for cabins

RESPONSIBLE GROWTH

- People per hectare (Urban Service Area)
- Population of Neighbourhood Cores, Community Cores, and the Downtown
- Land Use Diversity in Neighbourhood Cores, Community Cores, and the Downtown
- Housing inventory by typology and affordability
- Available developable land
- Vacant lots
- Amount of reclaimed industrial lands
- New build starts
- Overall transit ridership
- Overall transit ridership per operating hours
- New businesses in the Downtown
- Number of projects with confirmed risk reduction strategies

HOME & BELONGING

- Number of crimes per 1,000 residents by type of crime
- Resident's rating of overall feeling of belonging
- Amount of newcomer services offered
- Demographics of settled residents
- In-migration data
- Percent of equity-seeking individuals who identify feeling welcome in Wood Buffalo

RECONCILIATION

- Number of Calls to Action actively being implemented
- Number of annual meetings with Municipal administration
- Percent of Regional road signs in Indigenous languages
- Number of residents that speak an Indigenous language
- Actions taken towards developing an urban reserve

7.3

INTERPRETATION & AMENDMENT

7.3.1 Interpretation

7.3.2 Amending the MDP

This section provides guidance and clarity around the interpretation of MDP policy and plan amendment.

- a) The MDP consists of a series of goals, strategic directions, and policies. Throughout the document, supporting text, anecdotes, and explanations are provided as insets, graphics, or call-outs. This ancillary information is intended to aid in the interpretation of the MDP’s policies, and while not a part of the statutory text, should be used to help guide future decision-making related to interpreting the spirit and intent of the MDP’s policies.
- b) The MDP contains “will,” “should,” and “may” policies, which are to be interpreted as follows:
 - i) “Will” policies must be complied with
 - ii) “Should” policies mean compliance in principle, but subject to the discretion of the applicable authority on a case-by-case basis
 - iii) “May” policies indicate the applicable authority determines required level of compliance
- c) Where, over time with changing conditions in the region, certain sections of the MDP may come into conflict with one another, a hierarchy of priorities should be understood to exist where Strategic Directions prevail over specific Policies, and Goals prevail over Strategic Directions. Where equally weighted elements of the MDP are found to be in conflict, interpretation should be made by a Registered Professional Planner (RPP), or amendments to the text made.
- d) Where the Municipality is committed to certain actions as outlined in the MDP, the Municipality must comply with this text unless circumstances make this impractical or impossible. In such cases, the MDP should be amended.
- e) Growth Concepts and other mapping components presented throughout the MDP are intended to be interpreted as broad and generalized, presenting a conceptual understanding of the future development intent of the region, Urban Service Area, and hamlets. These maps do not provide site-specific guidance or development direction.

- a) Changes to the intent of the MDP will be carried out through an amendment process in accordance with the MGA.
- b) Opportunities for broader public and stakeholder engagement may be necessary, depending upon the nature of the proposed MDP amendment, potential impacts, and/or anticipated level of public interest generated by the change. Administration will assess and determine the appropriate engagement processes for each future MDP amendment on a case-by-case basis.
- c) The Municipality or any landowner may initiate an amendment to the MDP. Within the application to amend the MDP, the following will be addressed:
 - i) The rationale for the proposed amendment
 - ii) The impact of the proposed change on the achievement of the goals and polices of the MDP
 - iii) Compliance with other policies in the MDP
 - iv) Compliance with other relevant statutory documents in the Municipality
 - v) Alignment with the Municipality’s strategic plan
 - vi) The effect of the proposed amendment on adjacent land uses
 - vii) The effect of the proposed amendment on municipal infrastructure, services, and finances
 - viii) Proposed public and stakeholder consultation, if necessary

- d) In cases where the amendment may result in significant impacts, the Municipality may require the submission of additional information to assess the suitability of the proposed change, such as the assessment of:
 - i) Fiscal impacts
 - ii) Environmental impacts
 - iii) Disaster Risk Impacts
 - iv) Servicing and infrastructure impacts
 - v) Impacts on the local economyThe scope of the required information will be determined through consultation with Administration and the applicant.



APPENDICES

APPENDIX A

DEFINITIONS

DEFINITIONS, CONTINUED

Community Core

Community Cores are the major centres of community life, activity, and commerce in the Municipality’s Hamlets. Not every Hamlet has a Community Core, but each Community Core is distinct and requires its own framework for future growth and development, where desired by the community.

Complete Community

A community where people live, work, and play and have the ability to meet all of their daily needs by active transportation.

Downtown

Downtown refers to the downtown of Fort McMurray, the heart of the Urban Service Area and all of Wood Buffalo. Because of its regional significance, Downtown is a priority area for investment, development, and improved connectivity throughout the MDP. The boundaries of Downtown are identified in the Urban Service Area development concept.

Disaster Risk Management

Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.

Employment Lands, Priority

Priority Employment Lands are locations where all new greenfield employment land development should be prioritized.

Employment Lands, Future

Future Employment Lands are locations contemplated for future greenfield employment land development, only after Priority Employment Lands are largely exhausted.

FireSmart

FireSmart is a national program that is used by communities across Canada to reduce the risk of future wildfire damage.

Greenbelts

An area of open land around a community in which development is limited or restricted to preserve the natural growth occurring there and buffer the community from development further away.

Hamlets

Hamlets are the nine designated rural communities of Wood Buffalo: Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Gregoire Lake Estates, Janvier, and Saprae Creek.

Neighbourhood Core

Neighbourhood Cores are minor centres of community life, activity, and commerce. These locations should be developed with careful consideration to their livability, comfort, design, and mix of uses, promoting their development as local, smaller scale “downtowns”.

Neighbourhood, Established

Established Neighbourhoods are the currently existing built-out residential areas throughout the Municipality.

Network, Blue

The Blue Network is an integrated network of waterbodies, watercourses, and waterfront lands throughout the Municipality that provides a range of environmental, recreational, social, and economic benefits to residents of Wood Buffalo. In conjunction with the Green Network, the Blue Network serves to balance the need to preserve sensitive landscapes with the desire and economic opportunity associated with improving access to nature.

Network, Green

The Green Network is an integrated body of natural areas and trails across the Municipality that serves to increase recreation and active transportation mobility options, enhance parks and parkland through the Municipality, and improve access to natural areas in a sustainable manner. In conjunction with the Blue Network, the Green Network serves to balance the need to preserve sensitive landscapes with the desire and economic opportunity associated with improving access to nature.

Priority Residential Areas

Priority Residential Areas are locations where all new greenfield residential development should be prioritized.

Rights-Holding Partners

Rights-Holding Partners are those who hold special status as First Nations or Métis people or communities within the Municipality. The Municipality has an ongoing commitment to reconciliation with Rights-Holding Partners.

DEFINITIONS, CONTINUED

APPENDIX B
THE MUNICIPALITY'S 29
CALLS TO ACTION

Transit Corridors

Transit Corridors are the routes where higher-order transit primarily services, and therefore benefits from a higher degree of connectivity to other parts of the region.

Transit Nodes

Transit Nodes are high concentration areas of transit interconnectivity. These are locations where rapid transit service is prioritized and often where intermodal connections can be easily or quickly made (such as to inter-regional bus service, domestic and international flights, taxis, or active transportation networks).

Universal Design

Universal Design is the design of buildings, products, or environments to make them accessible to all people, regardless of age, disability, or other factors.

Urban Service Area

Urban Service Area refers to Fort McMurray, the regional heart of Wood Buffalo. As the urban service hub that most Wood Buffalo residents come to for healthcare, education, government services, and recreation, Fort McMurray plays many different roles. For this reason, it holds a special distinction with the Government of Alberta in the way that program delivery and grant eligibility is determined.

Traditional Land Use Areas

Traditional Land Use Areas are areas of historic use and the traditional activities that continue to be practiced by First Nations and Métis communities and individuals.

Universal Design

Universal Design is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability.

1. We call upon the federal, provincial, territorial, and Aboriginal governments to commit to reducing the number of Aboriginal children in care by:

- i) Monitoring and assessing neglect investigations.
- ii) Providing adequate resources to enable Aboriginal communities and child-welfare organizations to keep Aboriginal families together where it is safe to do so, and to keep children in culturally appropriate environments, regardless of where they reside.
- iii) Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the history and impacts of residential schools.
- iv) Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the potential for Aboriginal communities and families to provide more appropriate solutions to family healing.
- v) Requiring that all child-welfare decision makers consider the impact of the residential school.

3. We call upon all levels of government to fully implement Jordan's Principle.

5. We call upon the federal, Provincial, territorial, and Aboriginal governments to develop culturally appropriate parenting programs for Aboriginal families.

7. We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.

8. We call upon the federal government to eliminate the discrepancy in federal education funding for First Nations children being educated on reserves and those First Nations children being educated off reserves.

11. We call upon the federal government to provide adequate funding to end the backlog of First Nations students seeking a post-secondary education.

12. We call upon the federal, Provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.

13. We call upon the federal government to acknowledge that Aboriginal rights include Aboriginal language rights.

14. We call upon the federal government to enact an Aboriginal Languages Act that incorporates the following principles:

- i) Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them.
- ii) Aboriginal language rights are reinforced by the Treaties.

THE MUNICIPALITY’S 29 CALLS TO ACTION, CONTINUED

- iii) The federal government has a responsibility to provide sufficient funds for Aboriginal-language revitalization and preservation.
 - iv) The preservation, revitalization, and strengthening of Aboriginal languages and cultures are best managed by Aboriginal people and communities.
 - v) Funding for Aboriginal language initiatives must reflect the diversity of Aboriginal languages.
16. We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal languages.
17. We call upon all levels of government to enable residential school Survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for a period of five years for the name-change process and the revision of official identity documents, such as birth certificates, passports, driver’s licenses, health cards, status cards, and social insurance numbers.
22. We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.

23. We call upon all levels of government to:
- i) Increase the number of Aboriginal professionals working in the health-care field.
 - ii) Ensure the retention of Aboriginal health-care providers in Aboriginal communities.
 - iii) Provide cultural competency training for all health-care professionals.
31. We call upon the federal, Provincial, and territorial governments to provide sufficient and stable funding to implement and evaluate community sanctions that will provide realistic alternatives to imprisonment for Aboriginal offenders and respond to the underlying causes of offending.
40. We call on all levels of government, in collaboration with Aboriginal people, to create adequately funded and accessible Aboriginal-specific victim programs and services with appropriate evaluation mechanisms.
43. We call upon federal, Provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.
47. We call upon federal, Provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.

THE MUNICIPALITY’S 29 CALLS TO ACTION, CONTINUED

53. We call upon the Parliament of Canada, in consultation and collaboration with Aboriginal peoples, to enact legislation to establish a National Council for Reconciliation. The legislation would establish the council as an independent, national, oversight body with membership jointly appointed by the Government of Canada and national Aboriginal organizations, and consisting of Aboriginal and non-Aboriginal members. Its mandate would include, but not be limited to, the following:
- i) Monitor, evaluate, and report annually to Parliament and the people of Canada on the Government of Canada’s post-apology progress on reconciliation to ensure that government accountability for reconciling the relationship between Aboriginal peoples and the Crown is maintained in the coming years.
 - ii) Monitor, evaluate, and report to Parliament and the people of Canada on reconciliation progress across all levels and sectors of Canadian society, including the implementation of the Truth and Reconciliation Commission of Canada’s Calls to Action.
 - iii) Develop and implement a multi-year National Action Plan for Reconciliation, which includes research and policy development, public education programs, and resources.
 - iv) Promote public dialogue, public/private partnerships, and public initiatives for reconciliation.
55. We call upon all levels of government to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation. The reports or data would include, but not be limited to:
- i) The number of Aboriginal children—including Métis and Inuit children—in care, compared with non-Aboriginal children, the reasons for apprehension, and the total spending on preventive and care services by child-welfare agencies.
 - ii) Comparative funding for the education of First Nations children on and off reserves.
 - iii) The educational and income attainments of Aboriginal peoples in Canada compared with non-Aboriginal people.
 - iv) Progress on closing the gaps between Aboriginal and non-Aboriginal communities in a number of health indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services.
 - v) Progress on eliminating the overrepresentation of Aboriginal children in youth custody over the next decade.
 - vi) Progress on reducing the rate of criminal victimization of Aboriginal people, including data related to homicide and family violence victimization and other crimes.
 - vii) Progress on reducing the overrepresentation of Aboriginal people in the justice and correctional systems.

THE MUNICIPALITY’S 29 CALLS TO ACTION, CONTINUED

57. We call upon federal, Provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

64. We call upon all levels of government that provide public funds to denominational schools to require such schools to provide an education on comparative religious studies, which must include a segment on Aboriginal spiritual beliefs and practices developed in collaboration with Aboriginal Elders.

66. We call upon the federal government to establish multiyear funding for community-based youth organizations to deliver programs on reconciliation and establish a national network to share information and best practices.

75. We call upon the federal government to work with Provincial, territorial, and municipal governments, churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration, and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of appropriate memorial ceremonies and commemorative markers to honour the deceased children.

77. We call upon Provincial, territorial, municipal, and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.

79. We call upon the federal government, in collaboration with Survivors, Aboriginal organizations, and the arts community, to develop a reconciliation framework for Canadian heritage and commemoration. This would include, but not be limited to:

- Amending the Historic Sites and Monuments Act to include First Nations, Inuit, and Métis representation on the Historic Sites and Monuments Board of Canada and its Secretariat.
- Revising the policies, criteria, and practices of the National Program of Historical Commemoration to integrate Indigenous history, heritage values, and memory practices into Canada’s national heritage and history.
- Developing and implementing a national heritage plan and strategy for commemorating residential school sites, the history and legacy of residential schools, and the contributions of Aboriginal peoples to Canada’s history.

THE MUNICIPALITY’S 29 CALLS TO ACTION, CONTINUED

82. We call upon provincial and territorial governments, in collaboration with Survivors and their organizations, and other parties to the Settlement Agreement, to commission and install a publicly accessible, highly visible, Residential Schools Monument in each capital city to honour Survivors and all the children who were lost to their families and communities.

87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for Provincial and territorial team preparation and travel.

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
- Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
- Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

APPENDIX C:

DEPARTMENTAL RESPONSIBILITY FOR IMPLEMENTING THE MDP

To be completed following final MDP revisions.

APPENDIX D:

LIST OF ACRONYMS

To be completed following final MDP revisions.

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REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

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