



Engaging Residents: Guidelines for Public Participation

Planning & Development Department
Regional Municipality of Wood Buffalo



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

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1. Introduction

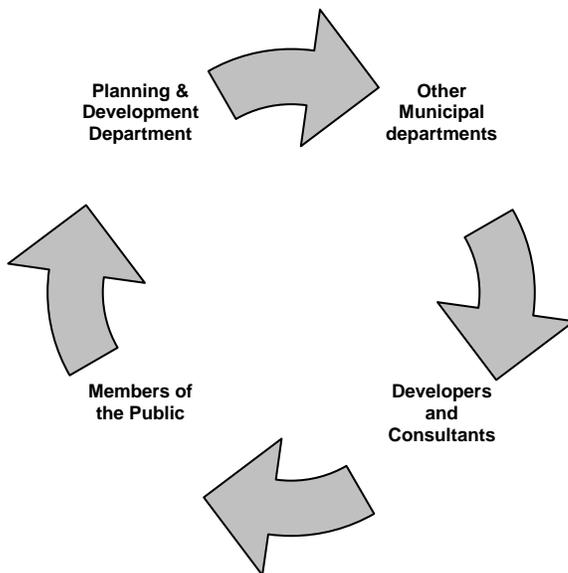
Public participation is important for successful planning. Citizens deserve to be engaged on the plans and projects that affect their communities. They also deserve effective communication when services are offered by our municipal staff. The Regional Municipality of Wood Buffalo (RMWB) demonstrates its commitment to ensure that applicants and planners pursue early and meaningful citizen engagement for long range plans, planning amendments and development applications.

1.1. Purpose of this guide:

The purpose of “Engaging Residents: Guidelines for Public Participation” is to outline Planning & Development’s approach to public participation. The document also outlines the internal procedures for public participation, and how those procedures relate to statutory (legal) requirements that are outlined in various municipal documents and Alberta’s Municipal Government (MGA) Act.

1.2. Who can use this guide?

“Engaging Citizens: Guidelines for Public Participation” is meant to help a number of important stakeholders involved in the Planning & Development process. Successful planning requires these stakeholders to work together to come up with practical solutions that benefit all those involved. Stakeholders in the planning process include:



Public participation can empower stakeholders in the planning process.

“Involvement builds local people’s confidence, capabilities, skills and the ability to co-operate. This enables them to tackle other challenges, both individually and collectively” (Wates, Nick, 2000, “The Community Planning Handbook”).

1.3. How to use this guide

The “Engaging Residents” document can be used by a number of groups and organizations when preparing their specific public participation strategy.

- **Municipal departments and divisions** – The guide below outlines the public participation procedures and tools used by Planning & Development staff. The guide however, could be used to assist staff members from all municipal departments when working with their clients and the public.
- **Developers and consultants** – Individuals undertaking work within the RMWB will find the public participation guidelines useful. Procedures outlined below explain how public participation process can occur, and when they are appropriate.
- **Members of the public** – Members of the public will understand how they should be effectively engaged in planning processes.



Throughout this guide, you will see the “information icon”. The icon will highlight important or interesting bits of information for you to note.

1.4. List of acronyms used in this document:

A number of acronyms (abbreviations) are used throughout this document. These include:

ARP – Area Redevelopment Plan	P & D – Planning & Development Department
ASP – Area Structure Plan	RD – Redesignation (re-zoning)
DP – Development Permit	RMWB – Regional Municipality of Wood Buffalo
LUB – Land Use Bylaw	SUB – Subdivision Application
MDP – Municipal Development Plan	SS – Special Study

1.5. Guidelines for public participation

The Regional Municipality of Wood Buffalo adopted a Corporate Public Participation Policy in 1999. The goal for this policy was to ensure the public has the opportunity to be involved in municipal issues and provide input into the decision-making process. The policy objectives are to:

- a) foster public awareness;
- b) exchange information between the public and the Regional Municipality of Wood Buffalo;
- c) provide a framework for the public to participate in decision-making processes that are accurate, open and timely;
- d) remain consistent with the *Municipal Government Act* (see section on public participation).

2. What is public participation?

The Corporate Public Participation Policy (1999) states that public participation is

“a process that provides an opportunity for citizens, staff, Regional Council and appointed officials to share information and gain an understanding of issues based on experience and knowledge, and to combine their energy to create a plan or to develop a course of action”.

Public participation involves a joint effort by municipal staff, interest groups, residents, project proponents and all stakeholders to work together. It produces better results than if each individual acted independently. It can reduce costly delays and tensions which may come up later in the public meetings or planning process.

Public participation makes:

Good Business Sense – we can enhance the quality of services we provide

Good Government – we can better meet community needs with the resources we have

Good Management – we can achieve better results for everyone



“Involvement builds local people’s confidence, capabilities, skills and the ability to co-operate. This enables them to tackle other challenges, both individually and collectively” (Wates, Nick, 2000, “The Community Planning Handbook”).

2.1. Potential benefits of public participation

What are the benefits of public participation? The following outlines seven potential benefits:

- **Identifies stakeholders** – Public participation helps identify those with an interest in the issue being discussed.
- **Defines goals and objectives** – Public participation helps define practical goals and objectives that all can agree on.
- **Improves information** – Public participation ensures a free flow of valuable information to all participants.
- **Views are exchanged** – Participants become aware of others' views. Dialogue with others assists in the reaching solutions which all can agree on.
- **Better decisions** – Decision makers can better understand the impact of their decisions.
- **Legitimacy** – People are more likely to accept a decision made when they have taken part in creating the solution.
- **Reduces challenges** – Open public participation processes can result in better resident “buy-in”.

2.2. Potential drawbacks

Drawbacks may be associated with public participation. These must be considered when developing a public participation process. These include:

- **Time consuming** – Consultation can be time consuming, slowing down decision-making processes.
- **Costs** – Consultation can be resource intensive (financially and staff wise)
- **Unrealistic expectations** – Public participation can lead to people expecting shared decision-making power with the Regional Council. If their solution is not adopted, these individuals may criticize the process.
- **Fair representation** – Participants who participate may not represent all relevant views to issues being discussed. The interests of a few active people can be seen as overruling the silent majority.
- **Inaccurate information** – Participants may have strong opinions that are based on inaccurate information. All information provided by participants must be carefully assessed.

2.3. Our commitment to consultation

The Regional Municipality of Wood Buffalo's vision is

“A balanced future with opportunity for all”.

This vision was adopted by Council as part of the Municipal Strategic Plan 2005-2007. The Municipal Strategic Plan stresses the importance to improve the communities' quality of life through the following approaches:

- Deliver Best Value**
 - best use of resources (people, systems, time and money).
 - awareness of community life & response plans.
- Engage Our Citizens**
 - provide timely information and clear, inviting processes that seek public participation and consultation in decision making, policy development, service standards and delivery feedbacks.
- Empower Our People**
 - encourage the public to make informed decisions and learn from their mistakes, listening to our people and team building.
- Champion Innovation**
 - recognize the need to seek new ways to do business, celebrate innovation, and continually improve the organization through supporting innovation and sharing the benefits of innovation with staff.
- Collaborate Effectively**
 - provide the opportunity to involve/consult with everyone who has an interest or who can contribute to creating successful solutions.
 - identify/communicate with all potential partners and,
 - build partnerships in a timely and flexible fashion.

It is the municipal vision which acknowledges public participation as a priority for how municipal departments and staff conduct their day-to-day business.



Section 03.01 of the Corporate Public Participation Policy (1999) requires that each municipal department implement departmental procedures that identify and provide for various levels of public participation in their departmental decision-making processes.

2.4. Legislative framework

2.4.1. Municipal Government Act

Sections 216-240 of the *Municipal Government Act* outlines the public participation requirements for all Alberta municipalities. In Sections 227-230, the general guidelines and requirements to hold a public meeting are outlined. For any public meetings called by Regional Council, notice must be advertised and all citizens can attend. Regional Council must give interested parties a reasonable opportunity to present their views and the requirements for advertising are stipulated by Section 606 of this Act. Further, while preparing a statutory plan, section 636 of the Act requires the municipality to:

- (a) provide a means for any person, who may be affected to make suggestions and representations,
- (b) notify the public of the plan preparation process and of the means to make suggestions and representations referred to in clause (a),
- (c) notify the school authorities with jurisdiction in the area, to which the plan preparation applies and provide opportunities to those authorities to make suggestions and representations,

- (d) in the case of a municipal development plan, notify adjacent municipalities of the plan preparation and provide opportunities to those municipalities to make suggestions and representation, and
- (e) in the case of an area structure plan, where the land that is the subject of the plan is adjacent to another municipality, notify that municipality of the plan preparation and provide opportunities to that municipality to make suggestions and representations. (Municipal Government Act, Section 636 (1))

2.5. Professional commitment to public well being

Staff in the Planning & Development Department have additional commitments to the public. Staff members are affiliated with a number of professional associations, such as APEG (Association of Professional Engineers), ADOA (Association of Development Officers of Alberta), AACIP (Alberta Association, Canadian Institute of Planners), and other professional organizations. As such, staff are obligated to conduct themselves in a professional manner and enhance public knowledge and engagement whenever possible.



Public participation should incorporate many different stakeholders, from many different backgrounds.²

For instance, CIP (the Canadian Institute of Planners) “Statement of Values and Codes of Professional Practice” state that planners strive:

- *to foster public participation. CIP members believe in meaningful public participation by all individuals and groups and seek to articulate the needs of those whose interests have not been represented.*

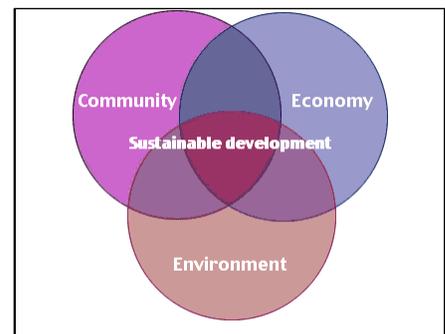
2.6. Principles of the public participation policy

Successful public participation requires that three interrelated elements of planning be addressed. These three elements include:

- economy
- community
- environment

Together, these three elements form the basis of a sustainable approach to planning which helps ensure the quality of life for future citizens.

Planning & Development staff have developed eight principles to use when undertaking various planning projects. Staff will:



Sustainable development integrates the three elements of community, economy and the environment. (RMWB 2005).

1. Recognize the importance of sustainable development through involving the three-dimensional model of sustainability in the policy:
 - economy (local & regional)
 - community & its culture
 - environmental impacts
2. Listen and carefully consider the views of all participants affected by planning projects. The public has the right to receive information and comment on any development or plan that impacts their community.
3. Provide sufficient, accessible and easily understood information to stakeholders. This will empower them to participate in a meaningful way.
4. Provide stakeholders opportunities to comment (both in writing and verbally) at various milestones throughout the process.
5. Enhance the communication between all municipal departments and RMWB citizens by developing individual departmental communication strategies. Each strategy should include:
 - a clear and consistent communication approach where citizens are regularly updated on proposed developments or plans,
 - multiple communication methods to keep citizens informed of existing and new developments,
 - ability to accommodate citizen input and feedback, and
 - the ability to develop a sense of trust between the RMWB and various stakeholders.
6. Ensure the public's contribution will inform the decision making processes made by Planning & Development Department staff.
7. Investigate the use of a comment/ response report. This report could be used to record the issues raised by stakeholders and also record the Municipality's response to these questions.
8. Maintain the flexibility of the participation process and continually monitor each municipal program. Different strategies may be employed to encourage public involvement.

2.7. Goals of public participation in the Planning & Development Department

The principles outlined above provide the framework for how municipal departments can develop their own public participation strategies. Further to this, Planning & Development staff have developed their own specific goals to guide how the Planning & Development public participation strategy will be developed. These include:

1. To foster our citizens' awareness of planning issues and increase the department's sensitivity to their needs;
2. To enhance communication through dialogue and to seek consensus between the department and our citizens on planning issues;

3. To promote sustainability in our community by:
 - a. understanding the economic, social and environmental needs of our citizens
 - b. balancing present day community interests, and to avoid compromising the needs of the future generations;
4. To build community empowerment by allowing citizens to participate in the planning process. This includes allowing citizens to:
 - a. be consulted on how they would like to participate;
 - b. be able to choose the Chairperson of the meetings;
 - c. be allowed to keep the official minutes;
 - d. be provided with relevant information; and
 - e. to have an opportunity to comment and be given feedback;
5. To allow individuals and groups with special needs to participate;
6. To identify relevant stakeholders and respect their expertise;
7. To ensure a fair and transparent public consultation process by:
 - a. providing proper notice of public consultation events through multiple resources (including newsletters, news releases, media announcements, news reports etc).
 - b. providing measures to ensure the quality of the public participation process;
 - c. providing timely and meaningful feedback to participants;
8. To provide written communication in plain English;
9. To provide notice to stakeholders on ongoing developments;

3. Guidelines on public participation – Planning & Development

The Planning & Development Department prepares and implements a number of different types of statutory plans. To achieve the vision of the Regional Municipality of Wood Buffalo, and to meet the goals of public participation, the principles discussed above must be incorporated into policy documents. These include the Municipal Development Plan, Area Structure Plans, Area Redevelopment Plans, special planning studies and the Land Use Bylaw. The goals of public participation should also be implemented by department staff in their day to day activities.

The Planning & Development Department consists of 5 divisions:

- Current Planning and Development Division
- Engineering Services Division
- Geographic Information Systems (GIS) Division
- Land Management Division
- Strategic Planning & Policy Division

The following sections outline how public participation in the planning process happens in the Regional Municipality of Wood Buffalo. Public participation will be examined by looking at the roles and various functions of three divisions within the Planning & Development Department. These include:

Section 4: Strategic Planning & Policy:

This includes examining how the public is involved in the development of statutory plans and special planning studies.

Section 5: Current Planning:

This includes examining where opportunities for public participation occurs in the processing and development of subdivision applications, land use amendments, outline plans and development permits.

Section 6: Engineering Services:

This includes examining where potential public participation opportunities exist in the development of various infrastructure and engineering projects that are undertaken by Engineering Services staff, other municipal departments and various developers and consultants.



The processes outlined below are the basic procedures that are followed in most studies and applications. Certain applications may have particularly wide or complex implications that require additional participation. Flexibility is a vital aspect of planning which enables it to respond to issues ranging from detailed legal questions to major municipal strategic goals.

Future versions of this document will incorporate a more in-depth discussion about the roles of public participation and consultation in both the GIS Division and the Land Management Division.

To ensure timely and continuous involvement of community residents and others in the planning process, a variety of public notification and participation procedures can be used. This process includes, but is not limited to:

3.1. Stakeholder identification

One of the most important activities in public participation is the process of identifying stakeholders. Nick Waters states that stakeholders are:

Person(s) or organization(s) with an interest (in the plan or initiative) because they will be affected (by it) or (because) they may have some influence (over the development of the plan or the planning process) (Waters, Nick, 2000 "The Community Planning Handbook").

Stakeholders can be various organizations in the public or private sector, and local citizens in the RMWB.

By identifying all existing stakeholders early in the public participation process, the interaction between all those affected by a planning development, process or project can be maximized. Identifying stakeholders can also lead to the development of a common vision that everyone shares. Once all relevant stakeholders have been identified, a stakeholder database should be formed. The database should:

- identify all of the stakeholders that represent different interest groups and organizations;
- identify (in list form) the stakeholders' contact information;
- assess the potential role of the stakeholders in the planning process (i.e., primary versus secondary stakeholders); and
- comment on the mandate of each of these stakeholders.

3.2. Assessing the level of public participation

The Public Participation Policy, adopted by Regional Council in 1999, outlines five (5) levels of public participation. The levels are:

1. information sharing or awareness building through the Municipal website, press releases or advertisements,
2. information sharing or awareness building through direct correspondences,
3. validation of, or reaction to a proposed plan or options through focus groups, public meetings or mail-outs and allowing citizens the time to reply,
4. information sharing with feedback to be used in developing a course of action through focus groups or public meetings,
5. joint planning through public meetings with (an) open discussion on the specific topic.

3.3. Implementing a public participation process

The next step in public participation is to implement a public participation process. This process must be designed to address the specific project. The intensity of the public participation process varies depending on the nature of the project, characteristics of the neighborhoods, community issues and the perceived impact to the stakeholders involved. The public participation process may use any combination of the following tools:

- internal/external meetings and formal interviews
- surveys
- workshops
- open houses
- advertisements and news releases
- * public notice
- public intervener status
- appeal of decision
- any other opportunity for the public to participate in the development of various plans and planning policies

* required under the Province of Alberta Municipal Government Act (in certain circumstances).

3.3.1. Internal meetings (between municipal departments):

- provides the opportunity for internal review by various municipal departments (i.e. Community Services and others),
- ensures plans are at a stage that is ready to take to the public,
- helps to reach agreement to provide a consistent position to the public.

3.3.2. External meetings and formal interviews:

(E.g. with various committees, key stakeholders, representatives from Provincial or Federal Government)

- identifies project stakeholders,
- encourages comments from a wide range of individuals,
- allows for more well thought out solutions.

3.3.3. Surveys:

- provides the opportunity to collect comments during planning processes *(refer to Section 6.2 “Guidelines for developing public surveys”)*.

3.3.4. Workshops:

- encourages group discussions,
- can provide information that sets a direction for the development of a plan, program or policy.

3.3.5. Open houses:

- provides information to the general public *(refer to Section 6.3 “Guidelines on hosting a public open house”)*,

- informal discussion,
- educates individuals on the issues; not used to resolve conflicting views.

3.3.6. Advertising:

- promotes public awareness; notifies the public about specific proposals) Includes:
 - letters to affected parties (stakeholders),
 - notifies them about the purpose of the plan, program or policy.
 - notifies them about upcoming meetings, workshops, surveys, open houses or public forums,
 - advertisements in the newspaper, and municipal news releases
 - radio and television announcements,
 - posters, brochures and other publications,
 - postings/notifications on the Municipality's internet website.
 - sign/ notice boards on property: In the event of re-designation of land to a different land use district, a sign/notice board should be placed on the subject land that describes the nature of the proposed development.

3.3.7. Public notification and comment:

- the public is provided notice of an issue or land use application and asked to comment prior to a decision being made. The administration considers comments prior to making their decision (*refer to Section 7.3.1 on how to address the Planning & Development Standing Committee*).

3.3.8. Intervener:

- the public is able to address the Regional Council at a public hearing prior to a decision being made (*refer to Section 7.1 on how to present to Regional Council*).

3.3.9. Appeal:

- the community or individual is able to appeal a decision made by the administration regarding a development permit, subdivision application, or land rezoning (redesignation) (*refer to Section 7.3 Communicating to Designated Committees or Boards*).

4. Public Participation in Strategic Planning & Policy

The Strategic Planning & Policy Division uses different tools than the Current Planning Division. Policy staff works with the public in a strategic manner. The Regional

Municipality of Wood Buffalo's Municipal Development Plan (MDP) vision statement summarizes what the Strategic Planning Division strives to achieve for our communities. The vision statement states that:

“ We will sustain a dynamic and healthy region through strengthening, preserving and promoting the abundant physical, historical, cultural and human resources of the Regional Municipality of Wood Buffalo” (Municipal Development Plan, 2000).

Strategic Planning & Policy staff facilitates processes where the common interests and goals of all stakeholders are identified in planning projects and initiatives. The staff represents the Municipality's overall interests, provides advice on the impacts of the vision, and offers strategies on implementing the vision. The role of Strategic Planning & Policy staff includes: initiating projects, research, analysis, facilitation and mediation. Strategic Planning & Policy staff strives to ensure that public participation is a key component in all planning processes and projects.



The Strategic Planning & Policy Division is responsible for preparing a variety of policy plans. These plans include:

- *Municipal Development Plan (MDP),*
- *Area Structure Plans (ASP),*
- *Area Redevelopment Plans (ARP), and*
- *Special Planning Studies.*

These plans help guide how the Regional Municipality of Wood Buffalo will develop by suggesting general guidelines for development and implementation processes. The plans may also propose specific implementation actions, such as rezoning, land subdivision and street closures. These actions would require further planning approvals.

The goal of public participation in Strategic Planning & Policy is to:

- Identify key issues that need to be addressed through the planning process,
- Assist in creating and assessing alternative planning approaches to dealing with the issues identified, and
- Provide feedback for proposals created by Administration and stakeholders.

The ultimate responsibility for preparing the plan lies with Council and it is not always possible to reach consensus as to how issues shall be resolved. Where there are major differences on important issues, opposing viewpoints are recorded and presented to Regional Council who ultimately makes a decision.

The Regional Council may amend the plans described in this section. Such amendments require specific forms of public participation such as a public hearing.

4.1. Municipal Development Plans

The *Municipal Government Act* requires the Municipality to adopt and maintain a Municipal Development Plan (see Section 632, *Municipal Government Act*). The Regional Municipality of Wood Buffalo's Municipal Development Plan (MDP) provides a strategy to guide, integrate, coordinate and manage future growth and development in order to foster a dynamic and healthy region. The MDP has guidelines for future development in the area specifically over the next five years and taking into consideration the next 20 years.

The MDP provides a description of where the municipality is now, where it wants to go, and how it will get there. It provides general strategies for development that leaves room for details to be filled in through the use of Area Structure Plans and Area Redevelopment Plans.

The general approach used for the updating of the first Municipal Development Plan included meetings with key stakeholders, municipal administration, industry, business and the community. General information sessions and open houses were conducted, and media campaigns detailed the progress of the Plan. Open Houses allowed further citizen input before the draft document was delivered to Council for consideration. (Refer to Figure 1.0 to view the MDP process).

4.2. Area Structure Plans

Area Structure Plans (ASP's) form a more detailed framework for the subdivision and development of a section of land. *The Municipal Government Act* states that Area Structure Plans must describe:

1. *The sequence of development proposed for an area;*
2. *The land uses proposed for an area, either generally or specific to a part of (that) area;*
3. *The density of population proposed for an area, either generally or specific to a part of (that) area;*
4. *The general location of major transportation routes and public utilities.*

(Taken from the Municipal Government Act, Section 633).

Area Structure Plans can also include any other elements that Council decides are important (See Section 633 *Municipal Government Act*). In most cases, direction on how to develop an ASP is provided by Strategic Planning & Policy staff. (Refer to Figure 2.0 to view the ASP process).

4.3. Area Redevelopment Plans

Area Redevelopment Plans (ARP's) describe the redevelopment of a specific area for the purpose of preserving or improving it. The *Municipal Government Act* states that Area Redevelopment Plans, specific to an area, should address

1. *Preserving or improving land and buildings (in the area);*
2. *Rehabilitating buildings in the area;*

3. *Removing buildings from the area;*
4. *Constructing or replacing buildings in the area;*
5. *Establishing, improving or relocating roads, public utilities or other services in the area.*
(Taken from the Municipal Government Act, Section 634).

As in Area Structure Plans, Strategic Planning & Policy staff typically provides the direction on how Area Redevelopment plans should be developed. (Refer to Figure 2.0 to view the ARP process).

4.4. Other planning studies

Planning studies are non-statutory plans or documents that are approved and endorsed by Council resolution. Non-statutory plans are not considered a bylaw.

- In studies that cover residential areas the public consultation process is similar to that of an Area Structure Plan.
- In studies of non-residential areas, potentially affected individuals are contacted. They should also be offered opportunities to be involved in the development of the plan.

The planning process followed in the preparation of these plans is adapted to the subject being studied. A public participation component should be included if the plan recommendations are to have any positive impact on the public.

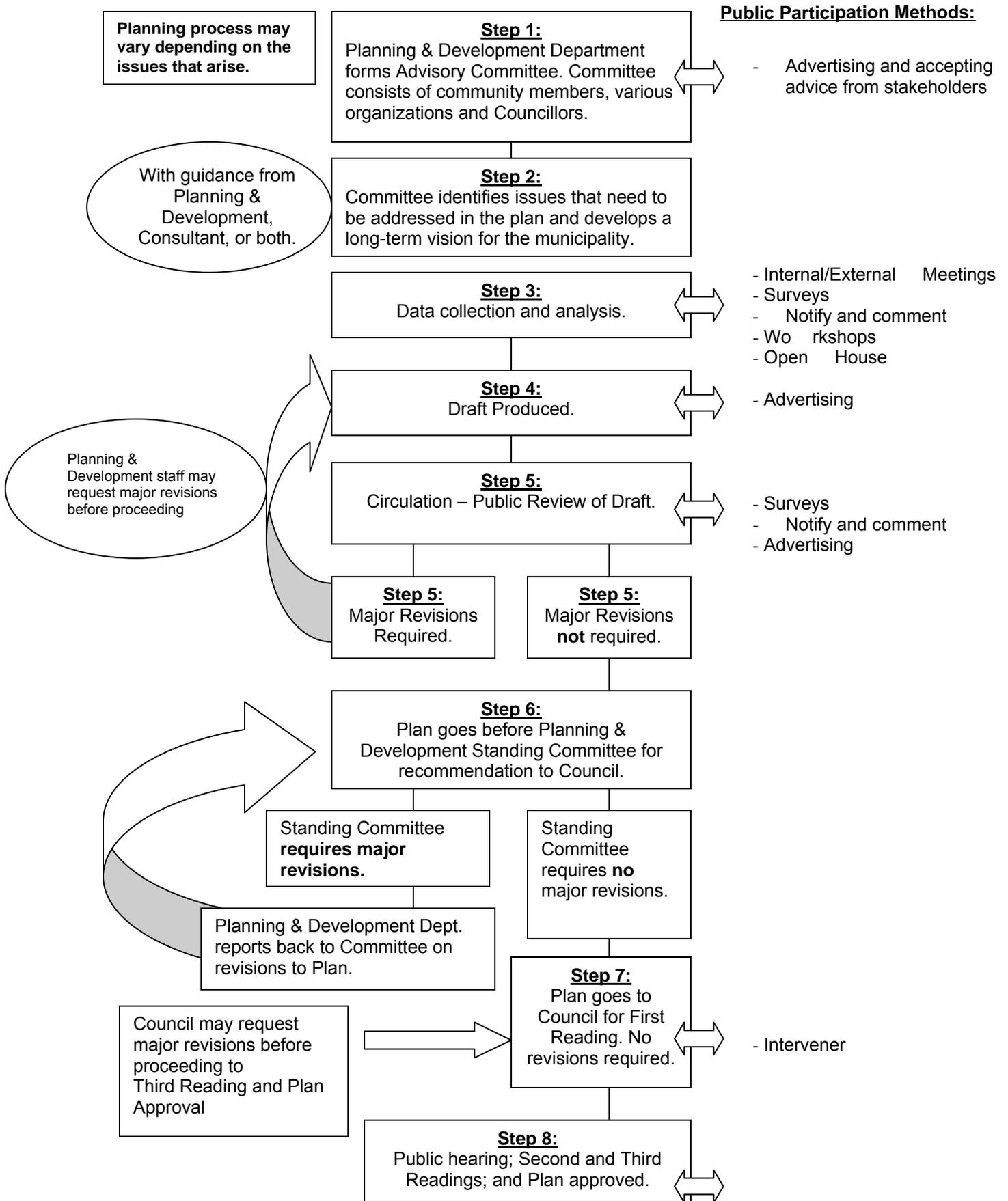


Figure 1.0: Municipal Development Plan Process

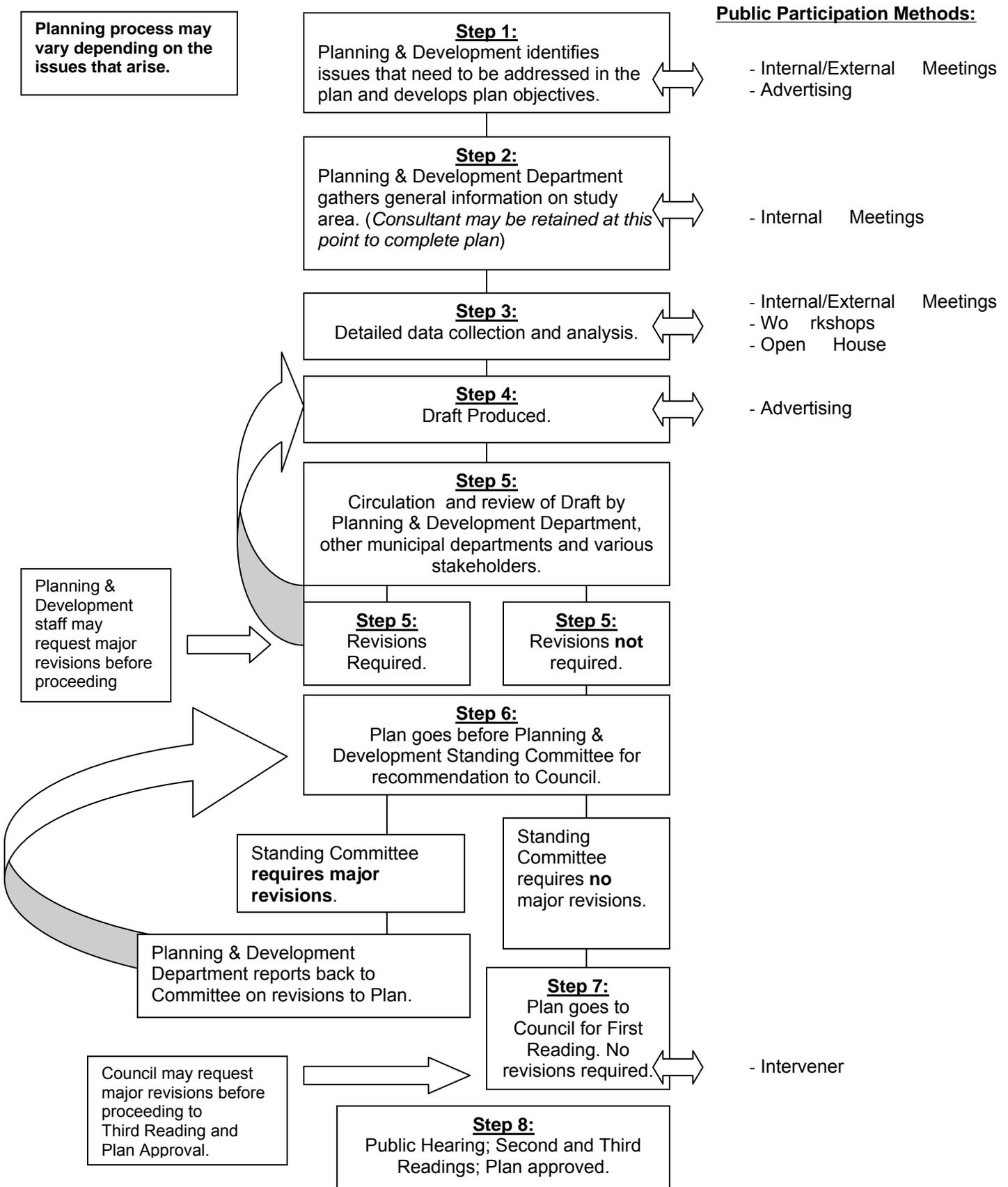


Figure 2.0: Area Structure and Area Redevelopment Plan Process

5. Public Participation in Current Planning

Current Planning staff in the Planning & Development Department process the wide variety of permits and approvals granted by the RMWB. Permits and approvals are granted to RMWB residents and those who represent public and private sector interests.



Current Planning staff undertake a number of different permit and approval processes. These include:

- Rezoning or Land Use Bylaw amendment applications,
- Outline plans,
- Subdivision applications,
- Subdivision plans, and
- Development permits.

(Note: Applicants will only be granted approval for various permits if their applications are complete, and if applications comply with existing RMWB regulations and are compatible with surrounding land uses).

These processes are described in detail in the Land Use Bylaw, and the *Municipal Government Act*, and the *Municipal Government Act Subdivision and Development Regulation*.

In Current Planning, the roles of various parties - applicant, Municipal Staff, community associations, general public are more clearly defined. Many planning applications require judgment by the Current Planning staff who weigh the pros and cons of each proposal. The opportunities for public participation are outlined below.

5.1. Development Permit Applications

A Development Permit application initiates an opportunity to review proposed developments to ensure that they comply with the policies and objectives of the Municipal Development Plan (MDP), the requirements of the Land Use Bylaw (LUB), and the specifications outlined in other statutory documents.

The land use districts are the legal control of the use and intensity of development on a parcel of land. The Land Use Bylaw is the primary tool for land use control. It includes:

- General procedural and operational rules for the bylaw;
- Maps outlining the land use districts; and
- Specific uses and rules applicable to each of the districts.

Each district includes a list of permitted and discretionary uses. Developments are only allowed if they are included in the list of permitted and discretionary uses. Permitted uses must be allowed, if they meet all the rules for the Land Use District. Discretionary uses are more complex and may not be allowed if a use is considered inappropriate by

the Development Officer at a particular location (Refer to Figure 3.0 to view the development permit application process).

Table 1.0 Public participation in Strategic Planning and Current Planning

Public Consultation ¹	Strategic Planning				Current Planning		
	MDP	ASP	ARP	SS	RD	SUB	DP
Internal Meetings	*	*	*	*			
External Meetings	*	*	*	*	*		*
Surveys	*	*	*	*			
Workshops	*	*	*	*			
Open Houses	*	*	*	*			
Advertising	*	*	*	*	*		*
Notification and Comment	*	*	*	*	*	*	*
Intervener		*	*		*	*	*
Appeal					*	*	*

¹There may be exceptions to the information shown in specific circumstances.

Public Participation Methods:

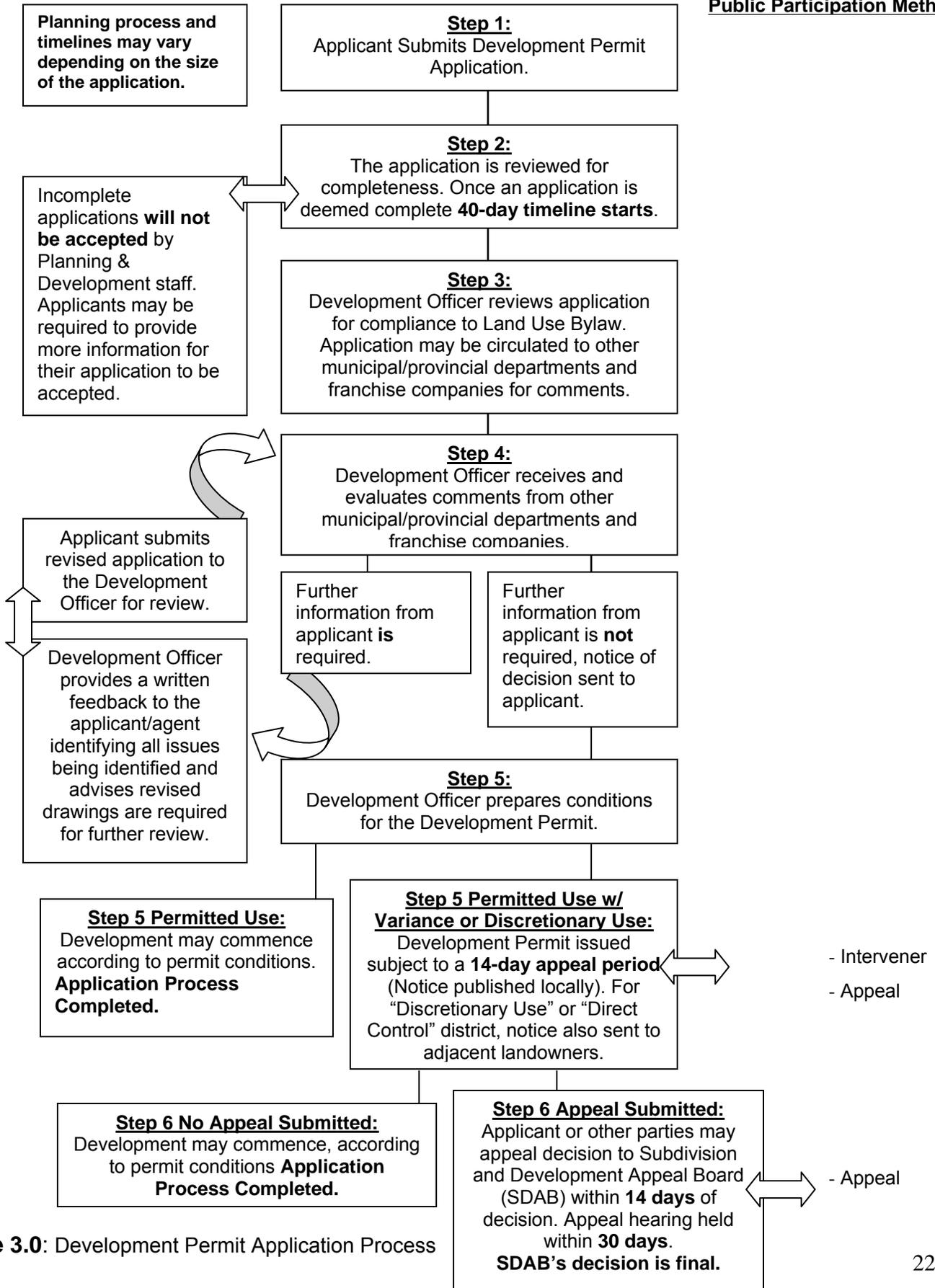


Figure 3.0: Development Permit Application Process

5.2. Land Use Bylaw Amendments

Land Use Districts are the legal controls of the use and intensity of development on a parcel of land. The Land Use Bylaw includes:

- General procedural and operation rules for the bylaw;
- A set of maps that outline the specific Land Use Districts; and
- The specific uses and rules applicable to each of the districts.

Amendments are changes to existing Land Use Bylaw zoning designations. Bylaw amendments can be supported by both Strategic Planning & Policy and Current Planning staff. Council makes the final decision on any zoning change.



A Land Use Bylaw Amendment can:

- *Add a new use to a Land Use District*
- *Change the Land Use District of a site*

Amendments are also required if the districting or uses on the site do not match the desired land use, or when a use is not listed for a particular parcel. Any owner or agent or person with legal right can apply to have the Land Use Bylaw changed by amendment.

An applicant for a land use zoning bylaw amendment will be expected by the Planning & Development to hold a public meeting with all interested parties and stakeholders. Guidelines for hosting a public meeting are found in section 7.4 *Public Meeting held by an Applicant / Agent*.

Amendment applications are circulated to adjacent property owners and advertised in the newspaper. A notice board is also posted on the site and a public hearing held (*Refer to Figure 4.0 to view land use bylaw amendment process*). The community has the opportunity to comment on the notice of amendment and to attend the public hearing and make a presentation to Council. Council's decision is not subject to appeal, only in matters of procedure or jurisdiction.

Public participation in the amendment process occurs through a Public Hearing held during a Council meeting. However, amendments to any other statutory plan, such as an Area Structure Plan (ASP) or Area Redevelopment Plan (ARP) requires the applicant/agent to hold a Public Meeting (*Refer to Section 7.4 "Requirements for a Public Meeting held by applicant/agent" for more information*).

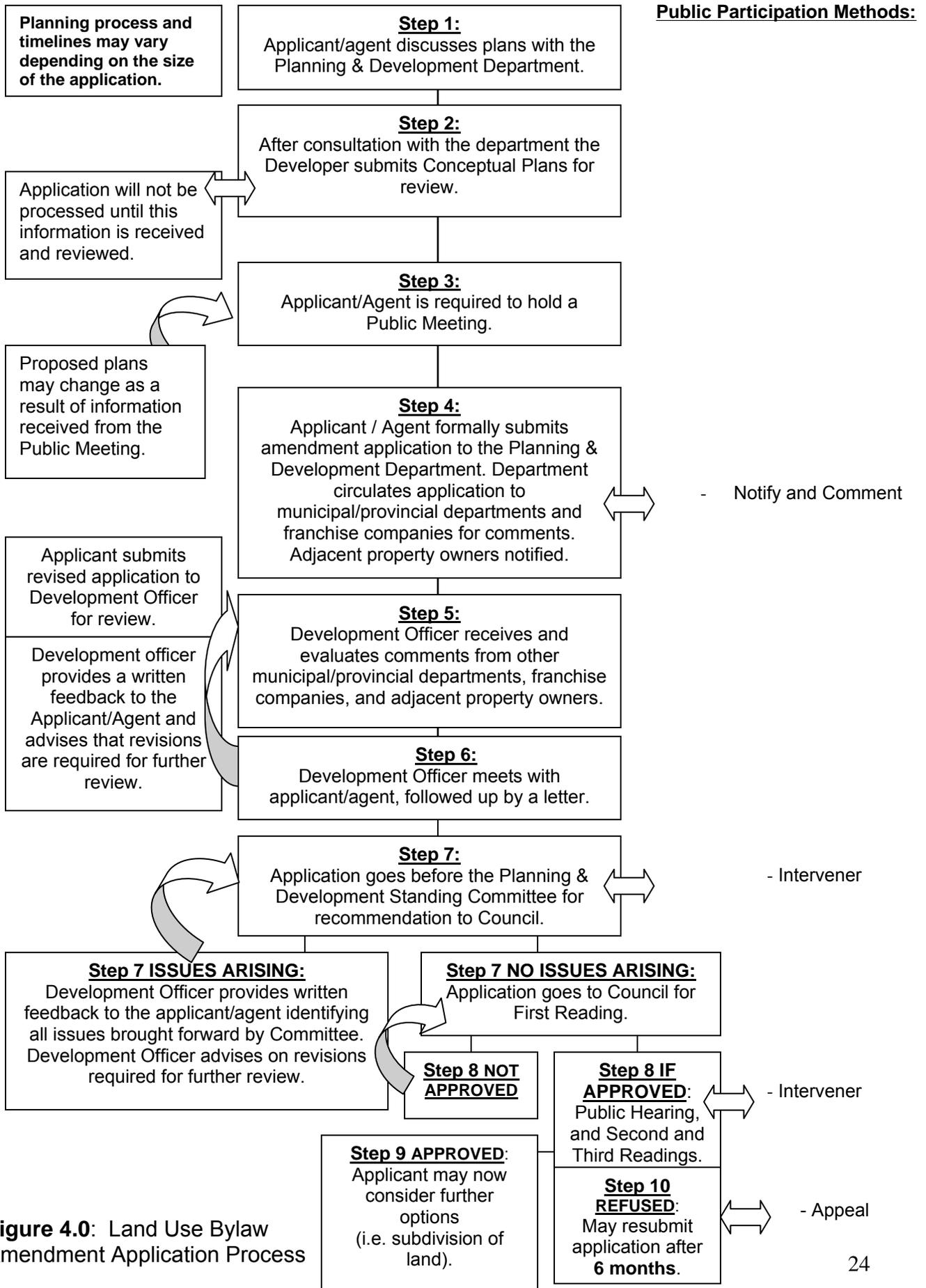


Figure 4.0: Land Use Bylaw Amendment Application Process

5.3. Subdivision Applications

Subdivision is the process of dividing land into smaller, legal land parcels (Refer to Figure 5.0 to view the Subdivision Application process). The Subdivision Authority, as defined in the *Municipal Government Act* (section 623), is authorized to make subdivision decisions on behalf of the municipality. A subdivision approval authority includes any of the following:

- Regional Council (subdivisions that are more than 15 lots).
- Manager of Planning & Development (subdivisions less than or equal to 15 lots).
- Subdivision and Development Appeal Board (on appeals only).

5.3.1. Subdivision Plans

A subdivision plan is a much more detailed planning document than an ASP or ARP. The plan details the legal subdivision of land, phases of development and the precise location of transportation routes, utilities and public open space. The plan also shows the exact location of lot lines and lot area dimensions. The Subdivision Plan must be consistent with the development direction put forward in the MDP, and relevant ASP's or ADP's. The Subdivision Plan must also be consistent with Provincial Subdivision and Development Regulations of the *Municipal Government Act* and the provisions of the Land Use Bylaw regarding minimum lot size, minimum lot frontage, etc.



Subdivision plans are *legal plans* and decisions or conditions related to them may be appealed to the Subdivision and Development Appeal Board (SDAB). If the applicant deems the decision of the SDAB unsatisfactory an appeal can be launched in Provincial court.

The level of public participation within the process is limited. There is generally no media coverage for subdivision plans when they go to Council. Also, the Municipality only contacts residents adjacent to the proposed development. Residents are able to voice their opinions and concerns during the Public Hearing portion of the Council meeting.

5.4. Outline Plans

Once a developer secures property for development (or redevelopment), he/she may be required by the Municipality to submit an Outline Plan. Outline Plans bridge the gap between large scale ASP's and an individual subdivision plan.

Outline Plans *are not legally mandated documents*. However, they help ensure appropriate planning for a specific area. Outline Plans form the basic concept approval for subsequent plans.

There is very little opportunity for general public input into the Outline Plan approval process for three reasons –

1. Outline Plans generally deal with undeveloped areas where there are few, if any, residents.
2. Existing residents are usually landowners and involved in the application.
3. Outline Plans are usually initiated by a rezoning application that is subject to public scrutiny. Outline Plans are considered and decided upon at a public hearing of Council.

Public participation in the form of a design charrette or open house may be used to help get public or stakeholder feedback. However, the developer/agent does have the choice to forego any public consultation.

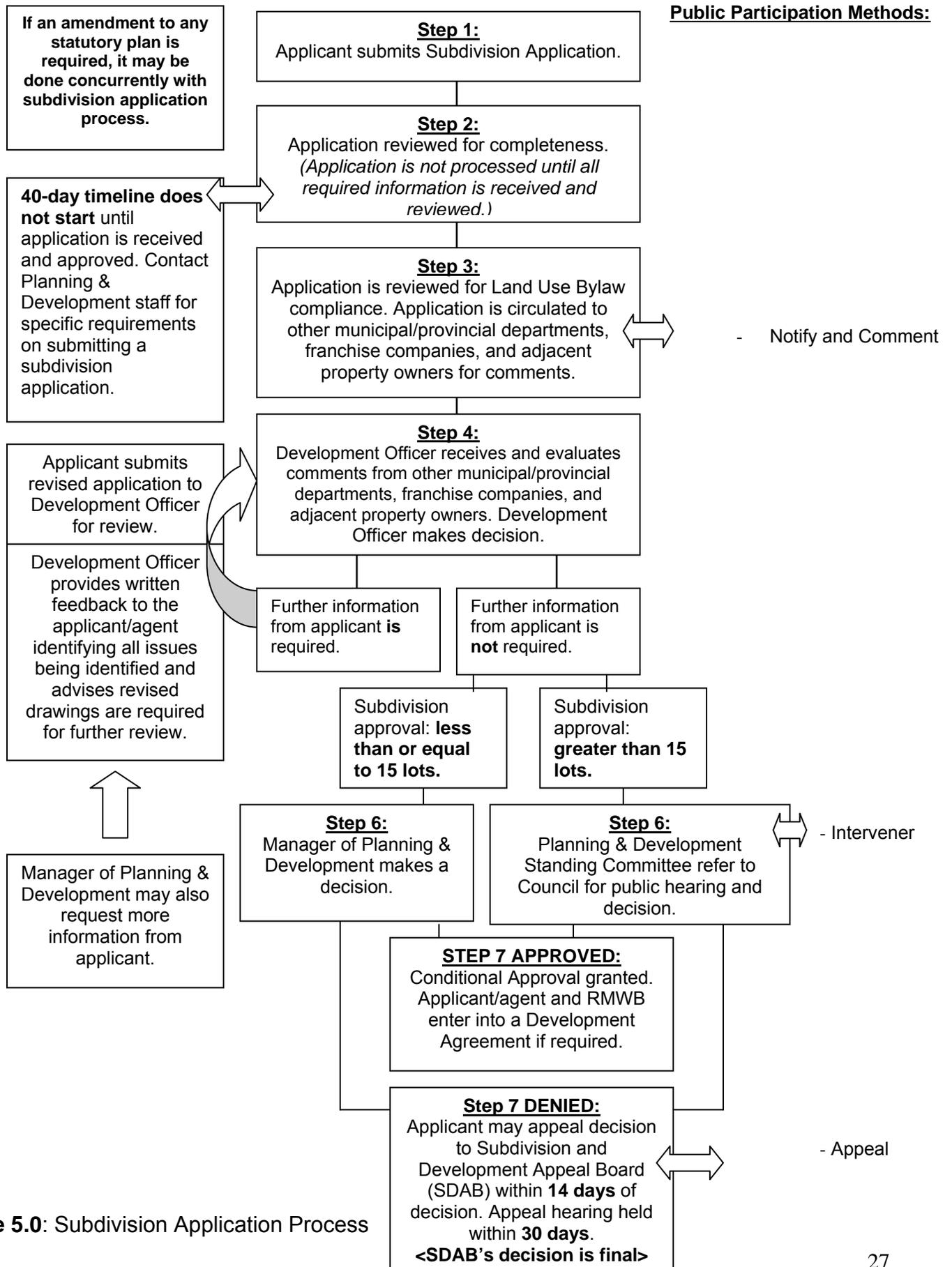


Figure 5.0: Subdivision Application Process

6. Public Participation in Engineering Services

Staff in the Engineering Services Division are responsible to help oversee the development of municipal infrastructure in both urban and rural areas. Additionally, Engineering Services staff are often engaged in overseeing and managing the development and completion of large scale capital projects within all urban and rural areas in the Regional Municipality of Wood Buffalo.

Responsibilities undertaken by Engineering Services staff include:

- overseeing the design and upgrades to new and existing roadways and bridges,
- overseeing the design and upgrades to water and sewer systems
- overseeing and the design of water and sewage treatment facilities and municipal landfills,
- overseeing the design of new municipal buildings, and
- managing various infrastructure projects and large plans

Engineering Services staff work closely with other staff from all divisions in the Planning & Development Department in their day to day work. Staff also work very closely with various consultants, developers, residents, First Nations and Metis Associations, and representatives from the Provincial and Federal governments on various projects throughout the Municipality.

6.1. Engineering Servicing Standards and Development Procedures

Engineering Servicing Standards and Development Procedures (2004) indirectly refers to the need for consultation between developers and the Planning & Development Department when undertaking various infrastructure projects.

Section 2.1 of the Engineering Servicing Standards and Development Procedures states that:

“To expedite...processing, developers and their agents are encouraged to arrange preliminary meetings with the Planning Department and to coordinate all submissions through the Planning Department” (Engineering Servicing Standards, 2004).

Section 2.2 of the Engineering Servicing Standards and Development Procedures outlines the major steps that developers must follow to receive final approvals for any infrastructure or engineered project within the Regional Municipality of Wood Buffalo. It is during this process where Engineering Services staff can request additional public consultation / participation methods be used.



The Engineering Servicing Standards and Development Procedures document is available on the Regional Municipality of Wood Buffalo's internet site for view.

Access the link at:

<http://www.woodbuffalo.ab.ca/residents/services+utilities/standards.asp?subnav=6>

Section 2.3 – 2.11 of the Servicing Standards and Development Procedures goes into greater details on requirements for approval of various infrastructure and engineering projects. Individuals interested in developing various projects should consult with these procedures, and discuss their intentions with Engineering Services staff.

7. Tools for Public Participation

7.1. Preparing a Petition

Petitions are another way in which the public can be involved in municipal matters.

Petitions are signed forms which can request Regional Council to take a specific action on a given topic.

7.1.1. Formal Legal Petitions

The specifications for a formal and legal petition are outlined in the *Municipal Government Act* (See section 219-226 of the *Municipal Government Act*). Formal and legal petitions can require Council to take action on an issue of concern to the petitioners, or it can simply be used to raise awareness on the issue to Council. In some cases, petitions can cause Council to vote a certain way on a specific bylaw or resolution that is currently being debated (see section 231-235 of the *Municipal Government Act*).

Formal petitions are complex and very specific documents. They require a number of requirements to be valid. Some requirements include:

- Petitioners can only be residents of the municipality or community in which the issue is present
- At least 10 % of community residents must sign the petition
- Formal petitions must indicate the surname and given name of each petitioner— as well as the street address or legal description of their residence
- Formal petitions require each petitioner's signature
- Formal petitions require that date that each petitioner signed the petition
- An adult must witness each signature that is signed
- Witnesses must sign an affidavit outlining that the signatures are of those entitled to sign the petition
- Each page of the petition must state the purpose of the petition at the top of the page

Taken from the Municipal Government Act (section 219-226).

Care must be taken when preparing a formal petition so that all legal requirements are properly met.

7.1.2. Action taken on Formal Legal Petitions

Formal Legal petitions must be filed with the CAO of the Municipality in which the matter has been raised (see section 225 of the *Municipal Government Act*). In the Regional Municipality of Wood Buffalo, the CAO is known as the Regional Manager. If the Regional Manager declares the petition to be "sufficient" (valid), the petition is then forwarded to Regional Council for their consideration (see section 225 of the *Municipal Government Act*).

For more information on petitions, contact the Regional Municipality of Wood Buffalo. Contact information is located at the end of this document.

7.2. Developing Public Surveys

Surveys can be defined as

“a specifically designed set of questions, depending upon the type of survey being conducted, asked of respondents one-on-one (not in a “focus group”) with answers and responses individually noted”.

Conducting surveys can help bridge the gap between municipal government, citizens, and all other stakeholders involved in the planning process. Input received from citizens can come in various forms depending on how the surveyor would like to record the results. Results can be requested in a sentence and paragraph format, a “ratings” style format, or as a combination yes / no answer. An effective survey takes advantage of both styles.

In order to ensure that the survey meets the objectives of the surveyor, the following procedures should be followed:

- The length of the survey should not exceed two (2) single sided pages; however, depending on the topic at hand and level of public interest, surveys may exceed the allotted length.
- Surveys using a sentence and paragraph format to receive results should ask questions that are short, precise, and easily understood by the public. Such questions may include:
 - “Do you agree with option 3 presented by the Planning & Development Department? If no, why?”
- They may also be open-ended or comment questions such as:
 - “What did you like (or dislike) about the options presented by Planning & Development?”
- Surveys using a “rating style” format should use a point scale that identifies the rating of each individual point. Identification of each individual point removes any misinterpretation or confusion that can occur. For example, a 5 point scale could be defined as:
 - 1 = Very satisfied,
 - 2 = Satisfied,
 - 3 = Neutral/Not sure,
 - 4 = Dissatisfied, and
 - 5 = Very dissatisfied.
- Another question using the above noted point scale could be:
 - “On a scale of 1 – 5, where 1 = Very Satisfied and 5 = Very Dissatisfied, what is your level of satisfaction with Option B presented by Planning & Development?”

7.3. Hosting a Public Open House

A public open house creates a venue where the Municipality is able to accomplish a number of goals. These include:

- Presenting to the public preliminary results of a current project,
- Presenting to the public conceptual or engineering designs for a future project,
- Highlighting certain issues or concerns related to land use and development.

An open house can strengthen the level of communication between the public and local government on a specific topic. It allows the public and the Municipality to exchange views and information, discuss challenges, and work towards a defined agenda. The following communications strategy should be followed in order to have a successful open house -

- Mail-out invitation letters at least ten (10) business days prior to the open house to all stakeholders identified during the stakeholder scoping exercise (*Refer to Section 3.1, for information on stakeholders*).

The invitation should not exceed one (1) page and contain a subject title and a brief summary explaining the objective of the open house. The invitation must contain the date, time, and location (w/ civic address) of the event, contact information (e.g., phone, fax, e-mail address, postal mail address) of the host of the open house, and alternate ways that individuals can participate.

- Notification of an open house should be placed on the Municipality's Internet Website ten (10) business days prior to the open house. The notification as it is to appear on the website, and the date it is to be removed from the website, should be forwarded to the Web Content Coordinator five (5) business days prior to advertisement. Supplementary information (e.g., questionnaires, PDF copies of the displays) must also be forwarded to the coordinator five (5) business days prior to advertisement along with the dates outlining when the information (e.g., survey) is to become accessible to the public.
- An effective way to increase public awareness and notify the public is through local media sources. These include print and radio media sources. Examples include the Fort McMurray Today, various community newsletters radio stations in Fort McMurray. Advertisements should be prepared well in advance and with the assistance of the RMWB Communications Department.

For plans outside of the Urban Service Area, consult with the Rural Areas Coordinator in the Community Services Division to get information on newsletter submission deadlines.

- To ensure that information on the public open house reaches rural hamlets and communities, posters (and brochures if applicable) should be posted in the community and Municipal Contact Offices. The posters should contain all the information outlined in the stakeholder letter plus the Municipal Website address. With departmental approval, posters and brochures should be placed in the rural hamlets and communities ten (10) business days prior to the open house. Posters (and brochures if applicable) should be forwarded to the Rural Areas Coordinator in

the Community Services Division at least five (5) business days prior to the advertisement.

- A media advisory should be developed in order to increase media coverage of the date, time, location, and topic of the open house. The advisory should be developed in collaboration with the Communications Department. The media advisory should be distributed to all media sources (e.g., radio, newspaper, and television) three (3) business days prior to the open house or as suggested by the Communications Department. Ensure that a spokesperson (i.e., Manager, Planning & Development) has been designated to provide feedback to enquiries made by various media sources.

The date, time, and location of a public open house plays a major role in determining how many people will attend and how successful the event will be. The following procedures should be considered:

- Open houses that will occur for only one day should not be held on a Friday, Saturday, or Sunday. These days are low turnout.

Open houses that will occur for 2-3 days should not overlap onto a Friday, Saturday, or Sunday.

Ensure that the date of the open house does not conflict with other previously scheduled community and provincial events, or Statutory Holidays. Contact the Facility Booking Clerk in the Community Services Division to get information on events and suitable dates for an open house.

- The time limit of an open house may vary depending on whether it will occur for either one or several days. In general, the duration of an open house should be a minimum of four (4) hours and maximum of six (6) hours. The open house should occur between the afternoon and evening hours (e.g., 3:00 pm – 8:00 pm or 2:00 pm – 6:00 pm) in order to provide flexibility for those who can only attend in the afternoon and those who can only attend in the evening.
- The location of the event plays a large part in determining who will attend. If the topic of the open house has impacts only within the Fort McMurray Urban Service Area, the location of the open house should be within Fort McMurray. If the topic of the open house has impacts only within a Rural Hamlet, the location of the open house should be within that Rural Hamlet. In situations where the topic of the open house affects the entire Regional Municipality of Wood Buffalo or certain portions thereof, it may be feasible to have more than one open house in various locations.

Various locations within the Regional Municipality of Wood Buffalo may serve as a venue for an open house. It is recommended that a Municipal open house occur on Municipal property. Private facilities should be chosen as a secondary alternative. Contact the Facility Booking Clerk in the Community Services Division to get information on suitable locations for an open house.

The following procedures should be used to ensure that the open house is presented in a professional, organized, and efficient manner:

- The displays created for the open house should not exceed ten (**10**).
- Contents of the displays should contain a mixture of text and related graphics in order to interest the public.
- Text should be in a font that is clear (e.g., Arial Greek).
- The title text of the displays should be a font size not less than one hundred (**100**) points. The body text should be a font size not less than sixty (**60**) and no more than seventy five (**75**) points.
- The body text should be in clear, concise paragraphs and not exceed forty (**40**) words. Ensure that there is white space between each paragraph.
- Ensure that each display contains the municipal logo and textual identifier in the same location.
- Ensure a signifying banner is located at the entrance of the open house facility directing people to the appropriate location and stating the hours of the function.
- A sign-in sheet should be placed at the entrance of the open house to keep track of who attended and how many attended.
- There should be clipboards and pens/pencils placed at the entrance table for the public to use.
- A comment sheet/questionnaire should be placed at the entrance of the open house. Ensure not less than fifty (**50**) copies are available.
- Paper copies of the open house displays should be available for the public to take home and should be placed at the entrance of the open house. Do not have less than fifty (**50**) copies.
- A refreshments area should be set-up in the open house. Refreshments may include water, juice, carbonated drinks, coffee, tea, fruit, donuts, cookies, etc.
- Dependent on the subject matter of the open house, a presentation (i.e., Microsoft PowerPoint) may be necessary. Have at least fifty (**50**) copies of the presentation available for the public.
- Municipal representatives should have their business cards available for residents.

After completion of the open house the following procedures should be used to ensure that those stakeholders and members of the public who were not able to attend the open house are still able to provide their comments on the issue –

- The open house displays should be placed on the main floor of the Jubilee Centre for viewing. The open displays should be left in the public area for not less than six (**6**) business days and no more than ten (**10**) business days. Tables required for the placement of the displays can be arranged through the Fort McMurray Public Library.
 - Ensure to have no less than twenty (**20**) copies each of the comment sheets and display handouts available for the public to complete and take home respectively.
 - There should be clipboards and pens/pencils available for the public to use.
 - There should be seating available for the public to fill out comments sheets.
 - Business cards of municipal representatives who hosted the open house should also be available.
 - Display a banner for the display table noting the heading used in the media advisory.

7.4. Public Meeting Held by Applicant/Agent

The following items are required at the Public Meeting:

- Public advertisement / notice of the public meeting time / dates, and reasons for the meeting should be undertaken by the applicant / agent at least 2 weeks before the meeting. Methods of advertisement may include posted notices in local newspapers, or advertisements on local radio / TV stations. Rural newsletters in rural hamlets can also be utilized for applicant / agents working in rural areas. Applicant/agents should contact the Planning & Development offices well before the public meeting date to discuss the scope and appropriateness of any public advertisement or notice.
- A sign-in sheet should be placed at the entrance of the open house to keep track of who attended and how many attended.
- A comment sheet/questionnaire should be placed at the entrance of the open house. Ensure not less than fifty (**50**) copies are available. Ensure a drop box and contact information is available (e.g., fax, phone, mailing address, e-mail address) in order to receive the comments sheets.
- A handout sheet with a summary of the description of the proposed development should be provided. Ensure not less than fifty (**50**) copies are available.
- Refreshments (e.g., juice, coffee, water, fruits, donuts, etc.) should be made available to the attending public. Quantity of refreshments is at the Applicants/Agents discretion.

8. Communicating to Regional Council and Designated Committees

Citizens are encouraged to express their opinion on an issue during Council, Standing Committee, and special meetings. In order to ensure that the agenda moves smoothly, the guidelines listed below for addressing Council, or any other designated Committee, should be followed. You are also encouraged to contact members of Regional Council individually about issues or concerns. The Mayor and Councilors can be reached through the following contact information.

To contact any member of Regional Council:

Regional Council (or specific Council member or Chief Legislative Officer)
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4

Telephone: 780-743-7011

Fax: 780-743-7028

To contact the Mayor:

Office of the Mayor
7th Floor, 9909 Franklin Avenue
Fort McMurray, AB T9H 2K4

Telephone: 780-743-7009

Fax: 780-743-7099

8.1. Making Presentations to Regional Council

The presentation period is a scheduled period of time during regular Council meeting agendas. This time slot permits members of the public or delegations to make brief presentations to Council on matters of public interest or concern.

A person or organization wishing to make a presentation at a Council meeting must send a fill out an application and submit it to the Chief Legislative Officer requesting time to speak. The application to present to Council must be received by the Chief Legislative Officer at least seven (7) days prior to a regular meeting of Council. Requests received less than seven (7) days before a regular meeting of Council shall be included on the agenda for the next regular meeting.

The request to make a presentation at a Council Meeting will be reviewed by the Agenda Review Committee consisting of the Mayor, Regional Manager and the Chief Legislative Officer, which may refer the request to the appropriate Standing Committee, refer the matter to Council, or deny the request. Council will not entertain submissions from the public on issues that are before the Subdivision & Development Appeal Board or a statutory Public Hearing.

Where any person or organization has made a presentation to Council on any matter, and such matter has been referred for further review or study, the Chief Legislative Officer shall advise the person or organization as to which Department or Standing Committee the matter has been referred to, and shall advise the person or organization as to their opportunity to appear as a delegation before the appropriate Standing Committee.

Individuals or delegations scheduled to address Council through a presentation should adhere to the following guidelines -

- If you plan to present Council with information have it organized and ready to pass to the Legislative Coordinator who will distribute it to Council. Ensure to have at least fifteen (15) copies. Begin your presentation immediately.
- Address your remarks to the whole Council through the Mayor, rather than to a specific member. Address the Mayor as "Your Worship".
- Do not chew gum, tobacco, or any other substances.
- Do not use offensive or complex words or unparliamentary language in Council.
- Do not use offensive or threatening hand gestures when addressing Council.
- Presentations to Council shall not exceed five (5) minutes, provided, however, that the Mayor or person acting in that position, may, with the consent of Council, grant additional time in order complete the presentation.
- Do not ask Council if anyone has questions. Council will ask you to stay at the podium if there is a question.

If you need audio-visual equipment for your presentation, arrange for it two (2) days prior to the meeting by contacting the Legislative Coordinator at 780-743-7005.



The presentation period scheduled during regular Council meetings should not be confused with a Public Hearing. Public Hearings are a period of time during regular or special Council meetings where the public can express their concerns to Regional Council on any new or amended bylaw or resolution currently being put forward to Council. Public Hearings are required under the *Municipal Government Act*. (See section 230 of the *Municipal Government Act* for more information on Public Hearings).

8.2. Addressing Council at a Public Hearing

The Public Hearing period is the second form of public participation on regular Council meeting agendas in order to permit members of the public or delegations to make brief presentations to Council on matters of public interest.

Any person or group wishing to address Council regarding a matter that is the subject of a public hearing may attend at the Council Chambers at the appointed time. Where a person or group of people have made a written submission to the Chief Legislative Officer, that person or spokesman, in the case of a group, will be granted a total of five (5) minutes to present arguments for or against the issue at hand. Persons who have registered in advance will be given priority in addressing Council. Members of the public who have not registered in advance will be given the opportunity to address Council if time permits.

The proponent of the issue at hand shall be granted a total of five (5) minutes, at the commencement of the hearing, to present their opening remarks, and a further five (5) minutes at the conclusion of the hearing to summarize final arguments and make closing remarks.

Individuals or delegations scheduled to address Council during a Public Hearing should follow the guidelines listed for "Making Presentations to Regional Council", as well as use the following guidelines -

- Persons wishing to address Council will be required to give their name, address, topic of concern and whether there has been any previous contact with a member of Council or Administration regarding the matter.
- If previous speakers have made your point, feel free to inform the Mayor and Council that you do not need to speak because your point had been raised. You can make a simple statement from your seat such as the following: "I do not wish to speak. My point has been made".

8.3. Communicating to Designated Committees or Boards

8.3.1. Addressing the Planning & Development Standing Committee

A person, group or organization wishing to address a Standing Committee, and more particularly the Planning & Development Standing Committee, shall send a letter or other communication to the Chief Legislative Officer requesting time to speak. The communication shall state clearly and legibly the matter at issue and the request made of the Regional Municipality. The Chief Legislative Officer will forward the request to the appropriate department which will inform the person, group or organization as to the date, time and location at which they may appear before the appropriate Standing Committee.

Individuals or delegations scheduled to address the Standing Committee should adhere to the guidelines listed in Section 8.0 entitled "Communicating to Regional Council and Designated Committees". It should also be noted that the Chair or person acting in that position may, with the consent of Members of the Standing Committee, grant additional time in order for the individual or delegation to complete their presentation.

Minutes for all meetings are available through the Planning & Development Executive Secretary by contacting 780-743-7813 and in PDF format in the Info Centre section of Regional Municipality's website at <http://www.woodbuffalo.ab.ca>.

8.3.2. Addressing the Subdivision and Development Appeal Board

A person, group or organization wishing to address the Subdivision and Development Appeal Board in order to appeal a decision on a development permit application must serve a written notice of appeal to the Secretary of the Subdivision and Development Appeal Board within fourteen (14) days of issuance of the notice of the decision. The notice of appeal must be accompanied by the applicable development permit appeal fee and may contain photographs, drawings, or plans required for clarification.

Individuals or delegations scheduled to address the Subdivision and Development Appeal Board should adhere to the guidelines listed in Section 7 entitled "Communicating to Regional Council and Designated Committees". It should also be noted that the Chair or person acting in that position may, with the consent of Members of the Board, grant additional time in order for the individual or delegation to complete their presentation.

9. Important telephone numbers:

To find out more about the roles of specific departments and divisions, please visit our website: http://www.woodbuffalo.ab.ca or call (780) 743-7000	
Contact Individual or Organization	Contact Information
<p>Regional Municipality of Wood Buffalo Planning & Development Department</p> <p><i>The department is broken down into five divisions. These include:</i></p> <ul style="list-style-type: none"> • Current Planning • Engineering Services • Geographical Information Services (GIS) • Land Management • Strategic Planning & Policy 	<p>Planning & Development mailing address:</p> <p>4th floor, Municipal Hall (Jubilee Centre) 9909 Franklin Avenue Fort McMurray, Alberta T9H 2K4 Fax number: 780-743-7874 planningdevelopment@woodbuffalo.ab.ca</p>
Current Planning	Telephone: 780 743-7882
Engineering Services	Telephone: 780-743-7850 Fax number: 780-799-5899 engineering@woodbuffalo.ab.ca
Geographical Information Services (GIS) Division	Telephone: 780-743-7805 gis@woodbuffalo.ab.ca
Land Management Division	Telephone: 780 743-7034
Strategic Planning & Policy	Telephone: 780 743-7885
Manager Planning & Development Department	Telephone: 780-743-7880 Fax number: 780-743-7874
<p>Regional Municipality of Wood Buffalo Operations and Maintenance Department</p> <p><i>The Operations and Maintenance Division is broken down into three divisions. These include:</i></p> <ul style="list-style-type: none"> • Infrastructure Division • Environment Division • Fort Chipewyan Division 	<p>Operations and Maintenance Department mailing address:</p> <p>9909 Franklin Avenue Fort McMurray, Alberta T9H 2K4</p> <p>Physical address: #1 Silin Forest Road Fort McMurray, Alberta Telephone: 780-743-7931 Fax number: 780-799-5909 operations_maintenance@woodbuffalo.ab.ca</p>
<p>Regional Municipality of Wood Buffalo Community Services Department</p> <p><i>Community Services is broken down into three divisions. These include:</i></p> <ul style="list-style-type: none"> • Community Development Division • Parks and Recreation Division • Family and Community Support Services (FCSS) 	<p>3 rd floor, Municipal Hall (Jubilee Centre) 9909 Franklin Avenue Fort McMurray, Alberta T9K 2K4 Telephone: 780-743-7966 Fax number: 780-743-7937</p>

<p>Regional Municipality of Wood Buffalo Office of the Mayor</p> <p>Mayor Melissa Blake</p>	<p>7 th floor, Municipal Hall (Jubilee Centre) 9909 Franklin Avenue Fort McMurray, Alberta T9H 2K4</p> <p>Telephone: 780-743-7009 Fax: 780-743-7099</p>
<p>Regional Municipality of Wood Buffalo Regional Council</p> <p><i>(To contact a specific council member)</i></p>	<p>7 th floor, Municipal Hall (Jubilee Centre) 9909 Franklin Avenue Fort McMurray, Alberta T9H 2K4</p> <p>Telephone: 780-743-7011 Fax: 780-743-7028</p>
<p>Mr. Brian Jean Member of Parliament - Fort McMurray- Athabasca</p>	<p>Fort McMurray Constituency Office 102 9912 Franklin Ave Fort McMurray, Alberta T9H 2K5 Tel: (780) 743-2201 Fax: (780) 743-2287</p>
<p>Hon Guy Boutilier (PC) MLA for Fort McMurray-Wood Buffalo</p> <p>Minister of the Environment</p>	<p>Hon Guy Boutilier –Constituency Office</p> <p>#102, 9925 Biggs Avenue Fort McMurray T9H 1S2 Tel: (780) 790-6014 Fax: (780) 791-3683 fortmcmurray.woodbuffalo@assembly.ab.ca</p> <p>Legislature Office</p> <p>#423 Legislature Building 10800 - 97 Avenue Edmonton, Alberta T5K 2B6 Phone: (780) 427-2391 Fax: (780) 422-6259</p>
<p>Government of Alberta Alberta Ministry of Municipal Affairs</p>	<p>Alberta Municipal Affairs Communications Branch 18C, Commerce Place 10155-102 Street Edmonton, AB T5J 4L4</p> <p>Phone: 780-427-2732 Dial 310-0000 for toll-free connection Fax: 780-422-1419 Web site: http://www.municipalaffairs.gov.ab.ca/mahome</p>

10. References

- Alberta Municipal Affairs, Municipal Services Branch, 2004. "Petitions, An Information Handout on Petitions for use by the General Public, Elected Officials and Municipal Officers".
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