
The Regional Municipality of Wood Buffalo

Divisional & Departmental Mandates

As of October 20, 2015

Divisions & Departments

- Office of the CAO** 2
 - Communications & Stakeholder Relations 3
 - Municipal Auditor 4
- Office of the Deputy CAO** 5
 - Legal & Legislative Services..... 6
- Community & Protective Services Division** 7
 - Community Services..... 8
 - First Nation & Métis Nation Relations 9
 - RCMP Support/Municipal Law Enforcement Services 10
 - Regional Emergency Services..... 11
- Corporate Services Division** 12
 - Assessment & Taxation 13
 - Financial Services 14
 - Human Resources 15
 - Information & Advisory Services..... 16
 - Supply Chain Management..... 17
- Infrastructure & Engineering Division** 18
 - Engineering 19
 - Environmental Services..... 21
 - Public Works 22
 - Sustainable Operations..... 23
 - Transit Services 24
- Planning & Regional Development Division**..... 25
 - Economic Development 26
 - Strategic Analysis and Forecasting..... 27
 - Land Administration..... 28
 - Planning and Development..... 29

Office of the CAO

The Chief Administrative Officer (CAO) is the administrative head of the municipality hired by Council. He is responsible for ensuring that the policies and programs of the municipality are implemented and advises and informs Council on the operation and affairs of the municipality. The CAO performs the duties and functions and exercises the powers assigned to him by the Municipal Government Act and other enactments or assigned by Council (CAO By-law).

The CAO's Office is supported by the Office of the Deputy CAO and is comprised of the following departments:

- I. Communications and Stakeholders Relations
- II. Municipal Auditor

Communications & Stakeholder Relations

The Communications & Stakeholder Relations department is responsible for maintaining the Municipality's corporate image, providing strategic communications counsel, public relations, advertising, media relations, issues management, stakeholder management, creative services, web content development and management, and providing communication services during Emergency Operations Centre activations. The department ensures that information relating to the Municipality is strategic, tied to organizational goals, and easily accessible to residents and employees.

The Communications and Stakeholder Relations department is comprised of three branches:

- i. **Creative Solutions**
Creative Solutions conceives, designs and produces print and electronic communications material for the Municipality that ranges from posters and billboards and the Municipality's website.
- ii. **Public Affairs**
Public Affairs works collaboratively with other externally facing departments and provides public engagement services in the urban service area. This branch facilitates meaningful interactions and dialogue between the Municipality and its residents.
- iii. **Strategic Communications**
Strategic Communications is responsible for external communications on behalf of the Municipality. This branch oversees media relations, corporate social media and strategic communication planning and execution. Strategic Communications works to enhance the Municipality's brand and reputation; reputation and issues management are at our core.

Municipal Auditor

The Office of the Municipal Auditor assists the Municipality in accomplishing its objectives by bringing a systematic and disciplined risk based approach to evaluate and improve the integrity and effectiveness of the Municipality's systems of risk management and control for governance, management and operational functions.

The department includes two branches. Each branch, within its own area of expertise, supports the Municipality in balancing risks and reward.

- i. Enterprise Risk Management
Enterprise Risk Management (ERM) focuses on enabling the Organization to effectively deal with uncertainty and associated risk and opportunity, thereby enhancing the capacity of the corporation to build value.

- ii. Compliance & Control Branch
Compliance and Control is essentially the internal audit function of the Municipality. Internal auditing is defined by the Institute of Internal Auditors as "an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes."

Office of the Deputy CAO

The Office of the Deputy Chief Administrative Officer (DCAO) oversees the operational functions of the Municipality. This includes ensuring alignment of operational efforts with the Municipal Development Plan and the Strategic Plan. During any absence of the Chief Administrative Officer (CAO) the DCAO assumes the responsibilities of the CAO.

The Deputy CAO provides leadership and support to the Executive Leadership Team. The Executive Directors are accountable to the Deputy Chief Administrative Officer for the delivery of departmental business plans and budgets, as approved by Council.

The DCAO is supported by four Executive Directors: Corporate Services/Chief Financial Officer – Elsie Hutton; Public Infrastructure and Planning – Vacant (Interim – Kevin Scoble); Community and Protective Services – Bob Couture; Planning and Regional Development – Brian Moore; and, leads the Legal and Legislative Services department.

Legal & Legislative Services

The Legal and Legislative Services department serves internal clients within the Municipal organization.

Legal and Legislative Services is comprised of four branches:

- i. FOIP
The FOIP branch receives and responds to all requests for records under the *Freedom of Information and Protection of Privacy Act* and provides training to other departments on the requirements of that legislation.
- ii. Legal Services
The Legal Services branch is responsible for all legal support and services required by Council, the CAO, and all Divisions and Departments.
- iii. Legislative Services
The Legislative Services branch provides the full range of administrative and legislative support services to Council, Committees, Boards and quasi-judicial tribunals.
- iv. Policy & Governance
The Policy & Governance branch provides support to the organization in drafting and managing Council policies and the administrative directives in support of them, as well as Administrative Procedures.

Community & Protective Services Division

The Community & Protective Services division provides a range of internal and external services to the Municipality and its residents.

Internally, service delivery is focused on supporting Municipal departments and employees by adopting a service dominant focus to understand internal needs. This is achieved by providing the support required by staff so they can further support and deliver the strategic objectives of the Municipality.

Externally, service delivery is focused on building sustainable community capacity and delivering urban and rural services to enhance quality of life in the Municipality.

Community & Protective Services is comprised of the following departments:

- I. Community Services
- II. First Nations and Métis Nation Relations
- III. Municipal Law Enforcement and RCMP Support Services
- IV. Regional Emergency Services
- V. RCMP

Community Services

The Community Services Department, often coined “People Services,” has a rich history of providing a wide range of programs and services to Wood Buffalo’s children, youth, adults, families, seniors and the most vulnerable populations.

The Community Services Department provides quality programs and services through collaborative partnerships and strategic alliances with community groups, non-profit organizations and citizens. The Department builds capacity within the community to improve the quality of life and strives to achieve the goal of building a future with opportunities for all.

The Community Services Department is comprised of the following branches:

- i. **Neighborhood & Community Development**
Facilitates the development and sustainability of community-based organizations by leveraging resources to address areas of greatest need. NCD regularly conducts research to identify social issues and needs within the region in support of social policy planning and program development. The branch delivers public education, information, referral, and advocacy and direct services.
- ii. **Community Strategies**
Strategically aligns with community partners to operate a variety of indoor community and recreation facilities and oversees the delivery of recreation, culture, and beautification related programs and services that improve the quality of life in our region.
- iii. **Community Investment Program**
Provides grant funding to a number of community-based groups and non-profit organizations that are responsible for the delivery of various recreational, cultural and social programs and services; developing and operating community facilities and organization of major community events.
- iv. **Rural and Community Development**
Coordinates with rural community organizations to provide relevant programming, and encourages social and community development. RCD builds relationships in the Municipality’s rural areas; manages day-to-day operations of the rural contact offices (Anzac, Janvier, and Conklin) ensuring resident’s region-wide receive excellent customer service. RCD provides an open and ongoing dialogue between the Municipality and rural community leadership groups.

First Nation & Métis Nation Relations

The First Nation & Métis Nation Relations (FNMNR) department enhances and maintains meaningful relationships with First Nations, Métis, Non-Status and Inuit communities and organizations to ensure inclusion and participation in municipal matters. The preceding department, Aboriginal & Rural Relations' mandate was completed in summer 2014 by KPMG, as a result of the external audit process. Since summer 2014, the Rural Relations and Fort Chipewyan Hamlet branches have been respectively absorbed into the Community Services and Public Works departments as a result of organizational changes.

First Nation and Métis Nation Relations (FNMNR) acts as a focal point for the Municipality's relationships with Aboriginal communities and organizations in the Region. The department provides leadership and advice to other departments on Aboriginal issues and policies, and builds relationships with Aboriginal people and communities, the federal and provincial governments, industry and other partners to strengthen social and economic opportunities for Aboriginal people in the Region.

Municipal Law Enforcement and RCMP Support Services

The RCMP under contract to the Municipality, as the Police of Jurisdiction, is responsible for the preservation of peace, protection of life and property, prevention of crime and offences against the laws of Canada and the laws in force in the Province, apprehension of criminals, offenders and others who may be lawfully taken into custody; and execution of all warrants and performing all duties and services in relation thereto that may, under the laws of Canada or the laws in force in the Province or the municipality, be executed and performed by peace officers.

The Municipal Law Enforcement and RCMP Support Services is comprised of the following branches:

- i. RCMP Support Services
The RCMP Support Services branch is responsible to provide administrative support to the RCMP and Bylaw Service Department.
- ii. Municipal Law Enforcement Services
The Municipal Law Enforcement Services branch is responsible for ensuring the public's health and safety through education, voluntary compliance and enforcement of all Municipal Bylaws and Provincial Statutes under their authority.

Regional Emergency Services

The Regional Emergency Services (RES) department provides emergency services to respond and mitigate emergencies that threaten life, property, and the environment. The Department provides a coordinated response to emergencies and provides emergency medical pre-hospital care, training, fire prevention and life safety education.

The Regional Emergency Services is comprised of the following branches:

- i. **Fire and Medical Operations**
The Fire and Medical Operations branch provides integrated emergency response service. All operations staff are cross trained and qualified in firefighting/rescue and emergency medical response allowing crews to respond to all incidents in the Municipality. The operations branch works closely with Alberta Agriculture and Forestry to mitigate wildfire risk. In addition, Regional Emergency Services maintains specialty teams in Technical (high angle, confined space and collapsed structures), Water Rescue and Dangerous Goods Response.
- ii. **Training and Recruitment**
The Training and Recruitment branch supports the Fire and EMS Operations Branch through the provision or development of training related to the public services offered. These services include emergency medical response, fire prevention, fire, rescue and special team response. The Training and Recruitment branch is also responsible for a series of initiatives supporting recruitment and retention for Regional Emergency Services.
- iii. **Fire Prevention**
The Fire Prevention branch is committed to implementing initiatives which will result in an overall decrease of fires within the Municipality. The branch's services include proactive fire safety education, pre-planning, inspections and investigations.
- iv. **Rural and Fleet**
The rural fire departments are comprised of Fort Chipewyan, Fort McKay, Anzac, Saprae Creek and Conklin. They are staffed in total with approximately ninety paid on-call members. These firefighters are trained fire suppression, extrication and medical first response.

Fleet provides care and maintenance for the RES fleet, which includes light and heavy vehicles. Fleet is also responsible for the life cycling of vehicles, safety inspections and the scheduling of preventative maintenance.
- v. **Emergency Management**
The Emergency Management branch is committed to the preservation of life, property and the environment through the creation of disaster resilient communities and building strong stakeholder relations. The Regional Emergency Operations Center (REOC) is activated when required and the Municipal staff is prepared to meet the challenges of an emergency or disaster. We are able to be successful in doing this by employing these four core services prevention, preparedness, response and recovery.

Corporate Services Division

The Corporate Services division provides service and support to both internal and external customers enabling the Municipality to maximize its effectiveness and potential. The Corporate Services division is committed to ensuring fiscal stewardship and customer support services in a collaborative, transparent and innovative manner.

The departments within the Corporate Services division provide a diverse range of support services to the Municipality's operating departments, including financial services, information and advisory services, supply chain management, assessment and taxation and human resources.

Corporate Services is comprised of the following departments:

- I. Assessment & Taxation
- II. Financial Services
- III. Human Resources
- IV. Information & Advisory Services
- V. Supply Chain Management

Assessment & Taxation

The Assessment & Taxation department is responsible for the classification and valuation of all property classes within the Municipality. The department is charged with the responsibility of ensuring fair and equitable distribution of taxes in accordance with provincially legislated standards. The department must conduct its business in an open, honest and transparent manner which demonstrates accountability to the rate payers. The department is also responsible for defending all assessment appeals and rationalizing all values aligned to individual properties.

The Assessment & Taxation department is comprised of two branches:

- i. Assessment
The Assessment branch is mandated by provincial legislation to fairly and equitably assess all property within the Municipality at market value or regulated cost on an annual basis.
- ii. Taxation
The Taxation branch is responsible for annual tax billing and monitoring the collection of property taxes.

Financial Services

The Financial Services department provides financial stewardship through a commitment to leading practices aligned with the Municipality's goals and values. Financial Services discharges its duties and responsibilities in a collaborative, innovative and responsive manner guided by the principles of accountability and transparency.

The Financial Services department is comprised of the following branches:

i. Financial Planning

The Financial Planning branch is responsible for establishment, implementation and monitoring of municipal budgets including tracking budget variances & projections and treasury management.

The treasury function supports an appropriate investment management governance structure, debt and reserve management, banking relations and cash flow management responsibilities.

ii. Accounting Services

The Accounting Services branch oversees the transactional processing of accounts receivable, utility billing, collections, front counter services, fixed assets accounting, ledger reconciliations, financial statement reporting, payroll processing and attending to external auditors.

iii. Insurance Services

The Insurance Services branch is responsible for obtaining insurance products to adequately protect the assets of the Municipality as well as risk minimization.

Human Resources

The Human Resource department provides professional Human Resources (HR) services in support of the strategic direction and operational needs of the organization.

The Human Resource department is comprised of the following branches:

- i. Health & Safety
 - Health and safety programs and injury prevention strategies.
 - Disability management and return to work.
 - Interpretation and advice on OH&S legislation.
 - Short-term, long-term, and WCB claims administration.

- ii. Labour & Employee Relations
 - Interpretation, application and administration of employment law, the collective agreements, and human resources policies and procedures.
 - Administration of the collective agreements' grievance/arbitration process and other dispute resolution processes.
 - Creation of collective bargaining mandates and negotiation of the collective agreements.
 - Labour and employee relations training and first point of contact for the provision of generalist support to individuals responsible for supervising employees.

- iii. Learning, Development and Training
 - Business system, safety and other compliance program development and training.
 - Consultation and strategies to support individual, small and large group facilitation.
 - Support to departments on curriculum development and delivery strategies.
 - Employee and organizational development (including employee feedback and change leadership).
 - Needs assessment and development and delivery of systems, safety, and soft skills programs to meet needs.

- iv. Recruitment, Systems and Processes
 - Recruitment on/off boarding services.
 - Personnel file management.
 - SAP data entry of personnel and benefits information.
 - Position control and organizational structure maintenance.

- v. Total Compensation and Benefits
 - Compensation strategies and program management.
 - Benefits, leaves and pension strategies and administration.
 - Strategic HR projects
 - Rewards, recognition, and related attraction retention strategies

Information & Advisory Services

The Information and Advisory Services department is a business advisory and information technology (IT) organizational partner helping to create and support efficient and effective municipal operations. The department provides business advisory and IT support services that include tools, technology, information and analytics to assist in managing knowledge, meeting regulatory requirements, building internal competencies and improving corporate accountability. The department is responsible for all information technology hardware, business application software, physical communications, information security and availability.

This internal service department provides the following services:

- I. IT Governance Services
 - Provide strategic and tactical planning in the use of information and advisory services
 - Establish enterprise standards in processes, procedures, business solutions and information technology
- II. Business Engagement
 - Strategic and business planning for the organization
 - Performance measurement of the strategic and business plans
 - Enables decision making by providing real time business information
 - Improves collaboration and decision making by aligning cross departmental processes and sharing of common data
 - Leverages the benefits of common data and core applications
- III. Infrastructure Services
 - Provide and maintain a secure, reliable and adaptive infrastructure
 - Proactively optimize throughput, availability and performance
 - Recommend, acquire and implement information technology
- IV. Information Services
 - Manage access to data and information in an integrated and secure manner regardless of the source
 - Ensure that authoritative data is well known and accessible
 - Enable and assist statistical analysis of CORE system data
- V. Application Services
 - Configure and implement robust, scalable, secure and reusable business solutions
 - Enhance business solutions to optimize its use and applicability in line with changing business requirements
 - Proactively ensure availability and reliability of business solutions

Supply Chain Management

The Supply Chain Management (SCM) department provides support for the purchase of goods and services to meet the current and future needs to the Municipality in a cost effective manner through accountable, fair, open and transparent processes in accordance with relative trade agreements and Public Procurement Law.

SCM is also committed to strengthening relationships with the Northeastern Alberta Aboriginal Business Association (NAABA), First Nations, Fort McMurray Chamber of Commerce and the Fort McMurray Construction Association (FMCA) with the goal of guiding their memberships on how to do business with the Municipality.

SCM is continually looking for innovative ways to develop our vendor base and engage all vendors on how they can more effectively do business with the Municipality. For example, the SCM internet page has now been updated to transparently post our policy and procedures. As well, we have constructed a vendor self-registry. This registry allows vendors to register their company information and inform the Municipality on what services and/or goods they can provide. When the Municipality has any need for any good or service, our buyers now can solicit pricing from the relevant suppliers listed in this database. This database is especially helpful when we need to buy products or services valued under treaty threshold amounts.

SCM ensures that vendors are treated fairly and without bias by publicly posted opportunities on Alberta Purchasing Connection that exceed treaty thresholds. This public posting process allows all interested vendors to provide submissions that will be evaluated in a consistent manner, utilizing quantifiable criteria stipulated in our market solicitation documents.

SCM provides objectivity and fairness monitoring during the evaluation process of submissions to make certain that all bids are reviewed according to the objective criteria, and that all proponents are treated equitably. All awards of business and all decisions are defensible to audit, council, or public scrutiny and challenge.

Request for Tenders are opened and read out publically, demonstrating that the process is open and transparent. SCM's enforcement of compliancy regarding mandatory criteria ensures that only those vendors that fully met established requirements are provided the opportunity to actually provide goods and services to the Municipality.

Infrastructure & Engineering Division

The division of Infrastructure & Engineering is a forward looking division that plans and manages the development of public infrastructure and ensures it is built, operated and maintained prudently while applying core principles of best industry practices and sustainability to maximize service life of assets. The Division is committed to achieving its mandate through a balanced approach, managing the growth of the Municipality, as appropriate, while maintaining high quality, responsive and responsible services to its residents.

Infrastructure and Engineering division is comprised of the following departments:

- I. Engineering
- II. Environmental Services
- III. Public Works
- IV. Sustainable Operations
- V. Transit Services

Engineering

The Engineering department is mandated to provide engineering and technical support to its internal and external customers. Engineering is dedicated to design, construction and management of municipal infrastructure assets. Engineering is committed to the Municipality becoming a sustainable community through implementation of reliable municipal infrastructure and transportation systems.

The Engineering department is comprised of the following branches:

- i. **Building Infrastructure Management**
The Building Infrastructure Management Branch consists of two streams, Space Planning and Building Life Cycle. Space Planning is responsible for managing and maintaining workspaces in corporately owned and leased facilities. Building Life Cycle is responsible for the assessment of all municipal owned vertical assets (e.g. buildings) over the course of their life as operational assets. The branch's primary functions are: space management, space design and planning, moving logistics, standards, security, facility management plans, and assessment of tangible capital assets.
- ii. **Development Services**
The Development Services Branch manages the design and construction of municipal infrastructure relating to new growth and redevelopment projects in accordance with regulatory requirements. The branch is responsible for setting the minimum expectations for infrastructure projects through the Municipality's Engineering Servicing Standards and Development Procedures. The branch manages the developer charge framework throughout the Municipality, including developer charges and contributed capital assets. The branch is also responsible for the issuance of Boulevard Crossing Permits, Utility Installation Permits, and, Clearing and Grading Permits.
- iii. **Program Management Development & Growth**
The Program Management Development and Growth (DG) branch is responsible for the design and construction of new municipal infrastructure. In addition to project management, the branch provides technical expertise toward implementing the priorities of the five year Capital Budget Plan. The mission of the branch is to deliver projects on time, on budget, and with acceptable performance (safety, scope, quality) outcomes.
- iv. **Program Management Preservation & Life Cycle**
The Program Management Preservation and Life Cycle (PLC) branch is responsible for the improvement of existing municipal infrastructure. The projects provided by the PLC branch include transportation, water, wastewater, storm water, parks and recreation. In addition to project management, the branch provides technical expertise towards implementing the priorities of the five year Capital Budget Plan. The mission of the branch is to deliver projects on time, on budget, and with acceptable performance (safety, scope, quality) outcomes.

v. **Transportation & Infrastructure Planning**

The Transportation and Infrastructure Planning Branch is responsible for developing and updating the Master Plans for water, wastewater, stormwater and transportation systems; studying adequacy of needed infrastructures for existing and future developments, as well as the preparation and review of reports that assess the impact and safety of infrastructure. This branch participates in Capital Project Planning and Capital Budget Processes including Capital Budget Requests and Capital Business Cases for all new infrastructure projects. Another responsibility of this branch is the preparation of capital budget amendments, feasibility studies (needs analysis), project initiation (project charter, stakeholder identification, scheduling, and scope of work), pre-design (conceptual options, costing, and classification), detailed design & tendering (preparation of drawings, take off quantities), contract management and resource management (Professional Consulting Services related to different disciplines). This branch provides engineering solutions related to infrastructure and transportation issues to internal and external stakeholders. An integral part of this branch is Asset Management for municipal infrastructure assets.

Environmental Services

The Environmental Services department is a leader in providing diligent, reliable and efficiently operated environmental services for the region.

This is achieved by providing: an adequate supply of potable water and its conveyance throughout our communities; the safe and continuous collection and conveyance of wastewater to our treatment facilities; and, the scheduled collection and responsible reuse, recycling or disposal of all generated solid waste from our communities. We are committed to working with our operational and supporting departments to continually improve the efficiency and reliability of our services for the benefit of the communities we serve.

The Environmental Services department provides its services directly or indirectly to all organizations and entities within the region, ranging from municipal government departments through to all residential properties, as well as commercial and industrial sectors.

The Environmental Services Department is comprised of the following branches:

- i. **Solid Waste & Recycling**
Provides safe, reliable and efficient solid waste management. Protects the environment by operating and maintaining all municipal solid waste handling facilities. Manages and minimizes the generation of solid waste residuals within the Municipality to surpass regulatory standards.
- ii. **Trades Services**
Provides preventative service and diligent maintenance and repair to each of the operational branches' facilities and equipment to ensure the reliable operation of the services they provide to the communities.
- iii. **Underground Services**
Ensures potable water is delivered to the customer in a sufficient, reliable and safe manner by operating and maintaining all municipal potable water distribution systems to and above regulatory standards. Protects the environment and the community, by operating and maintaining all municipal wastewater collection and treatment and storm collection systems to surpass regulatory standards.
- iv. **Wastewater Treatment**
Protects the environment by operating and maintaining all municipal wastewater treatment and stormwater treatment facilities to surpass regulatory standards.
- v. **Water Treatment**
Provides sufficient, reliable and safe supply of potable water to municipal customers and maintains all municipal potable water treatment facilities to surpass regulatory standards.

Public Works

The Public Works department is responsible for providing services to its customers in the areas of Fort Chipewyan Hamlet Operational Services, Fleet Services, Parks and Road Maintenance. The department is committed to delivering exemplary service in a proactive, operationally efficient, and cost effective manner that addresses the needs of the Municipality through engagement with members of the community and effective communication.

The Public Works Department is comprised of the following branches:

- i. **Fleet Services**
The Fleet Services Branch provides procurement and maintenance services for vehicles and equipment used by municipal departments, with the exception of Transit Services and Regional Emergency Services. The branch ensures that the vehicular and equipment needs of the Municipality are provided in a cost effective manner while meeting the life cycle requirements.
- ii. **Fort Chipewyan Hamlet Operational Services**
The Fort Chipewyan branch is responsible for airport operations and maintenance, roads and parks maintenance, and landfill operations.
- iii. **Parks and Roads Services**
Roads is responsible for the upkeep of the Municipality's roads and sidewalks through regular repairs and maintenance, street sweeping, and snow removal. Traffic Services maintains and operates the traffic control devices within the region. Parks is responsible for the lifecycle maintenance and care of the Municipality's gardens, playgrounds, cemeteries, trails, sports fields, park development and construction, and dedicated public space.

Sustainable Operations

The Sustainable Operations department serves our community by improving the efficiency and strengthening the delivery of core municipal services while protecting the natural environment.

The department supports improvement of services such as water treatment, waste management and maintenance of infrastructure by implementing leading practices and sustainable initiatives.

These efforts focus on:

- enhancing customer service
- realizing cost savings
- improving operational efficiency, and
- maintaining excellent regulatory compliance

By leveraging in-house innovation and leadership, the Sustainable Operations department drives the change that establishes the Municipality as a model for sustainable living in the North.

Transit Services

Transit Services provides a safe, reliable and affordable means of travel within the region. Transit Services links a community together, or to other communities, for those residents who have no alternative means for transport. Public Transit is designed to improve a community's quality of life and helps enable the Region to adapt to varying degrees of growth in a fiscally responsible manner.

Transit Services is comprised of the following branches:

- i. **Conventional Transit Services**
The conventional transit services operates 7 days a week with 24 week-day routes and 23 week-end routes dedicated to servicing Fort McMurray on a scheduled service. Rural Conventional Transit serves the communities of Anzac, Janvier and Conklin, offering one round trip, once a week, to the hamlets. The branch also provides the Municipality and several stakeholders' with special event and charter services transportation for all size of venues.
- ii. **Shelter Maintenance**
Shelter Maintenance is in charge of maintaining the 410 bus stops, including 255 heated shelters. The shelters require weekly servicing from clean up to repairing any damaged components.
- iii. **Special Mobility Assistance Required Transportation (SMART) Bus Service**
SMART Bus is an accessible curb-to-curb service for those community members who are unable to use conventional transit service. The purpose of SMART Bus is to allow individuals who are faced with mobility challenges to be able to access the community. SMART Bus allows a mobility challenged individual to experience a better quality of life. SMART Bus operates 7 days a week and provides advance booking for patrons. There are six different types of bookings which can be made and these are: subscription, same day, long trips, group, special events and advanced bookings. SMART Bus does service the rural communities when required.
- iv. **Technical Training**
The Technical Training branch certifies competency and training for all aspects of heavy equipment and bus operator training for the organization. The branch has a fully operational training classroom which is supported by a partnership with Keyano College and their simulator training for all aspects of heavy equipment training. Our teams of trainers are also qualified to provide specialty training.
- v. **Transit Fleet Services**
Fleet Services maintains the transit fleet, comprised of 55 Low Floor 40 foot buses and 11 specialized buses. The 40 foot buses are serviced in a building designed to accommodate full size units. The specialized buses are classified as light commercial and these are serviced with the regular fleet. Fleet Services will become a Commercial Vehicle Inspection Permitted (CVIP) facility which means that provincial inspectors will inspect all of our buses every six months, which provides another level of safety and comfort to our passengers.

Planning & Regional Development Division

The Planning and Regional Development division facilitates collaborative efforts to realize sustainable growth, planning, and land use. This includes regulatory management of real estate transactions, economic growth, development and diversification within the Municipality through the development and implementation of policies for short and long term planning and land management within the municipality in compliance with statutory guidance.

The Division is instrumental in collaborating with industry and government as it relates to forecasting growth projections to support the Municipality's planning efforts. This includes maintaining a close relationship with industry in order to stay current of key developments and changes in the region which have a direct impact on the Municipality.

The division is comprised of the following four departments:

- I. Economic Development
- II. Strategic Analysis and Forecasting
- III. Land Administration
- IV. Planning and Development

Economic Development

The Economic Development department facilitates the development and implementation of the region's economic development strategies while striving to be responsive to the economic interests and needs of residents, enterprises, organizations, and communities throughout the Municipality. The department supports the creation of a sustainable and diverse business environment through innovative business attraction, development and retention strategies that support a growing and developing region while promoting the Municipality as a great place to live, work, visit and invest.

Economic Development is comprised of the following branches:

- i. **Development Integration and Research**
The Development Integration and Research branch oversees the gathering and distribution of relevant information about the local economy and interfaces with internal and external clients regarding matters related to commercial and industrial development, economic incentives and work force.
- ii. **Regional Initiatives**
The Regional Initiatives is responsible for the development and implementation of initiatives related to entrepreneurship, small business, rural Community economic development, and tourism and investment facilitation.

Strategic Analysis and Forecasting

The Strategic Analysis and Forecasting department maintains and expands working relationships with the natural resource extraction sector, the development industry, business leaders, educators and governmental representatives. Within this collaborative environment the economic climate is monitored and projections of future growth developed to be used for long-term strategic planning, capital investment decisions and long-term financial planning.

Land Administration

The Land Administration department manages all municipal land and facility real estate interests. The department is responsible for the acquisition of land for capital infrastructure projects, disposition of real estate interests and leasing of land and facilities. The Land Administration department supports all municipal departments, stakeholders and the public by providing orderly resolution of land issues.

Planning and Development

The Planning and Development department provides services related to planning land use and development activities within the Municipality. Providing timely and accurate customer service is essential to facilitate all aspects of development planning.

The Planning & Development department is comprised of the following branches:

- i. **Community Development Planning**
The Community Development Planning branch is responsible for the immediate planning requirements of customers including interpretation and application of land use bylaws, processing applications to subdivide lands, and processing of development permits.
- ii. **Comprehensive Planning**
The Comprehensive Planning branch provides professional planning support, monitors progress, and responds to change through community engagement, education and development of land development policies to guide the growth of the Municipality.
- iii. **Safety Codes**
The Safety Codes branch is responsible for reviewing, permitting, and inspecting construction-related activities within the Municipality, and ensuring compliance with all applicable codes and regulations, including the Alberta Safety Codes Act.