

Community Development Advisory Board

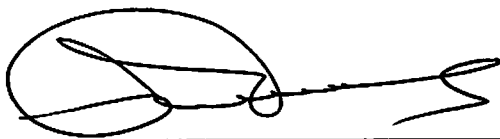
BUSINESS PLAN 2010-2013

ACCOUNTABILITY STATEMENT

The Community Development Advisory Board (CDAB) business plan is intended to address and include the period from when the Board received Cabinet approval on September 2, 2008 up to March 31, 2013. The business plan was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of April 1, 2010 with material, economic or fiscal implications of which I am aware, have been considered in preparing the business plan. The business plan is developed in compliance with the Ministerial Order 17/2008 establishing the Community Development Advisory Board effective December 9, 2008 and the Alberta Public Agencies Governance Framework.

The Community Development Advisory Board's priorities outlined in the business plan were developed in the context of supporting Housing and Urban Affairs business and fiscal plans related to the overall development plan of the Parsons Creek land parcel located in the Regional Municipality of Wood Buffalo, including land use and cost implications. The creation and implementation of the Alberta Government Community Development Plan, being led by Treasury Board and the Oil Sands Sustainable Development Secretariat, is a key component to the success of the Parsons Creek development.

Signature



Gary Friedel, CDAB Chair

April 20, 2010

COMMUNITY DEVELOPMENT ADVISORY BOARD

The purpose of the Community Development Advisory Board is to make recommendations to the Ministry of Housing and Urban Affairs regarding the overall development plan of the Parsons Creek land parcel located in the Regional Municipality of Wood Buffalo, including land use and cost implications. Due to the unprecedented growth in the Regional Municipality of Wood Buffalo, it is imperative that a long-term vision and plan be established for this area. Government has a unique opportunity to plan and develop Parsons Creek to ensure that the community's needs are fully met and sustainability is maintained for

future generations. This development is aligned with the Oil Sands Sustainable Development Secretariat's Community Development Plan to accelerate the development of much-needed housing and community services in the Fort McMurray region. Green technologies and energy saving concepts will be utilized.

The Community Development Advisory Board is structured to bring together a diverse group of knowledgeable representatives that will be able to collaborate effectively to represent overall community needs balanced by provincial considerations. By working in consultation with several community stakeholders including the Regional Municipality of Wood Buffalo, Wood Buffalo Housing and Development Corporation, the Urban Development Institute, the Oil Sands Sustainable Development Secretariat and members of the public, the Parsons Creek development will be completed effectively and efficiently.

This project will result in a minimum of 13 per cent affordable housing for the overall development, with up to 20 per cent affordable housing included in Phase 1. Cost recovery from the sale of the serviced lots will be reinvested in the community to provide services including schools, hospitals, community centres and recreational facilities.

VISION

Make additional public land available for development in Fort McMurray in a timely manner.

MANDATE

To make recommendations to the Alberta government regarding the overall development plan of Parsons Creek land parcel located in the Regional Municipality of Wood Buffalo, including land use and cost implications.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Community Development Advisory Board is committed to supporting the Government of Alberta in the government's strategic business plans. The key linkages and contributions of the Board to these goals and priorities are highlighted below:

Goal 6: Albertans will be independent and our children will be well cared for.

LINK TO HOUSING AND URBAN AFFAIRS' BUSINESS PLAN

The Community Development Advisory Board is committed to supporting the Ministry of Alberta Housing and Urban Affairs' 2010-13 business plan. The key linkages and contributions of the Board to these goals and priorities are highlighted below:

Strategic Priority Four: Public land for affordable housing
Linkage: Goal 3

The Ministry will continue to work with other ministries, different levels of government and various stakeholders to ensure suitable public land is made available for affordable housing purposes. The immediate focus will be on the development of Parsons Creek Phase One in Fort McMurray. Twenty per cent of the housing units in Phase One will be dedicated toward affordable housing.

Core Business Three: Identify and address unique issues affecting urban centers
Linkage: Goal 3

Pressures related to housing and homelessness, including availability and access to suitable Government of Alberta owned land for development or redevelopment purposes, are effectively managed.

Strategy 3.1:

Lead the development of land in Fort McMurray known as Parsons Creek, with recommendations from the Community Development Advisory Board, to ensure access and the timely release of serviced land.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Alberta's economic and population growth have brought pressures that are unique to urban centres and have negatively affected the quality of life for some Albertans. This growth has increased pressures on physical infrastructure and social services. Large urban centres have been challenged to address urban social issues related to housing and homelessness, while ensuring that they have the capacity to remain sustainable into the future.

The Regional Municipality of Wood Buffalo has experienced unprecedented economic activity and population growth since 1998 due to increased development of the oil sands. The population almost doubled between 1998 and 2007, at times reaching annual growth of nine per cent – a rate rarely experienced in Canada. This growth resulted in the municipality experiencing extraordinary housing demand and extremely high housing costs. The growth led to the demand for areas of undeveloped Crown land to be released, subdivided, serviced and developed for residential and other urban purposes. Serviced lots that remain available for construction are expected to run out as early as 2010.

Planning must proceed in order to ensure that the scale and timing of required urban development keeps pace with long term oil sands growth.

An opportunity exists to advance sustainable urban development in the Regional Municipality of Wood Buffalo. Infrastructure construction costs and escalation rates will be more manageable than in recent years and the availability of labour required for public sector capital projects should result in lower project costs when compared to recent years when there were severe labour shortages. With continued construction, the region's infrastructure will be able to catch up to the industrial development that has taken place over the last eight years. There are ongoing, emerging opportunities for staging infrastructure construction and residential development.

The Community Development Advisory Board will use innovative approaches that will accelerate housing development in the Regional Municipality of Wood Buffalo, ensure timely delivery of residential lots that better reflect ordinary market conditions and it will build a community that is environmentally friendly with respect to traffic, land and water use, and energy efficiency.

STRATEGIC PRIORITIES

The Community Development Advisory Board has identified the following priority for 2010-2011:

- 1. Make additional public land available for development in Fort McMurray in a timely manner.**

Linkage:

Goal 3 Ministry of Housing and Urban Affairs Business Plan

The Community Development Advisory Board will provide recommendations to Housing and Urban Affairs specifically on the dedication of the Parsons Creek land parcel for specific-purpose use including market rental housing and commercial needs. These recommendations will encompass the deep servicing of Parsons Creek, the release of serviced land parcels when deemed appropriate for the community and the market, affordable housing requirements, social infrastructure development and cost

implications including the use of profits and surplus funds to fund social infrastructure. Collaboration with other housing organizations, stakeholders, service providers and the community as a whole, including Aboriginal communities, will result in a collaborative approach and solution for all involved parties.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Lead the development of land in Fort McMurray known as Parsons Creek, with recommendations from the Community Development Advisory Board, to ensure ongoing access to and timely release of serviced land.

GOAL ONE

1

To commence onsite servicing work that will ready lands to be available for sale to developers by 2011.

What It Means Through cooperation, leadership and coordination, the Community Development Advisory Board will identify and provide recommendations to the Ministry of Housing and Urban Affairs on the 1,000 acre development known as Parsons Creek, to ensure ongoing access to and the timely release of serviced land.

Strategies

- 1.1 Regular board meetings will be held.
- 1.2 Public consultation will occur with the appropriate and necessary stakeholders to ensure community interests are fully considered.
- 1.3 Work and consult with Wood Buffalo Housing and Development Corporation on affordable housing issues as determined by Housing and Urban Affairs.

| Performance Measures | | Last Actual 2009-10 | Target Fiscal 2010-11 | Target Fiscal 2011-12 | Target Fiscal 2012-13 |
|----------------------|---|------------------------|--------------------------|--------------------------|--------------------------|
| 1.a | Number of acres of serviced land available for sale to developers | N/A | N/A | X | X |

Performance Measure Under Development:
Number of acres of serviced land available for sale to developers.