

Aligning downtown's vision

What We Heard Report

June 2026



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

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



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EXECUTIVE SUMMARY

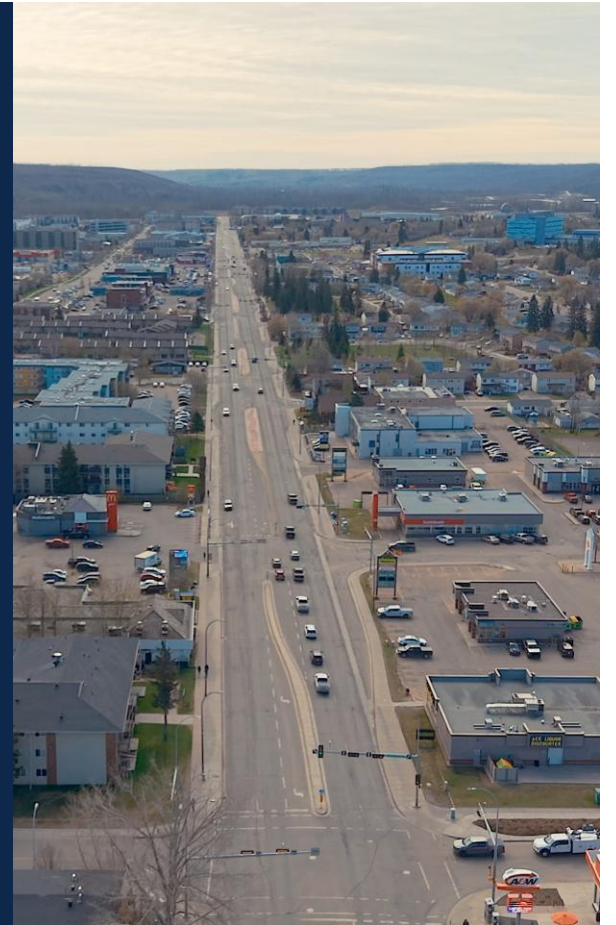
In 2023, Council approved the **Downtown Area Redevelopment Plan (ARP)** – a long-term plan to guide development and revitalization in downtown Fort McMurray.

To begin implementing parts of the plan, updates to the **Land Use Bylaw (LUB)** are needed. Before making any changes, we wanted to hear from residents and businesses who live, work, and play in the downtown core.

From April 23 to May 22, the following opportunities were provided to gather feedback on aligning the Downtown ARP with the LUB:

- A **survey** and **quick poll** were available online. In total, 376 survey and 346 quick poll contributions were completed.
- Two **one-on-one conversations** were held with Indigenous groups.
- Four **pop-up sessions** were hosted at Jubilee Centre, MacDonald Island Park, and Peter Pond Mall. Between the four sessions, 62 engagement interactions were recorded.

The feedback gathered will help align downtown's vision with the rules that shape development.



PARTICIPANTS

Who did we talk to?

- Residents
- Business owners
- Indigenous groups



ENGAGEMENT IN NUMBERS



aware



informed



engaged

Aware

- **157,549** post impressions (all social media channels)
- **2,750** Participate Wood Buffalo newsletter recipients
- **1,500** project page views
- **11** email invitations to Indigenous groups
- **3** email invitations to key stakeholder groups

Informed

- **149** total visits during four pop-up information sessions
 - Jubilee Centre (2)
 - MacDonald Island Park
 - Peter Pond Mall
- **32** project page followers

Engaged

- **376** survey responses
- **346** quick poll responses
- **62** total interactions at pop-up information sessions
 - Jubilee Centre
 - MacDonald Island Park
 - Peter Pond Mall
- **2** one-on-one interviews

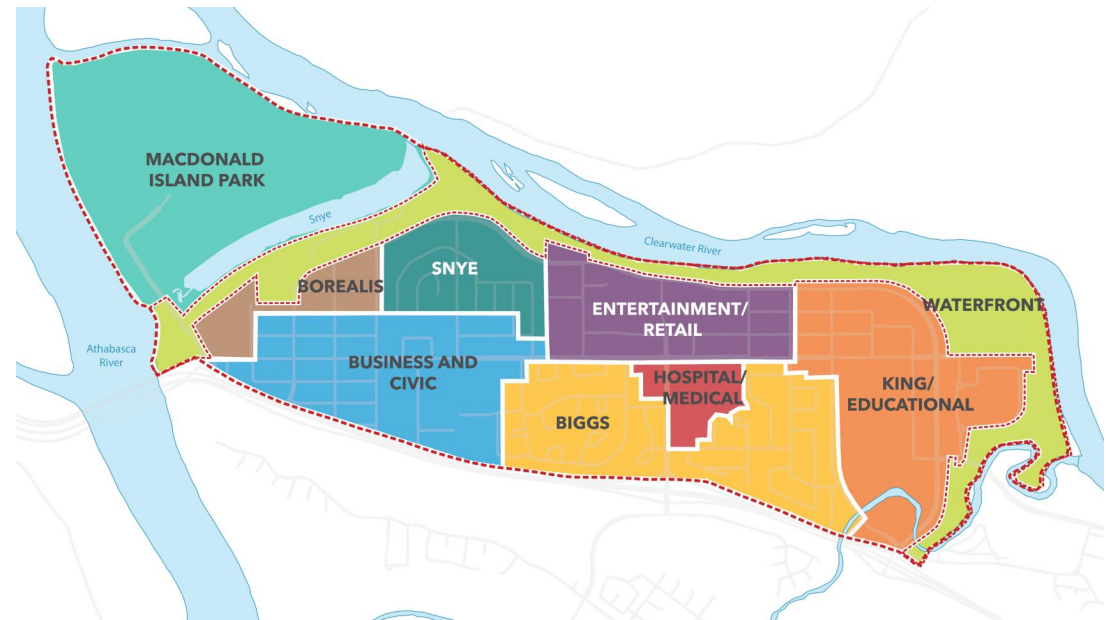


Downtown Area Redevelopment Plan

The Downtown Area Redevelopment Plan divides downtown into several smaller focus areas.

Each area was identified based on existing land uses, its role within the downtown, and opportunities for redevelopment and revitalization. These areas help guide how different parts of downtown may **evolve in the future**.

Engagement respondents were asked to review the potential land uses for each area – and tell us if they **fit** and what could be **missing**.



OVERALL KEY FINDINGS

Safety, comfort and perception are foundational to downtown use

- Safety, comfort, and cleanliness emerged as the **primary barrier** to downtown activity.
- **62 open-ended survey responses** directly referenced concerns with safety and cleanliness.
- General comments repeatedly emphasized lighting, maintenance, and visibility.



Business conditions are limiting downtown revitalization

- Strong and consistent concern was raised about the **economic viability** of operating a downtown business.
- **41 open-ended survey responses** highlighted high commercial rent and vacancies.
- Many responses mentioned calls for rent caps, incentives, and business support.



Strong demand for retail, food, and market-based activation

- There is strong support for shopping, dining, and markets as the core drivers of downtown activity.
- Retail supported by **75 to 82%** in key districts.
- Restaurants and cafés supported by **80 to 90+%** in multiple areas.



OVERALL KEY FINDINGS

Downtown lacks strong destinations and reasons to visit

- Participants consistently identified a lack of activities, entertainment, and destinations.
- **29 open-ended survey responses** referenced the need for things to do.
- Strong support was identified for both indoor recreation (**63%** in Entertainment/Retail Area) and outdoor recreation (**84.7%** in the Waterfront Area).



Walkability, connectivity, and public realm needs improvement

- There is strong demand for a more connected, pedestrian-friendly downtown experience.
- **31 open-ended survey responses** referenced walkability and connectivity.
- Strong support for parks (**up to 95%** in waterfront areas) and recreation spaces/trails.



Clear support for distinct areas across downtown

- Participants consistently supported different uses in different areas, rather than a one-size-fits-all approach.
- **Strong patterns** were identified across areas – with little overlap or duplication.
- There is also an important opportunity to recognize and incorporate Indigenous historic and cultural sites into future planning.



AREA-SPECIFIC KEY FINDINGS

Retail, food, and markets were identified as the primary activation uses **across the downtown**.

- Retail, restaurants, cafés, and markets consistently received the highest support across the downtown.
- Retail: **up to 82%** (Entertainment) and **76%** (Business and Civic)
- Restaurants: **up to 88%** (Entertainment)
- Cafés: **up to 90%+** (multiple areas)



High-activity uses should be concentrated in the **Entertainment/Retail Area**.

- The **Entertainment/Retail Area** showed the strongest support for:
 - Retail (**82%**)
 - Restaurants (**88%**)
 - Indoor recreation (**63%**)
 - Markets (**78%**)
- Pop-up sessions confirmed indoor recreation, events, nightlife, and shopping.



Business and Civic Area should support a balanced mixed-use core.

- The **Business and Civic Area** showed strong support for:
 - Office (**63.9%**)
 - Personal services (**63.9%**)
 - Retail (**75.9%**)
 - Market (**67.8%**)
 - Mixed-use residential (**68.9%**)
- Food uses are also strongly supported: café (**85.7%**) and restaurant (**83.5%**).



AREA-SPECIFIC KEY FINDINGS

Hospital/Medical Area should remain specialized.

- The **Hospital/Medical Area** showed strong support for:
 - Hospital (98.2%)
 - Doctors/medical services (83.3%)
 - Youth assessment (76.2%)
 - Seniors' housing (88.7%)
- Supporting uses include:
 - Café (89.8%)
 - General store (53%)
- Across downtown, this area clearly has the most definitive land use pattern.



King/Educational Area should prioritize student-oriented uses.

- The **King/Educational Area** showed very strong support for:
 - Student housing (70.3%)
 - Café (90.5%)
 - Restaurant (75.7%)
 - General store (69.5%)
 - Specialty schools (56.1%)



AREA-SPECIFIC KEY FINDINGS

Borealis and Biggs areas should remain neighbourhood-focused areas.

- The **Borealis Area** showed strong support for:
 - Greenspace (82.6%)
 - Outdoor recreation (62.8%)
 - Residential (up to 63.8%)
 - Café (91.4%)
- The **Biggs Area** showed strong support for:
 - Low-density housing (69%)
 - Green space (85.6%)
 - Childcare (70.3%)
- Pop-ups confirmed: Minimal desire for major commercial change



Waterfront and Snye areas should remain low-impact and recreation-focused.

- Very clear pattern across both areas.
- The **Waterfront Area** showed strong support for:
 - Green space (95.4%)
 - Outdoor recreation (84.7%)
 - Food trucks (85.1%)
 - Cafés (81.3%)
- The **Snye Area** showed strong support for:
 - Green space (96.3%)
 - Pop-up sessions emphasized parks, trails, seating, and seasonal use.



NEXT STEPS

Planning and Development Services will bring recommendations on proposed Land Use Bylaw changes for Council's consideration in early 2027.

These recommendations will reflect the vision of the Downtown ARP, meet community expectations, and support downtown revitalization.



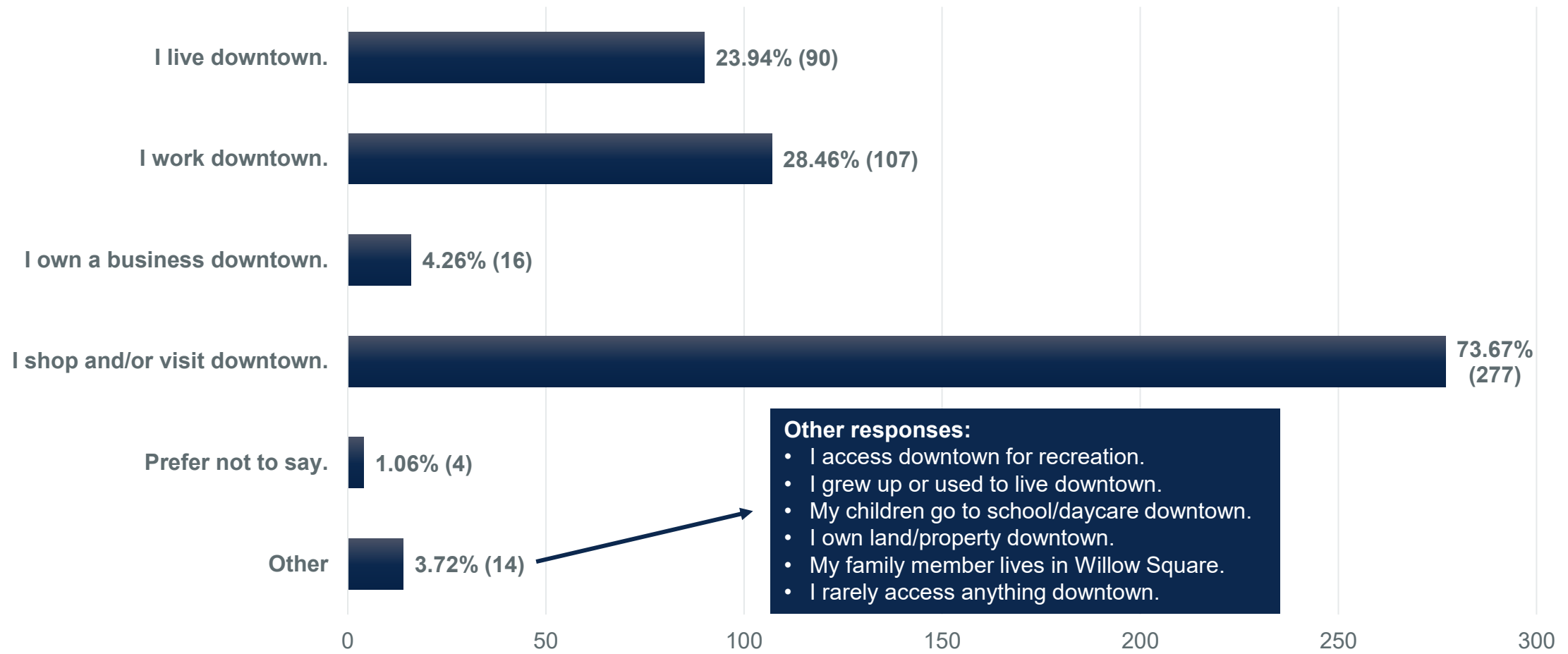
Appendix A

Online survey
376 responses

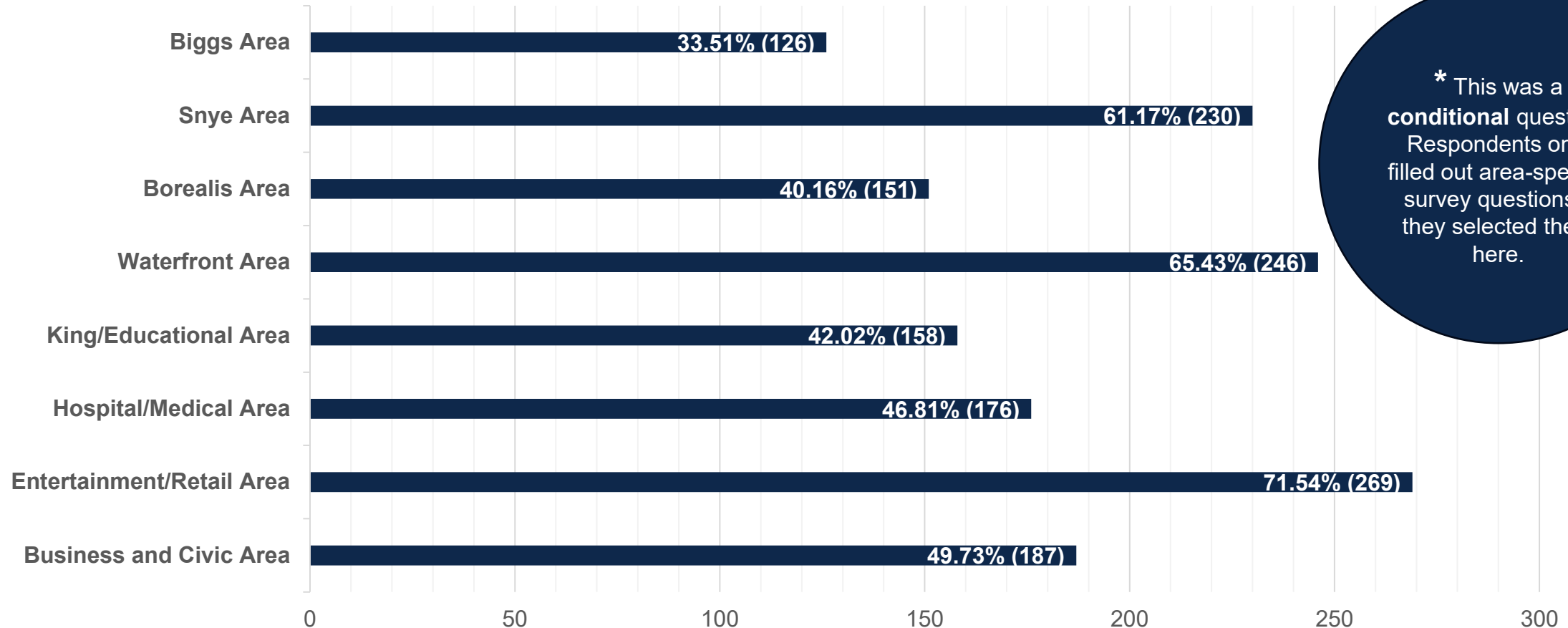


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Please tell us about yourself: (376 responses)



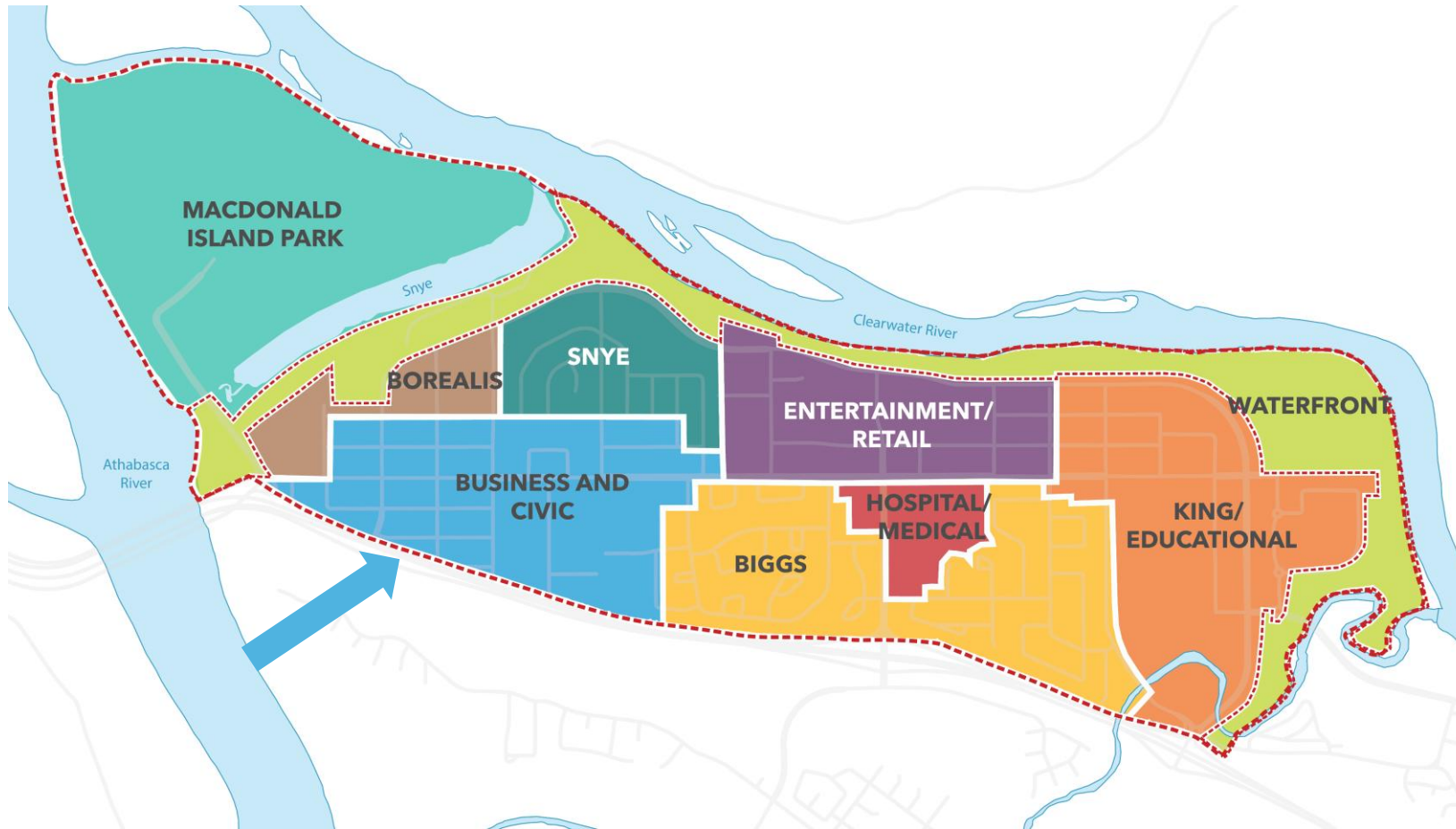
What area(s) of downtown are you interested in providing feedback on? (376 responses)



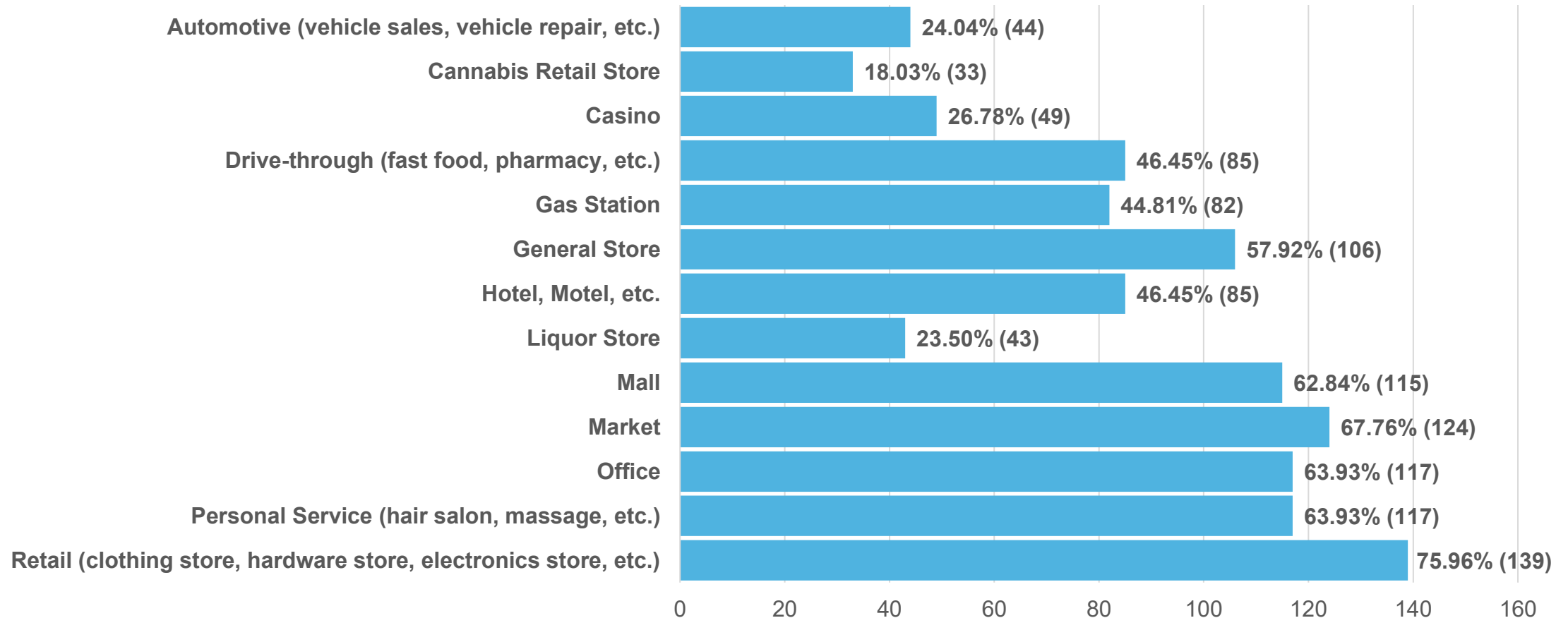
* This was a **conditional** question. Respondents only filled out area-specific survey questions if they selected them here.



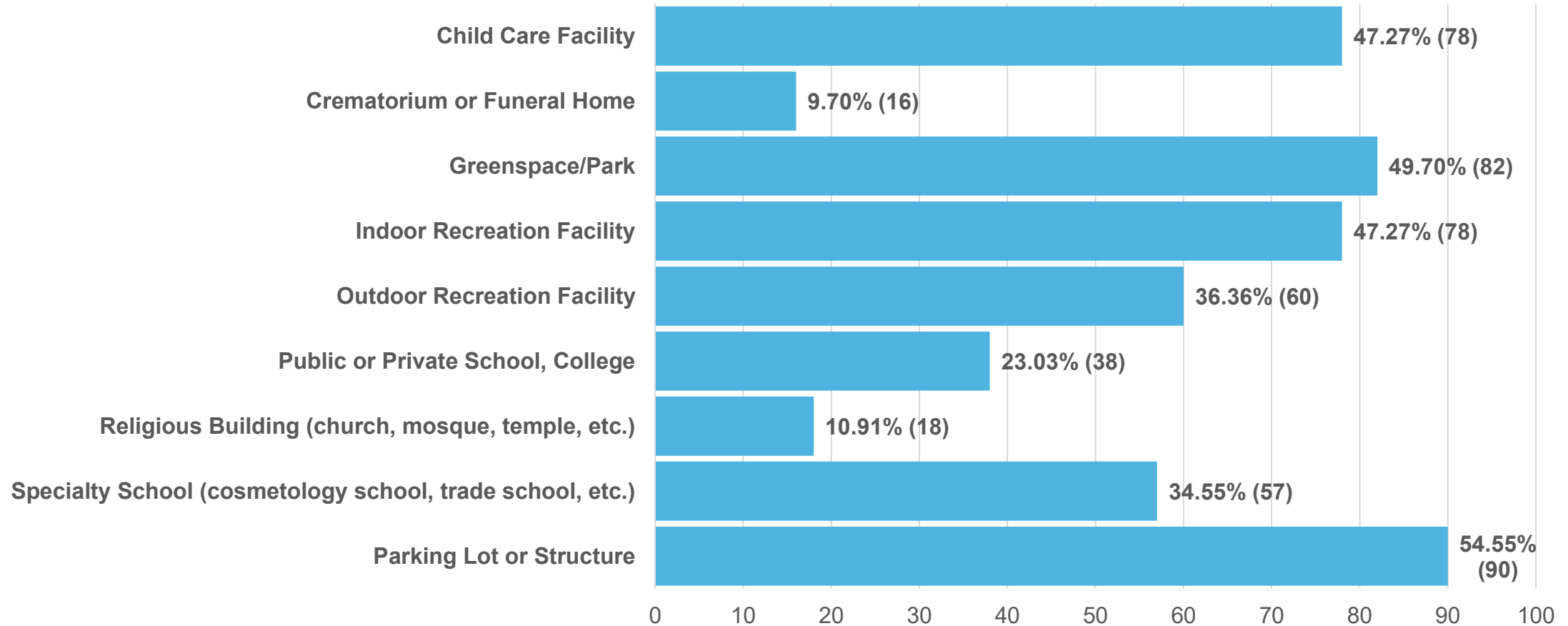
Business and Civic Area



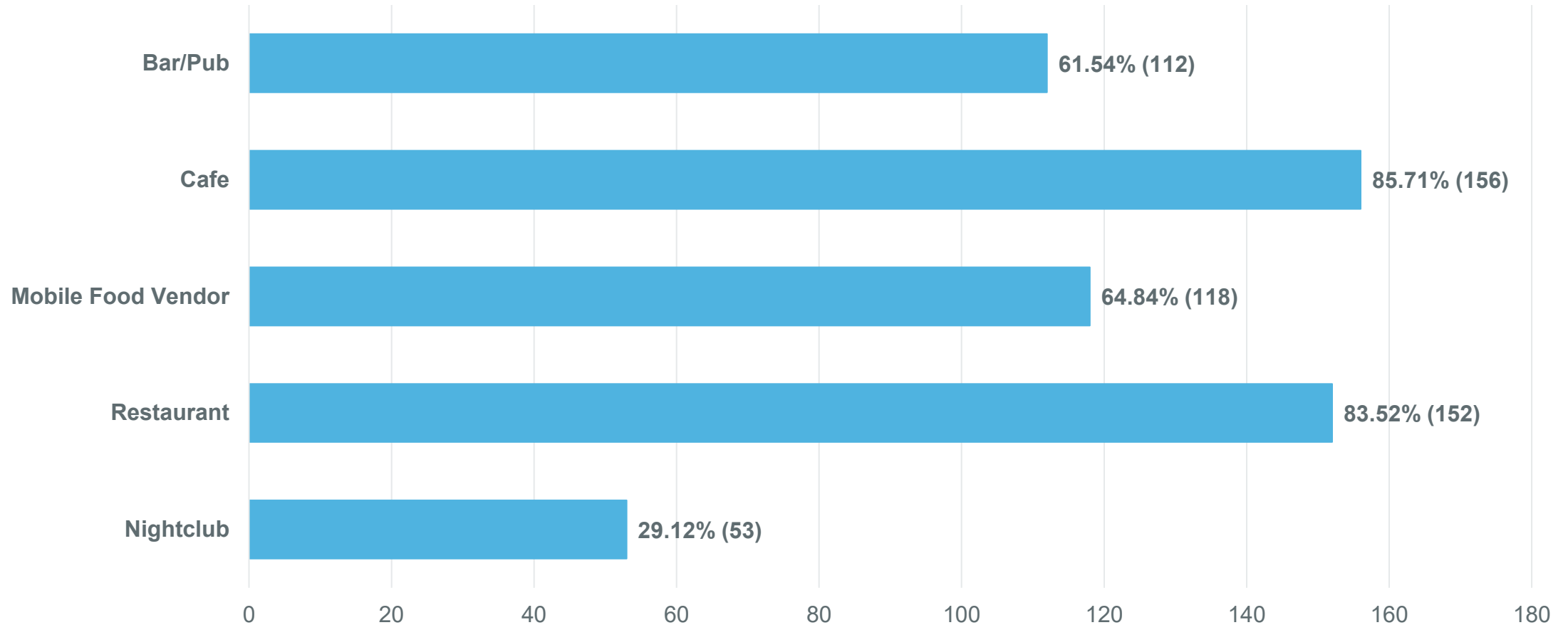
Business and Civic Area: What commercial land uses do you think fit in this area? (183 responses)



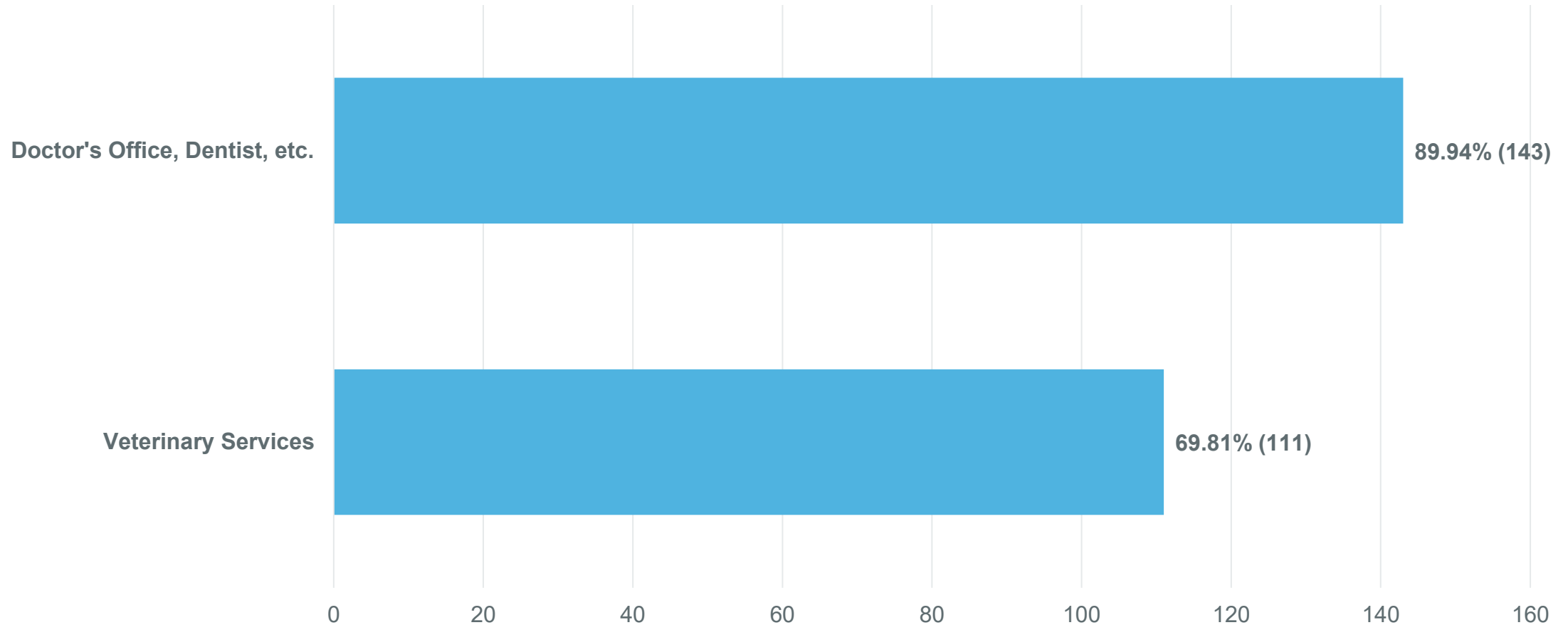
Business and Civic Area: What community uses do you think fit in this area? (165 responses)



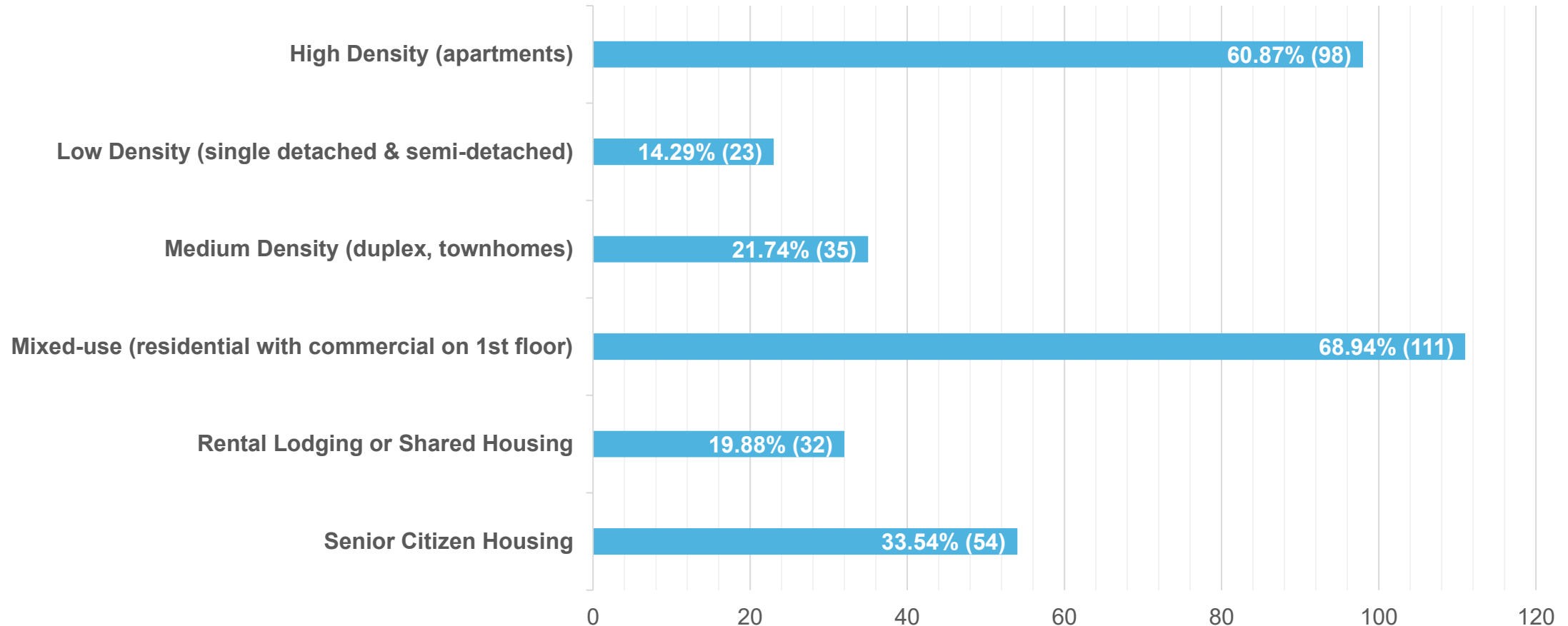
Business and Civic Area: What food & drink land uses do you think fit in this area? (182 responses)



Business and Civic Area: What medical services do you think fit in this area? (159 responses)



Business and Civic Area: What residential land uses do you think fit in this area? (161 responses)



Business and Civic Area: What's missing?

(57 responses, by theme, from highest to lowest mentions)

- 1. Expanded retail & shopping options**
 - Demand for broader mix of retail, including major anchors and smaller, unique shops to increase choice.
- 2. Restaurants, cafés & food destinations**
 - Interest in more diverse dining options to create a vibrant food scene.
- 3. Entertainment & recreation**
 - Desire for more activities and destinations for all ages.
- 4. Walkable, mixed-use downtown experience**
 - Need for more cohesive, pedestrian-friendly environment.
- 5. Public spaces & community gathering places**
 - Support for parks, plazas, markets, and flexible event spaces that encourage people to gather.
- 6. Parking & accessibility improvements**
 - Need for improved parking availability and easier access to support businesses and services in the area.



Business and Civic Area: What uses do you not want to see in this area? (88 responses, by theme, from highest to lowest mentions)

1. Overconcentration of similar retail uses

- Strong concern about too many repetitive, retail uses (i.e., cannabis and liquor stores).

2. Auto-oriented & low-intensity uses

- Opposition to uses that prioritize vehicles or reduce urban intensity, including drive-throughs, gas stations, and car dealerships and service uses.

3. Surface parking & underutilized land

- Concern about large surface parking lots and empty or underused parcels of land

4. Industrial or high-impact uses

- Includes uses with noise, odour, emissions, or heavy commercial character.

5. Low quality or poorly maintained development

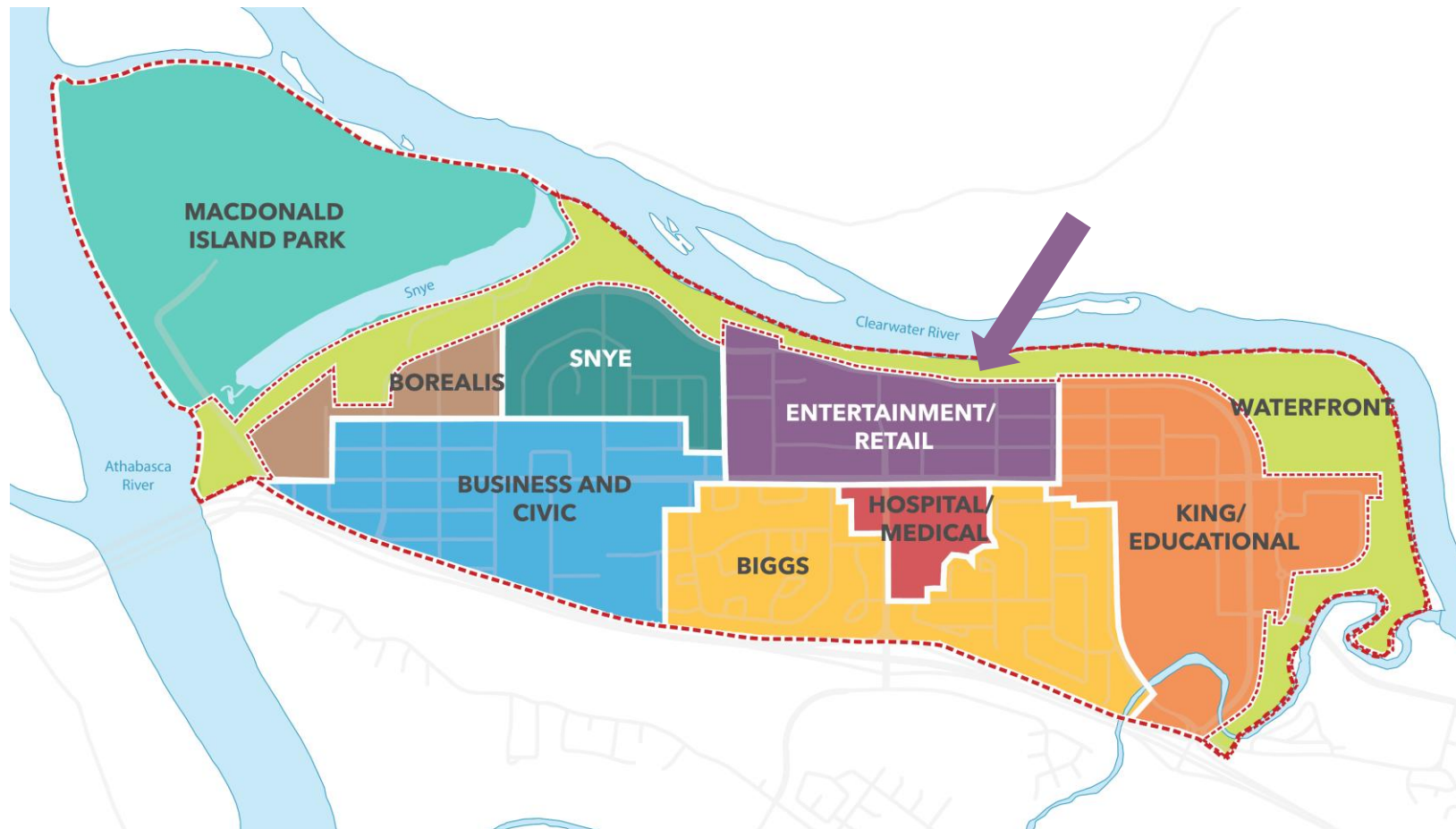
- Concerns about rundown buildings, lack of design quality, and underinvestment.

6. Uses that do not support a vibrant, business-focused core

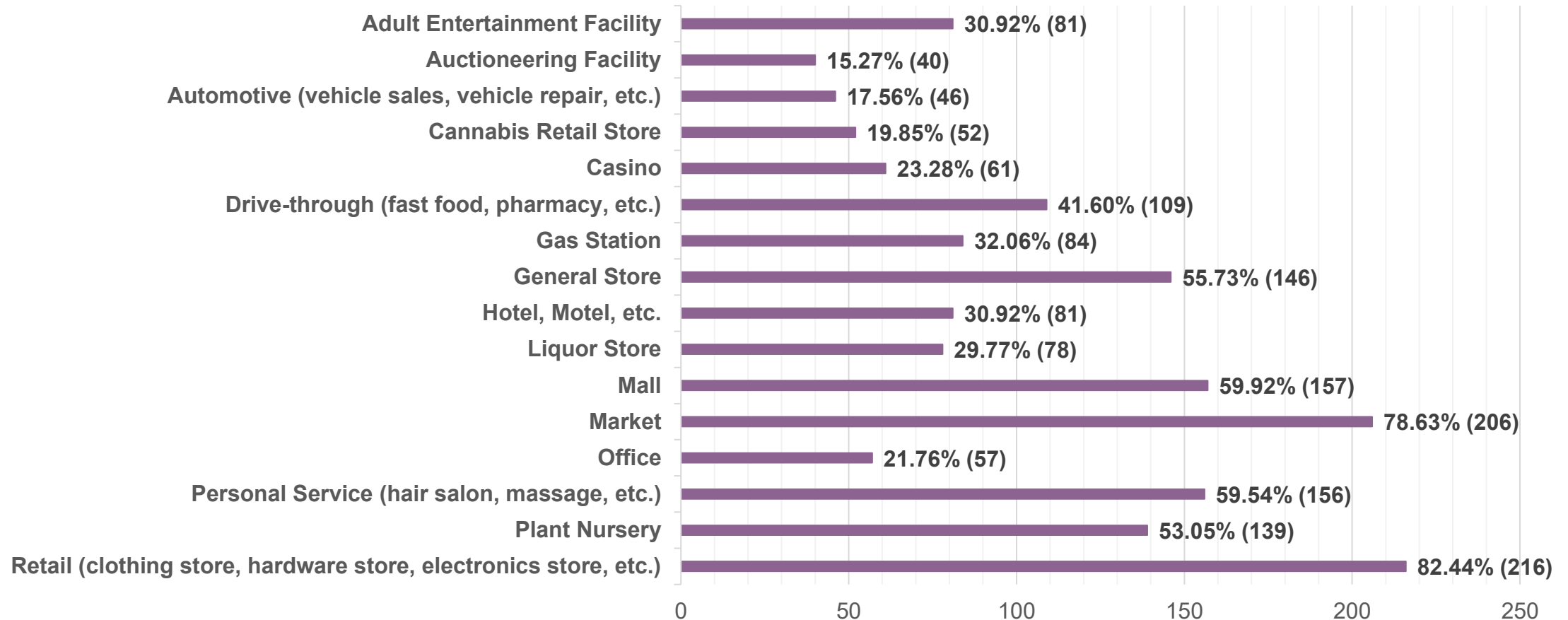
- Includes uses that do not contribute to activity, cohesion, or a strong downtown identity.



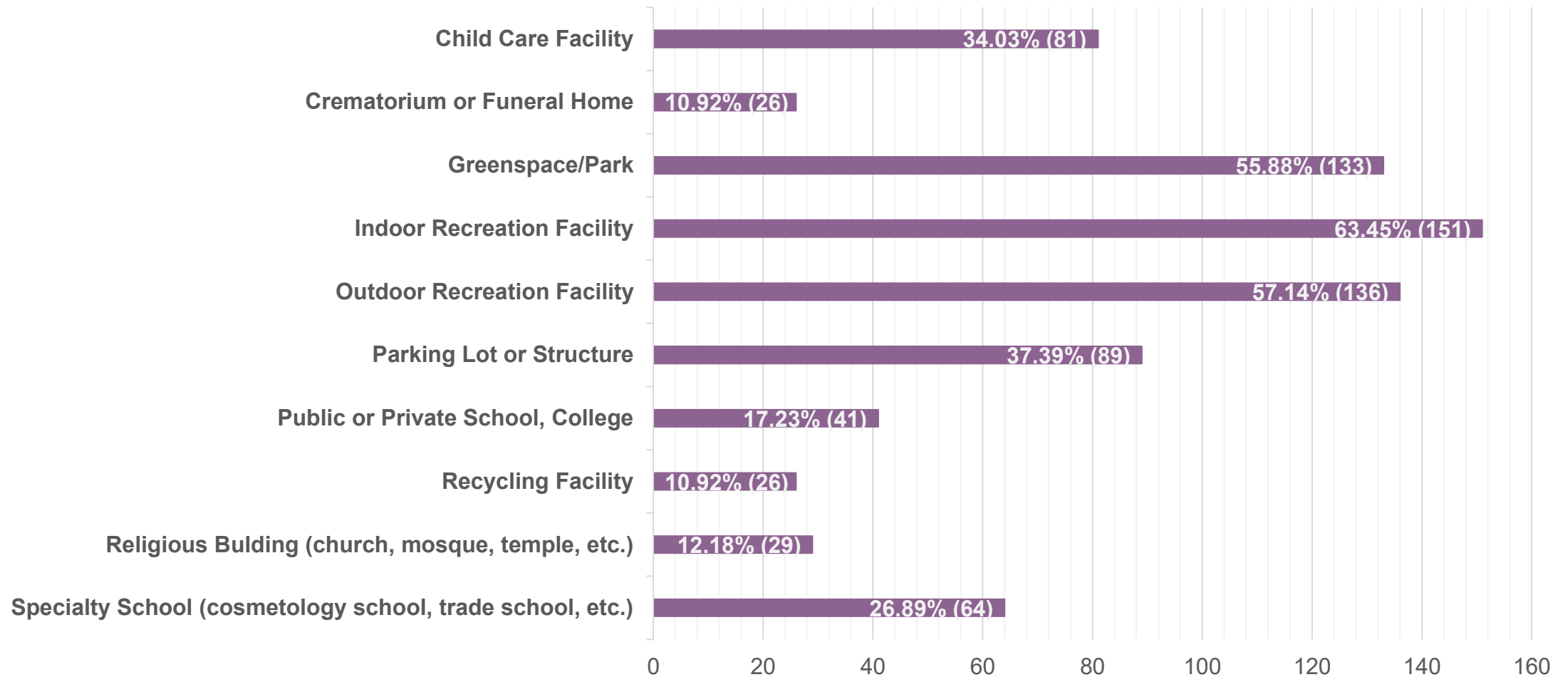
Entertainment/Retail Area



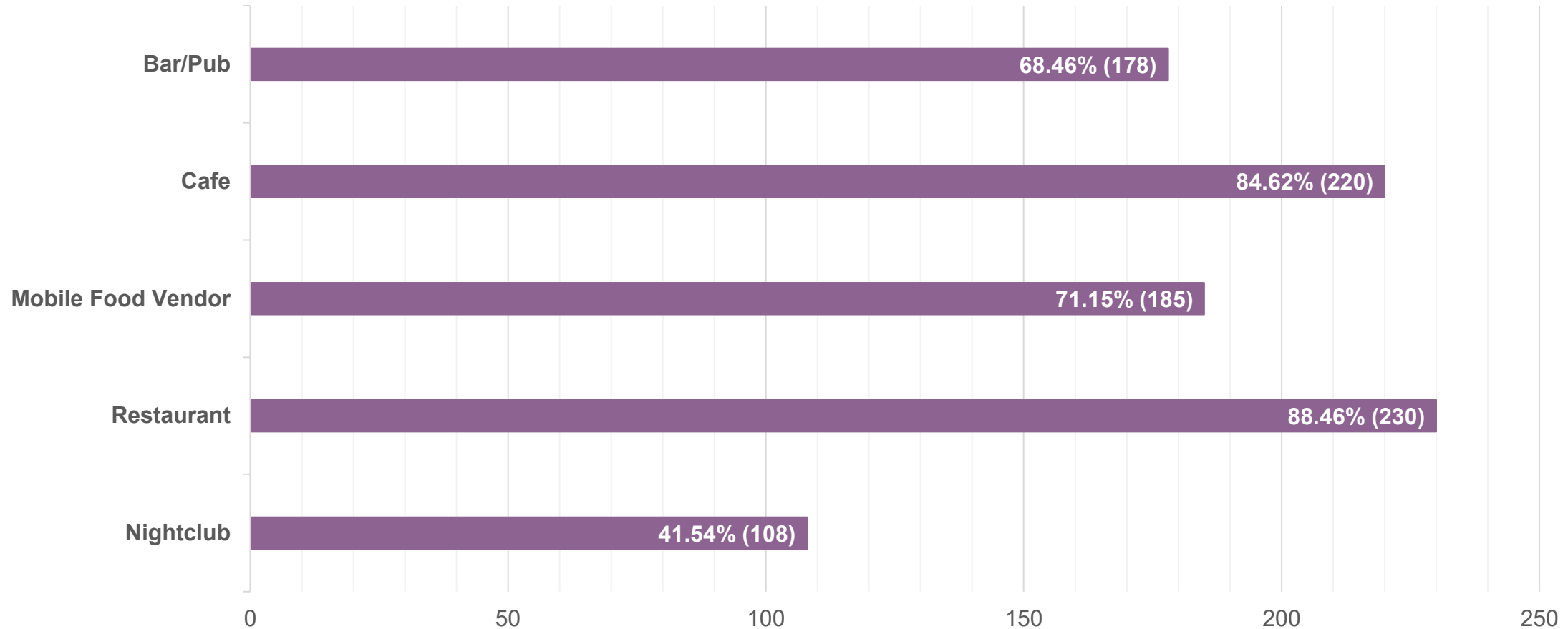
Entertainment/Retail Area: What commercial land uses do you think fit in this area? (262 responses)



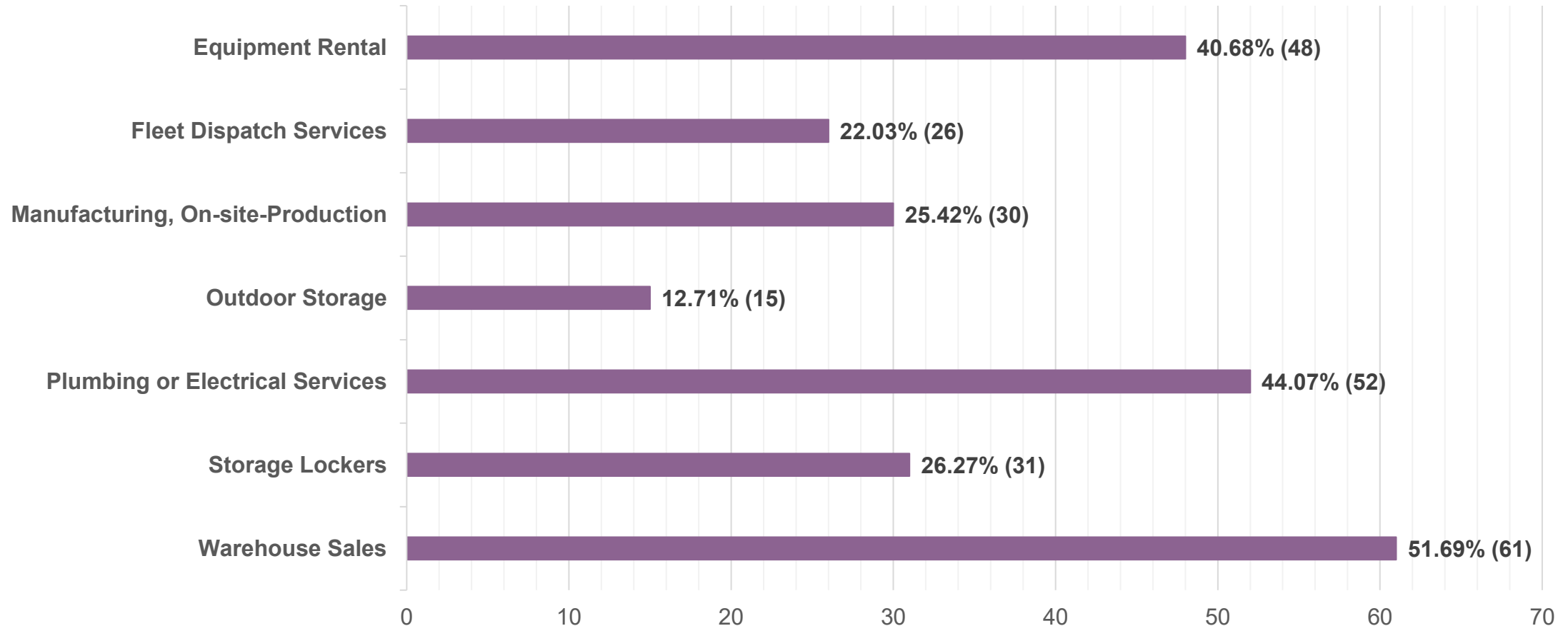
Entertainment/Retail Area : What community uses do you think fit in this area? (238 responses)



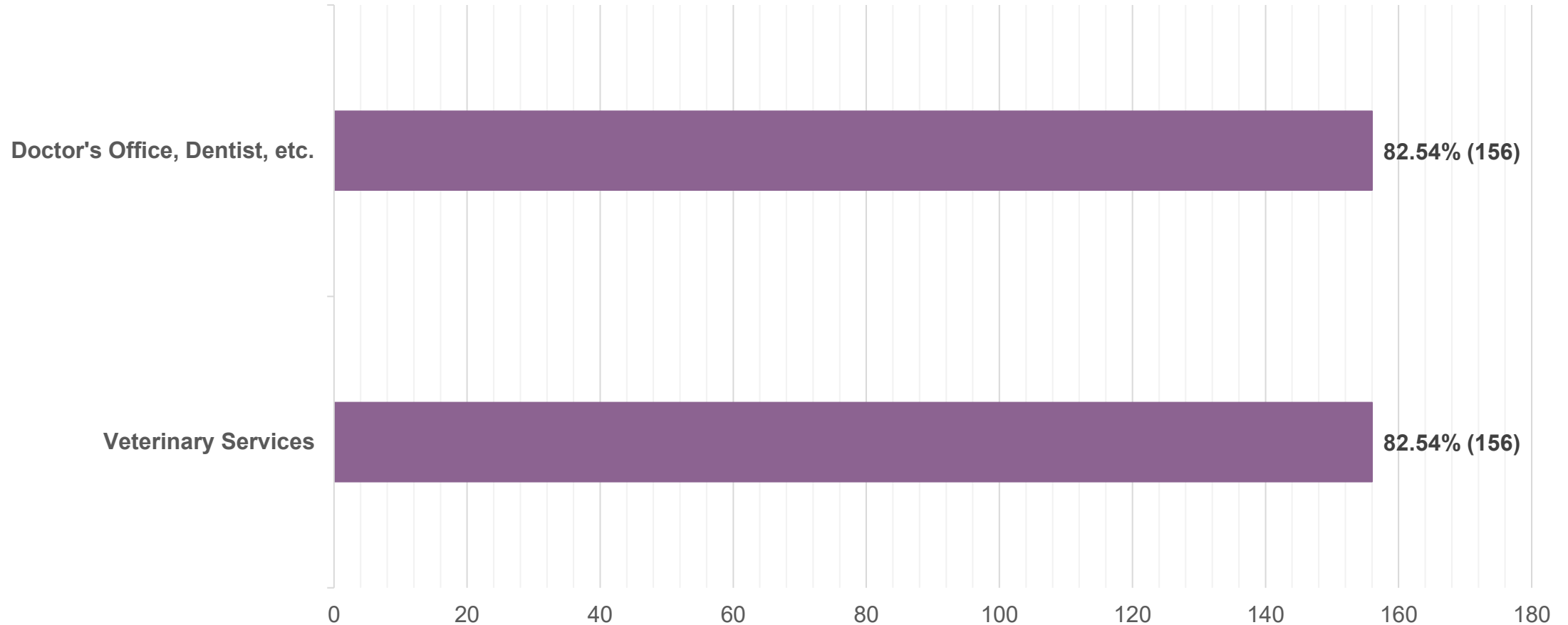
Entertainment/Retail Area : What food & drink land uses do you think fit in this area? (260 responses)



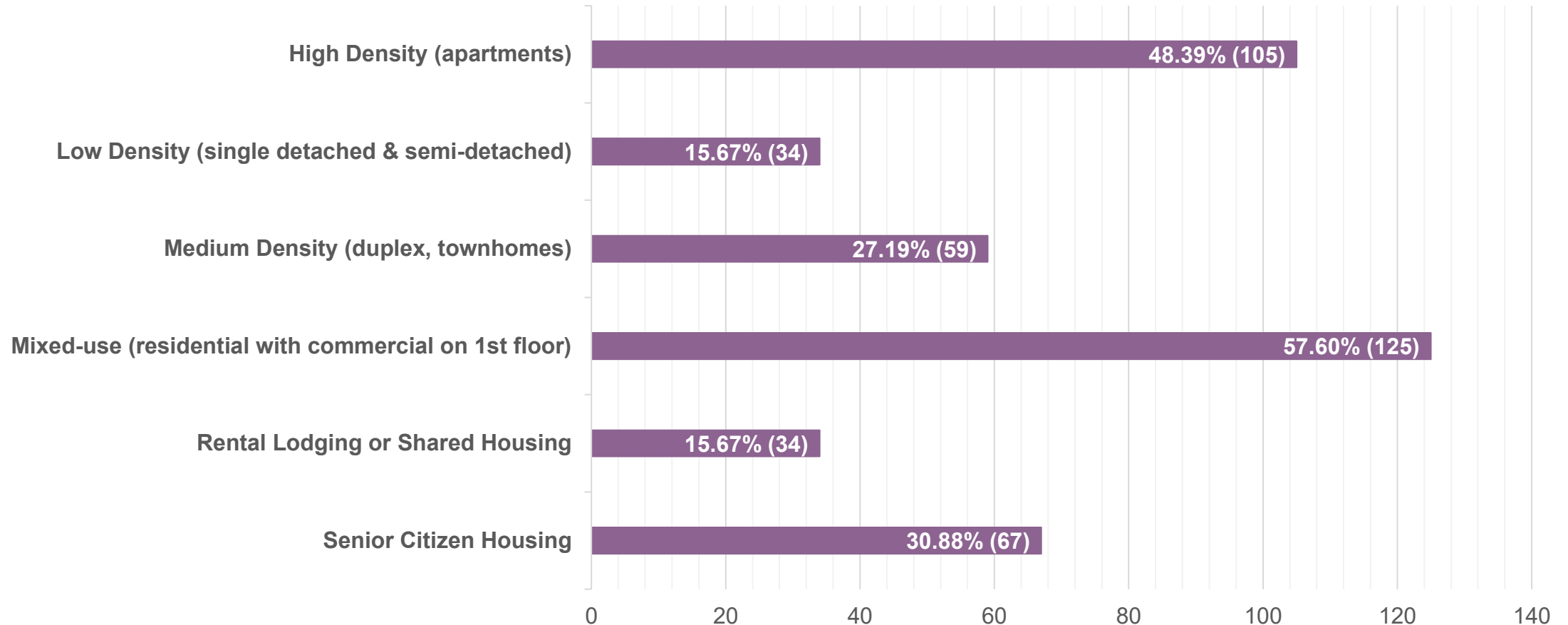
Entertainment/Retail Area: What industrial services do you think fit in this area? (118 responses)



Entertainment/Retail Area: What medical services do you think fit in this area? (189 responses)



Entertainment/Retail Area: What residential land uses do you think fit in this area? (217 responses)



Entertainment/Retail Area: What's missing?

(73 responses, by theme, from highest to lowest mentions)

1. Entertainment & activity destinations

- Strong demand for more things to do, including movie theatres, indoor/outdoor recreation, and event/performance venues.

2. Retail variety & anchor uses

- Need for more diverse retail, including clothing and specialty shops, and major anchors to draw visitors.

3. Restaurants, cafés, & patios

- High interest for diverse restaurants and cuisines, café culture, and outdoor patios and social dining spaces.

4. Walkability & connected shopping experience

- Desire for better pedestrian connections between destinations.

5. Markets, events, & tourism-oriented uses

- Strong support for farmers and outdoor markets, festivals, concerts, and seasonal programming, and tourism-focused environments.

6. Arts, culture, & community spaces

- Interest in art studios, maker spaces, and galleries, creative programming, and community event/rental spaces.



Entertainment/Retail Area: What uses do you not want to see in this area?

(85 responses, by theme. from highest to lowest mentions)

1. Overconcentration of similar retail uses

- Strong concern about too many repetitive retail uses.

2. Adult-oriented or non-family-friendly uses

- Clear preference for a more family-oriented environment.

3. Industrial, storage, & heavy commercial uses

- Includes industrial operations, warehousing and storage, and vehicle repair or equipment-related uses.

4. Auto-oriented & land-intensive uses

- Concerns about gas stations, drive-throughs, and large-format/land-intensive uses (like car lots).

5. Surface parking & underutilized spaces

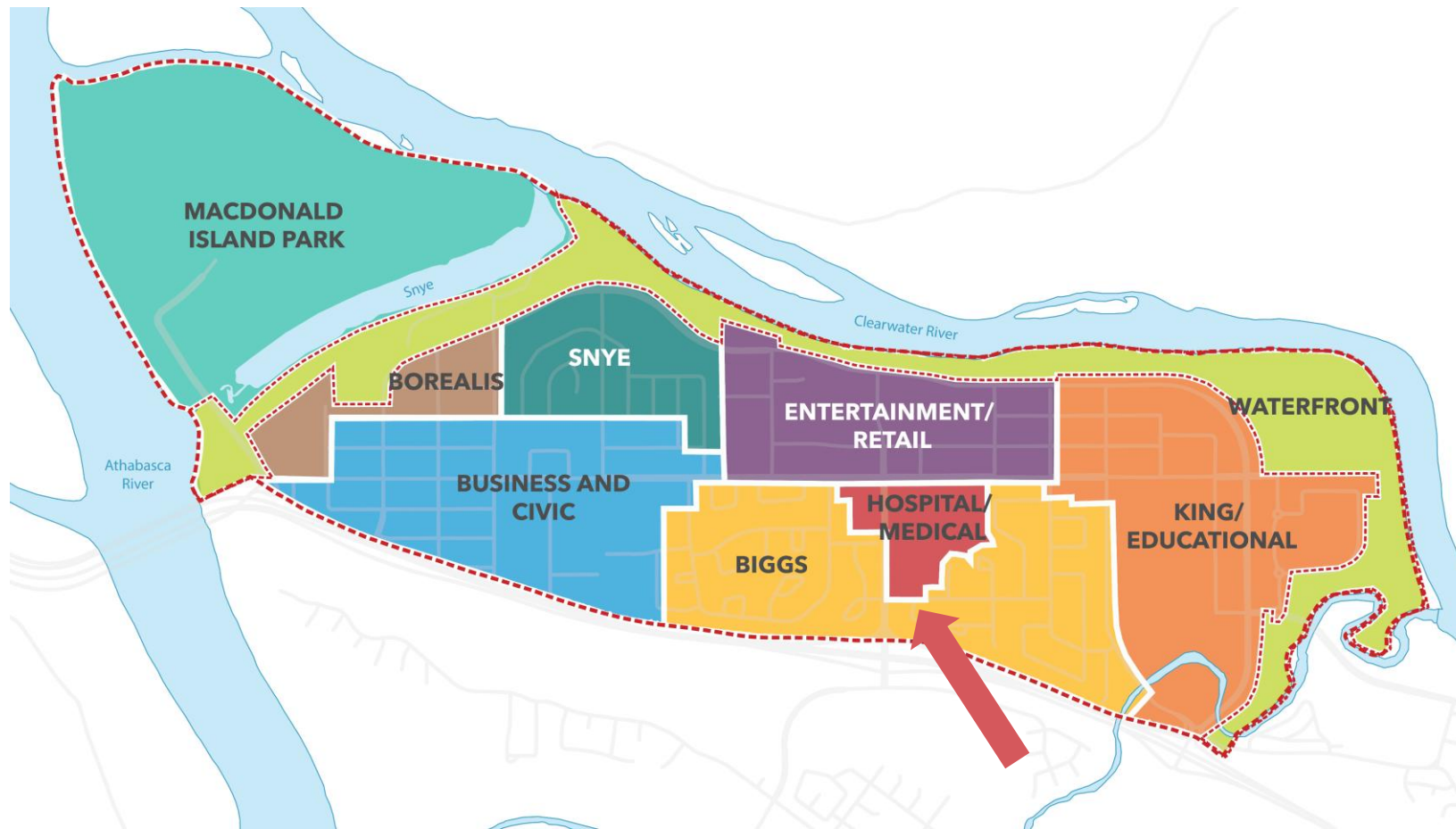
- Strong feedback against large surface parking lots and empty/inactive storefronts.

6. Uses that detract from vibrancy, safety, & character

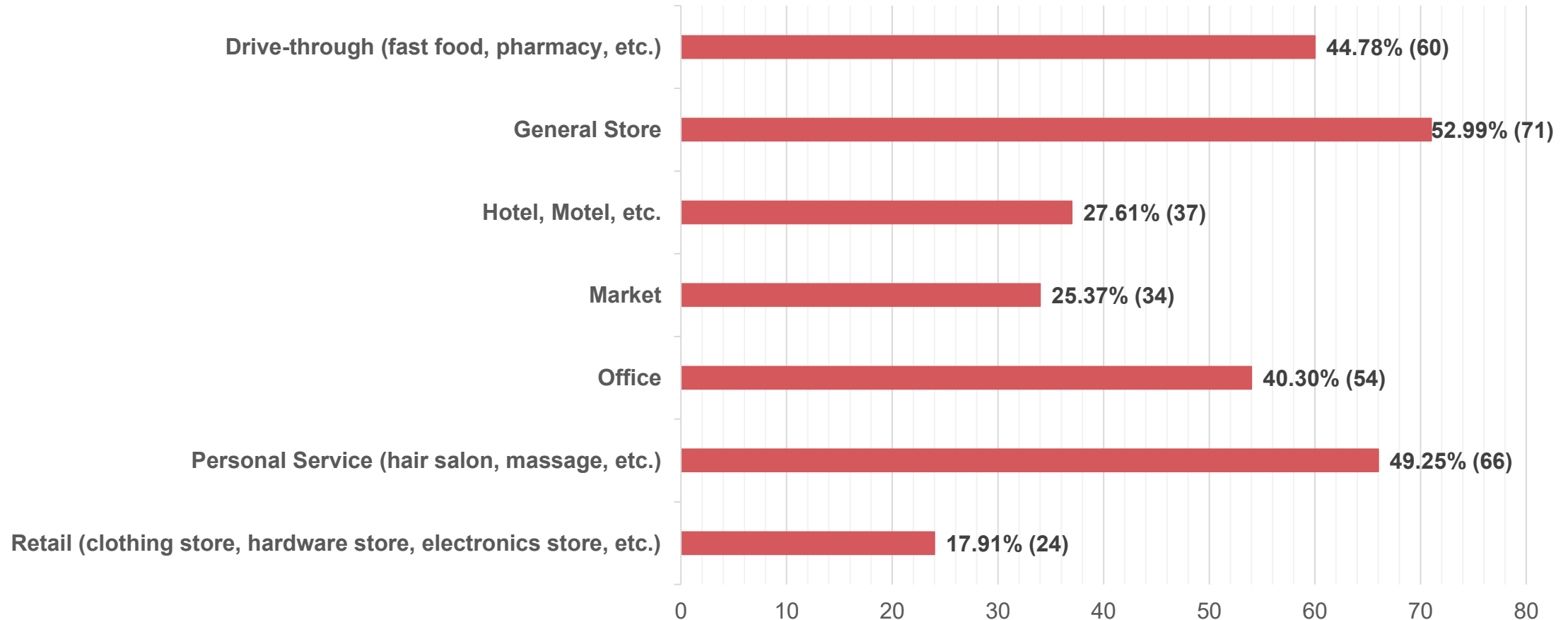
- Includes poorly maintained properties, blank/inactive frontages, and development lacking in overall appeal.



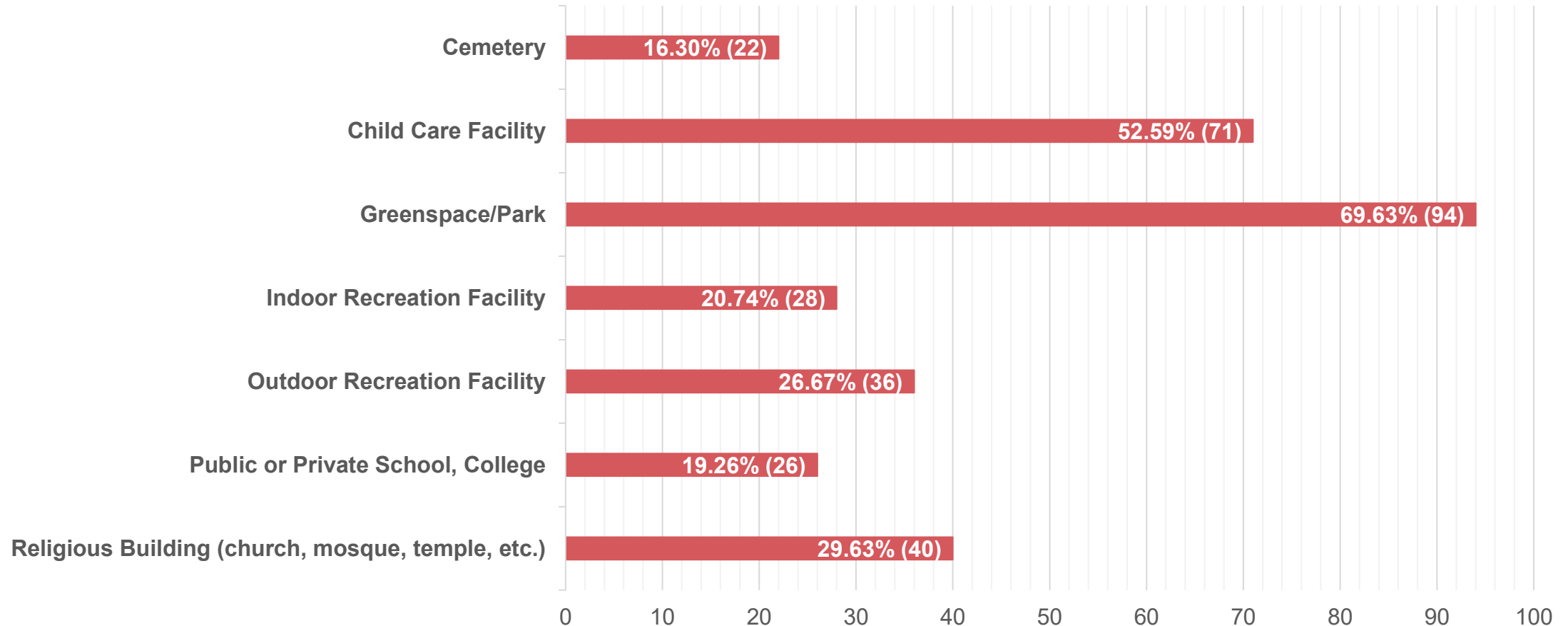
Hospital/Medical Area



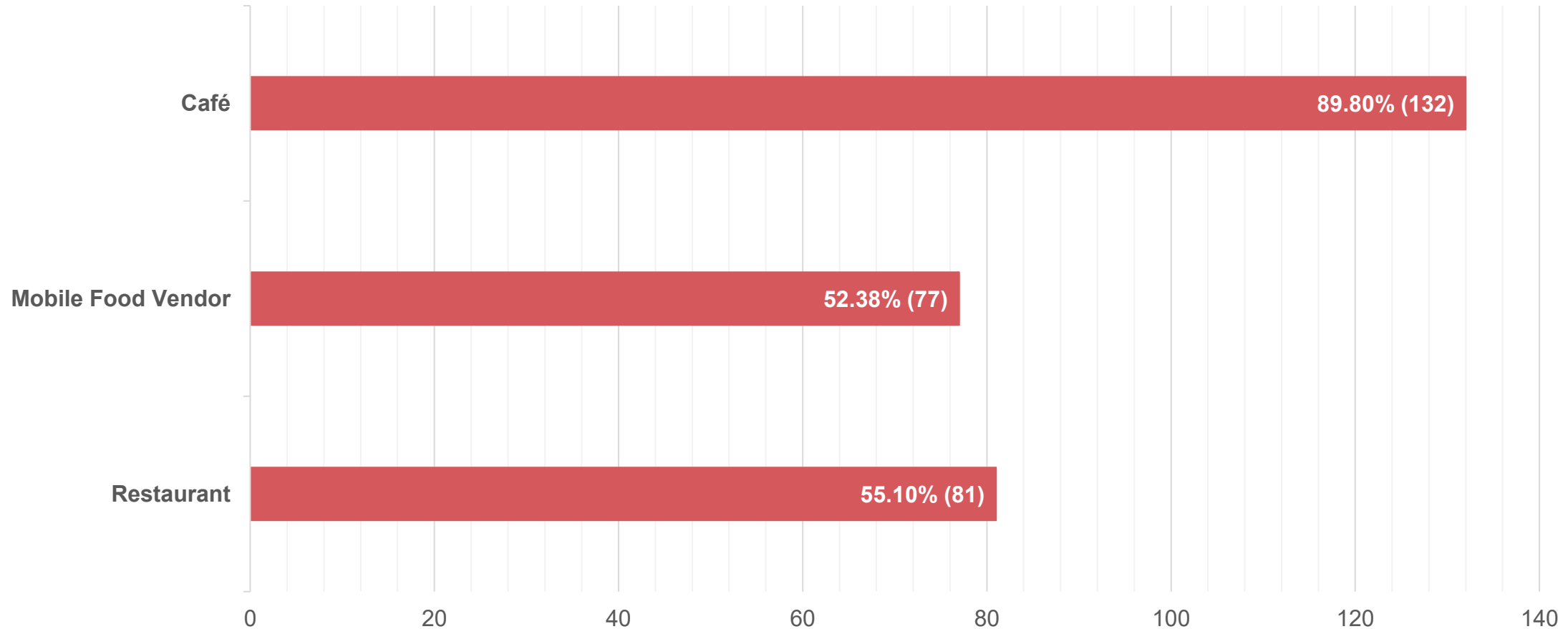
Hospital/Medical Area: What commercial land uses do you think fit in this area? (134 responses)



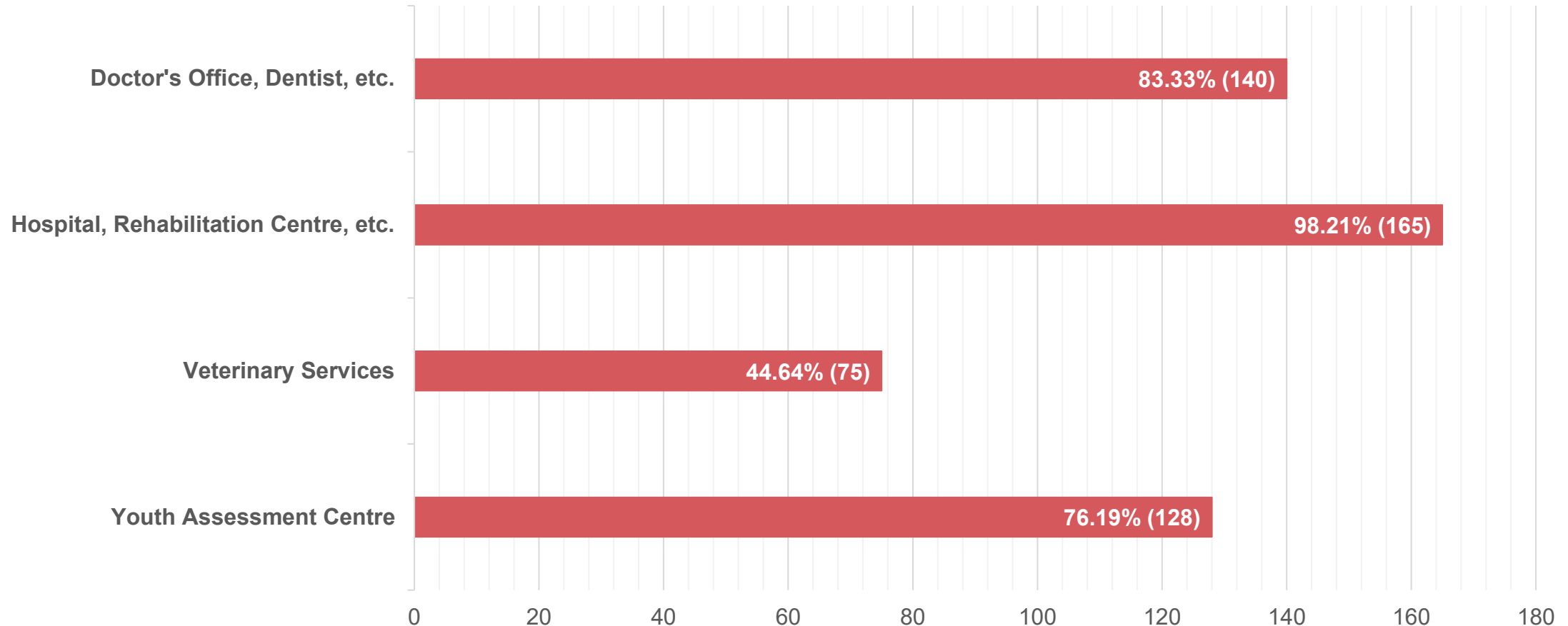
Hospital/Medical Area: What community land uses do you think fit in this area? (135 responses)



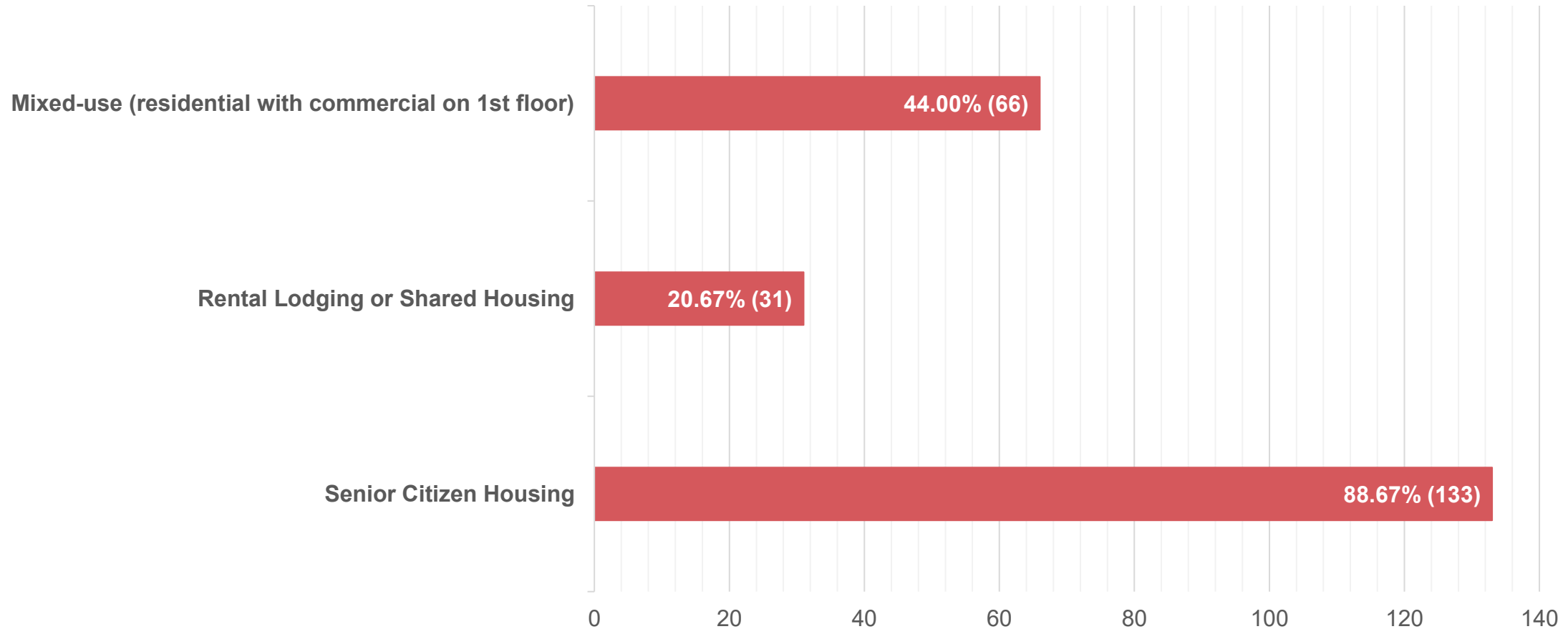
Hospital/Medical Area: What food & drink land uses do you think fit in this area? (147 responses)



Hospital/Medical Area: What medical services do you think fit in this area? (168 responses)



Hospital/Medical Area: What residential land uses do you think fit in this area? (150 responses)



Hospital/Medical Area: What's missing?

(49 responses, by theme, from highest to lowest mentions)

1. Parking capacity & access

- Strong need for more parking for hospital staff, patients, and visitors.
- Many mentioned the need for a parkade, more accessible parking, and improved access in/out of the hospital.
- This was the most dominant theme.

2. Expanded medical services & facilities

- Demand for diagnostic services, specialized clinics/services, and mental health and outpatient supports.

3. Supportive uses for staff & patients

- Interest in childcare for hospital staff, cafés or small food services, access to medical supplies/equipment, and small convenience services.

4. Seniors & supportive living options

- Requests for assisted living, seniors housing, and supports for an aging population.

5. Accessible green space & wellness amenities

- Interest in accessible outdoor spaces, walking trails, and shaded seating.



Hospital/Medical Area: What uses do you not want to see in this area?

(39 responses, by theme, from highest to lowest mentions)

1. Non-medical or non-supportive uses

- Strong feedback that the area should remain focused on healthcare, medical services, and supporting uses.

2. Adult-oriented or entertainment uses

- Includes bars, nightclubs, and other entertainment uses not aligned with a medical setting.

3. Industrial and auto-oriented uses

- Includes industrial operations, vehicle sales/services, and drive-throughs.

4. Retail & commercial uses not supporting the medical function

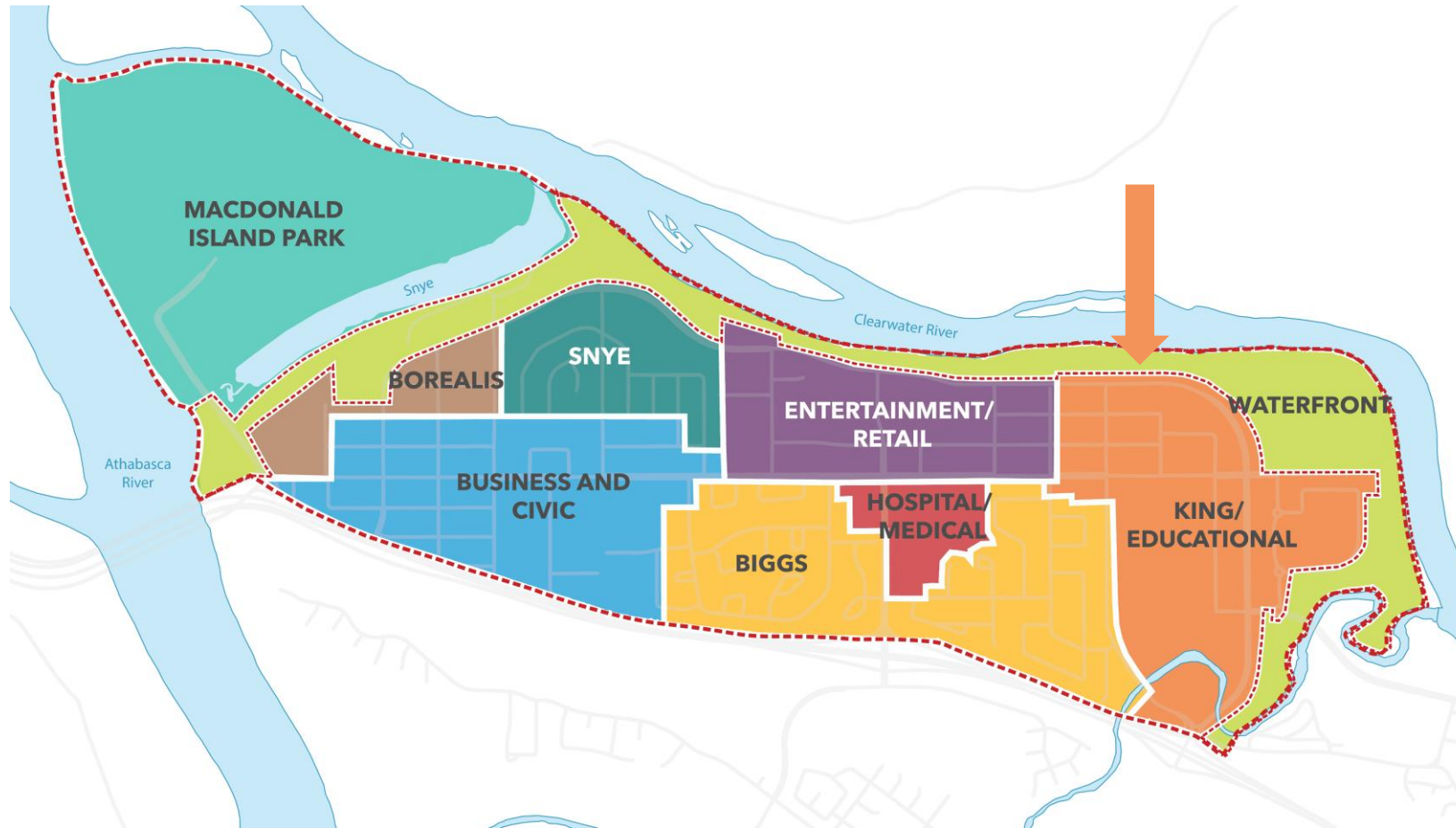
- Concerns about general retail not tied to healthcare and repetitive low-value storefronts.

5. Incompatible residential development

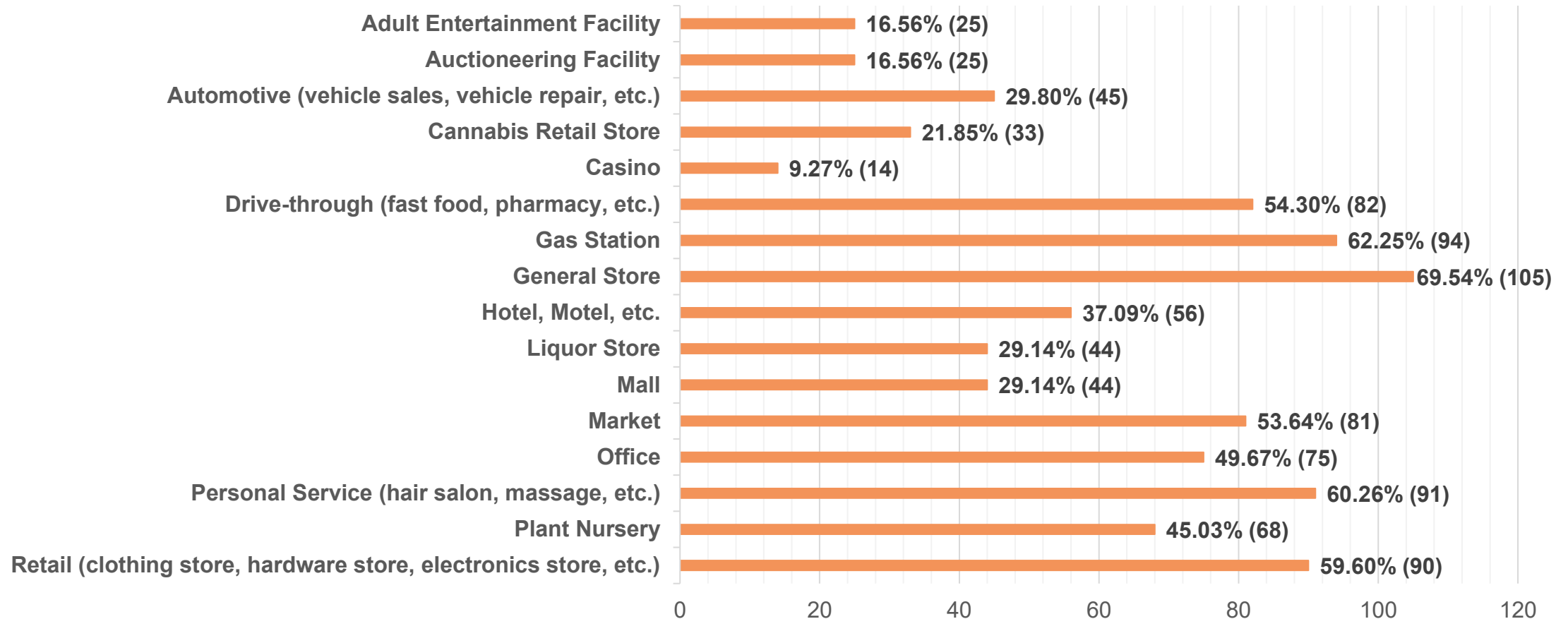
- Limited support for general residential uses and higher-density housing unrelated to healthcare.



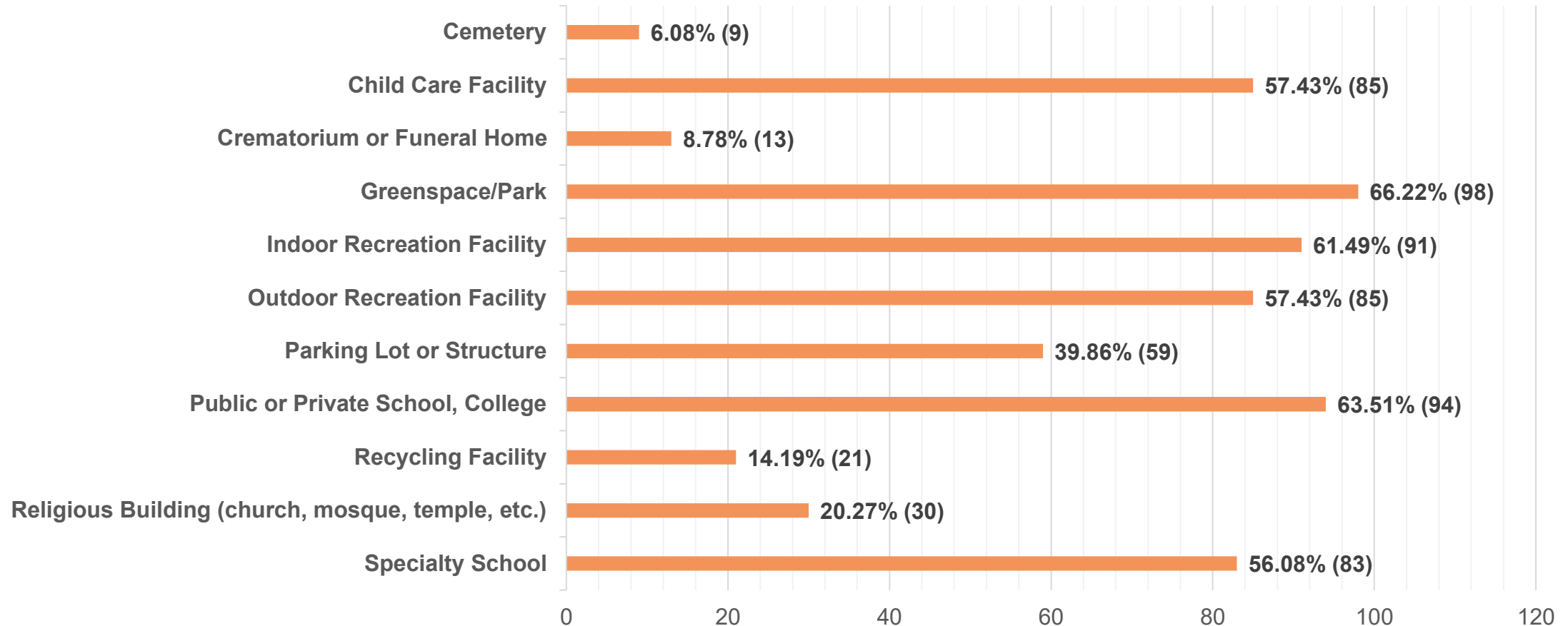
King/Educational Area



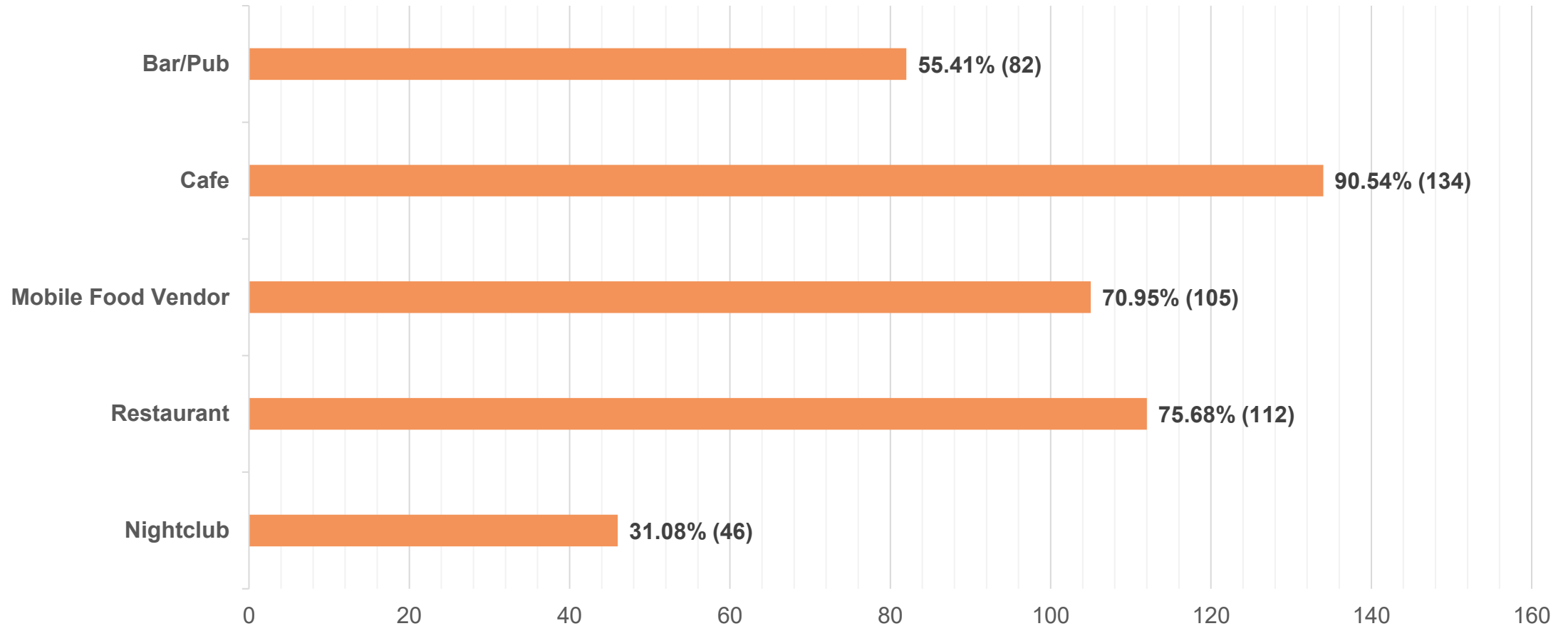
King/Educational Area: What commercial land uses do you think fit in this area? (151 responses)



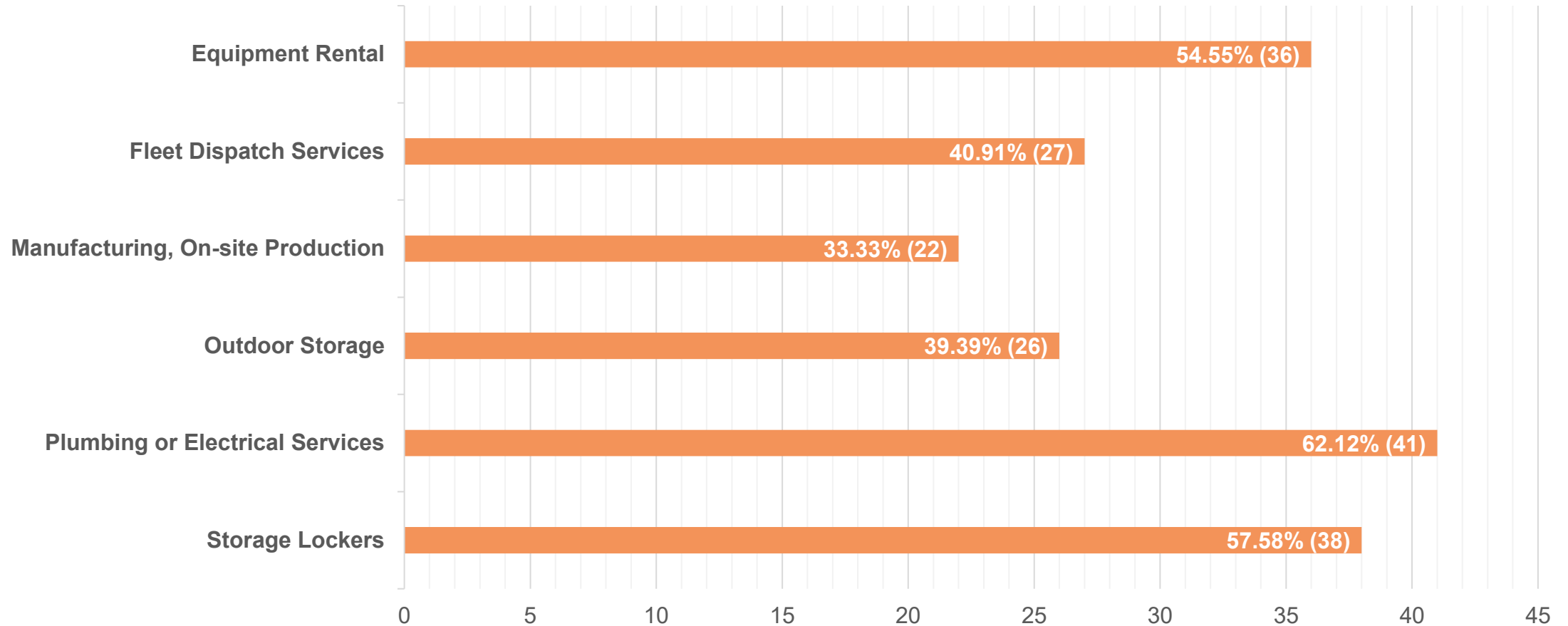
King/Educational Area: What community uses do you think fit in this area? (148 responses)



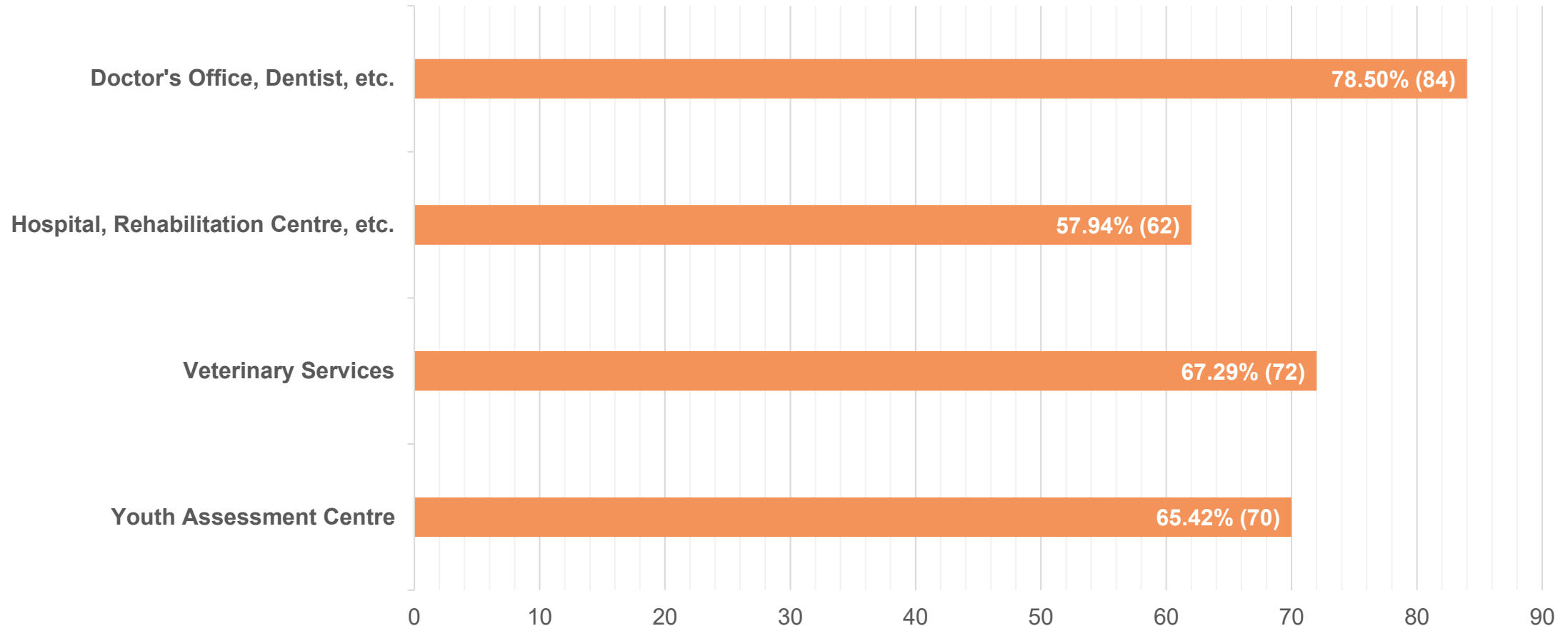
King/Educational Area: What food & drink land uses do you think fit in this area? (148 responses)



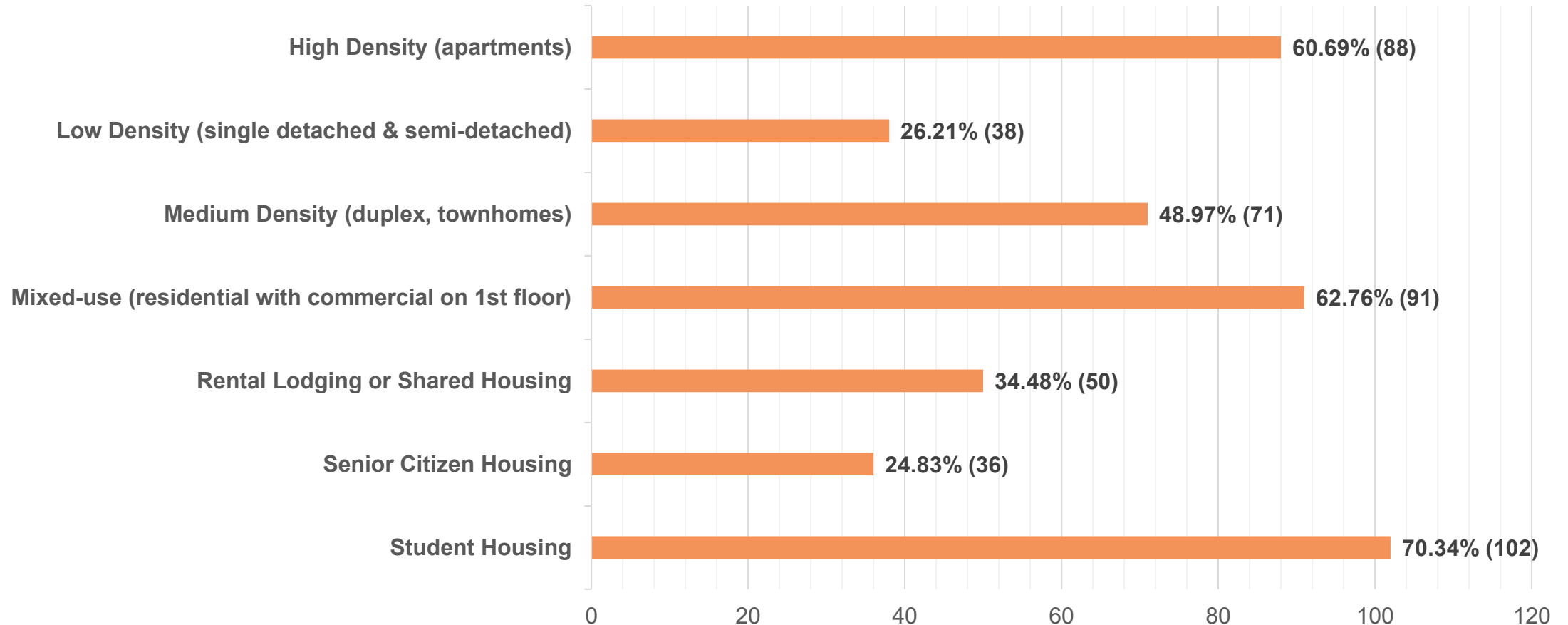
King/Educational Area: What industrial land uses do you think fit in this area? (66 responses)



King/Educational Area: What medical land uses do you think fit in this area? (107 responses)



King/Educational Area: What residential land uses do you think fit in this area? (145 responses)



King/Educational Area: What's missing?

(30 responses, by theme, from highest to lowest mentions)

1. Student-focused services & retail

- Strong direction that this area should support Keyano College with services that meet daily needs (food, laundromats, small retail) and that improve campus life.

2. Walkability, connectivity & safe access

- Need for better pedestrian and cycling infrastructure, improved connections across barriers (e.g., underpasses), and safer, more visible public spaces.

3. Parks, recreation & outdoor spaces

- Interest in parks, playgrounds, and family-friendly spaces, expanded recreation, and improved use of existing open space.

4. Housing & student living options

- Demand for affordable and student-oriented housing.

5. Arts, culture & community spaces

- Support for cultural gathering spaces, studios, maker spaces, and creative uses, and performance spaces for music/theatre.



King/Educational Area: What uses do you not want to see in this area?

(42 responses, by theme, from highest to lowest mentions)

1. Uses that do not support an education-focused district

- Keep the area centered on post-secondary, student life, and learning-supportive uses.

2. Adult-oriented & nightlife uses

- Limit uses that don't align with a safe, student-friendly environment.

3. Industrial, storage, & heavy commercial uses

- Avoid uses that conflict with a campus-like setting and pedestrian experience.

4. Incompatible commercial & auto-oriented development

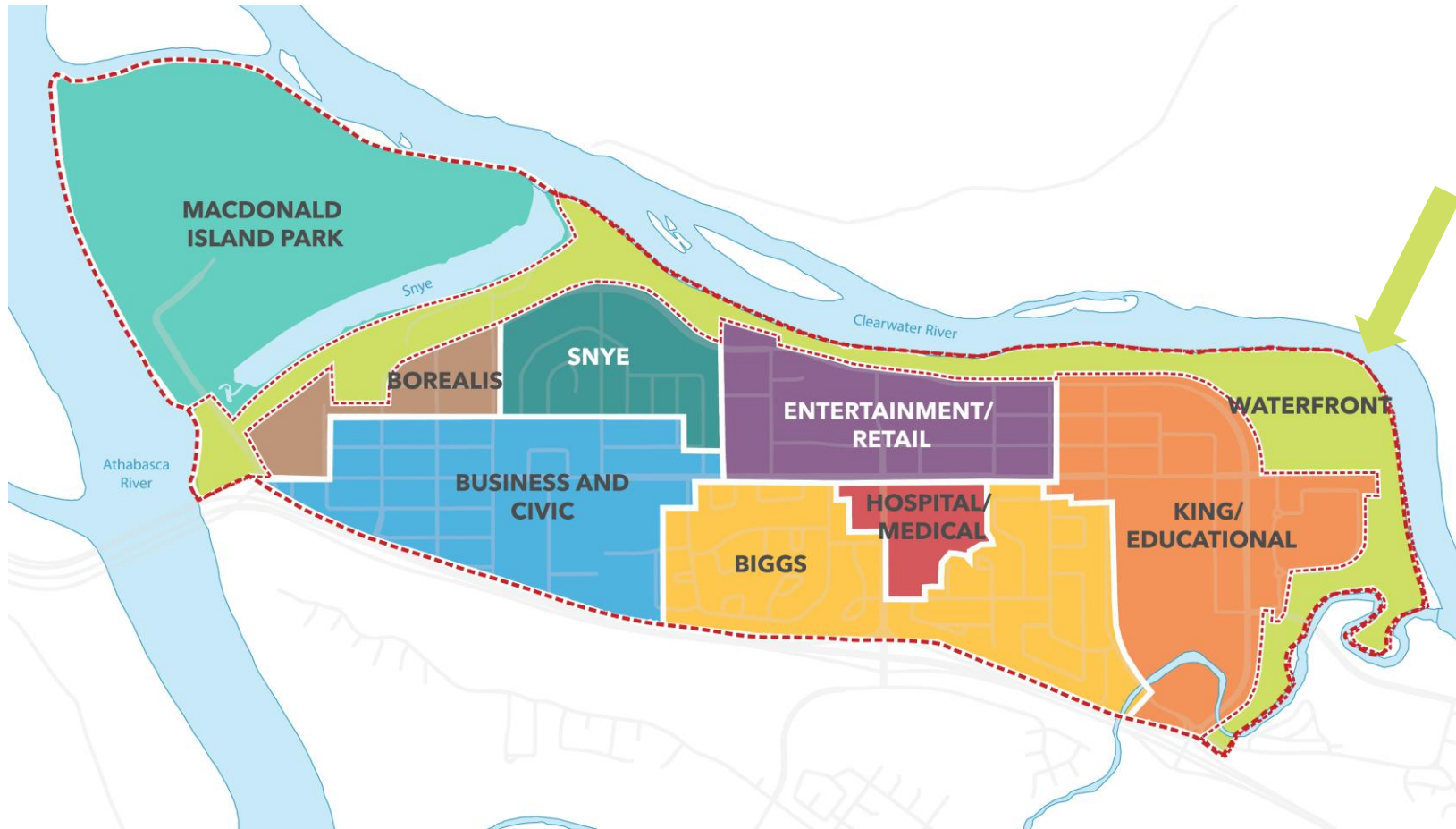
- Includes repetitive or low-value retail, drive-throughs and vehicle-oriented uses.

5. Vacant, underutilized, or poorly maintained spaces

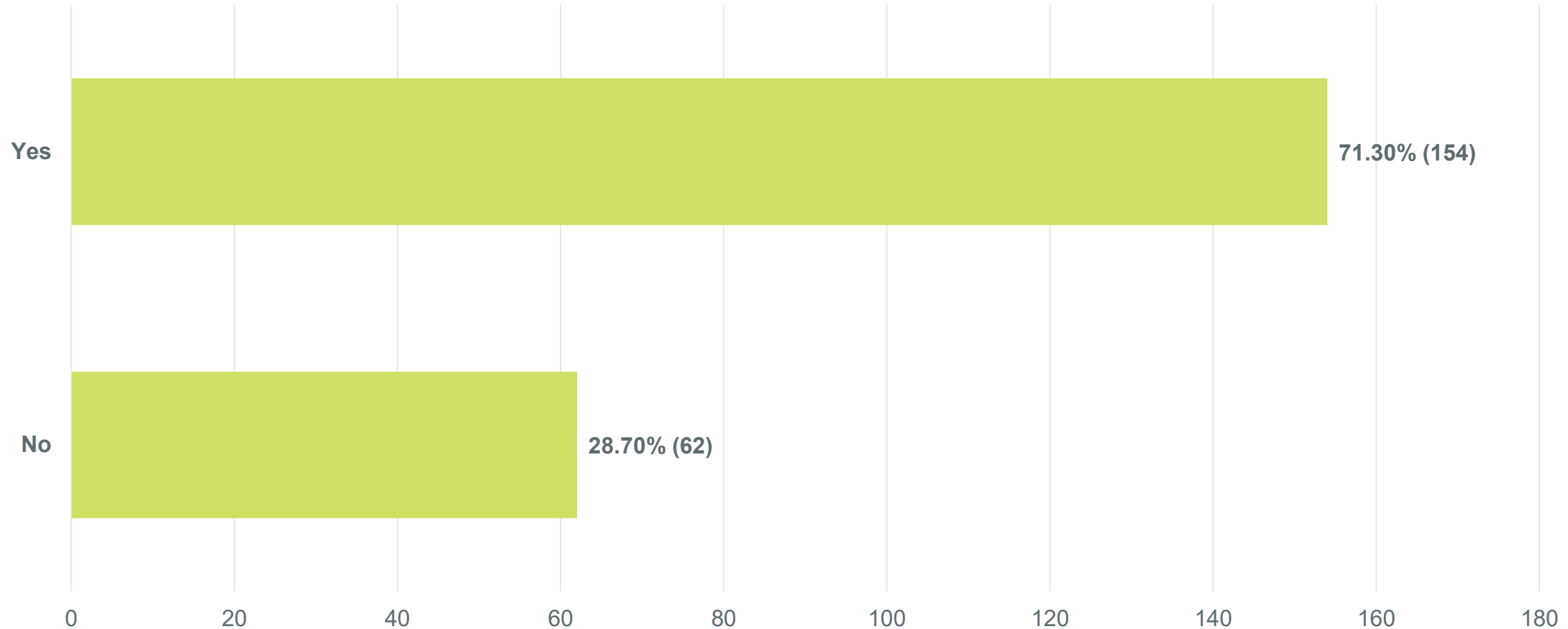
- Address empty lots and inactive spaces that detract from the area's quality and safety.



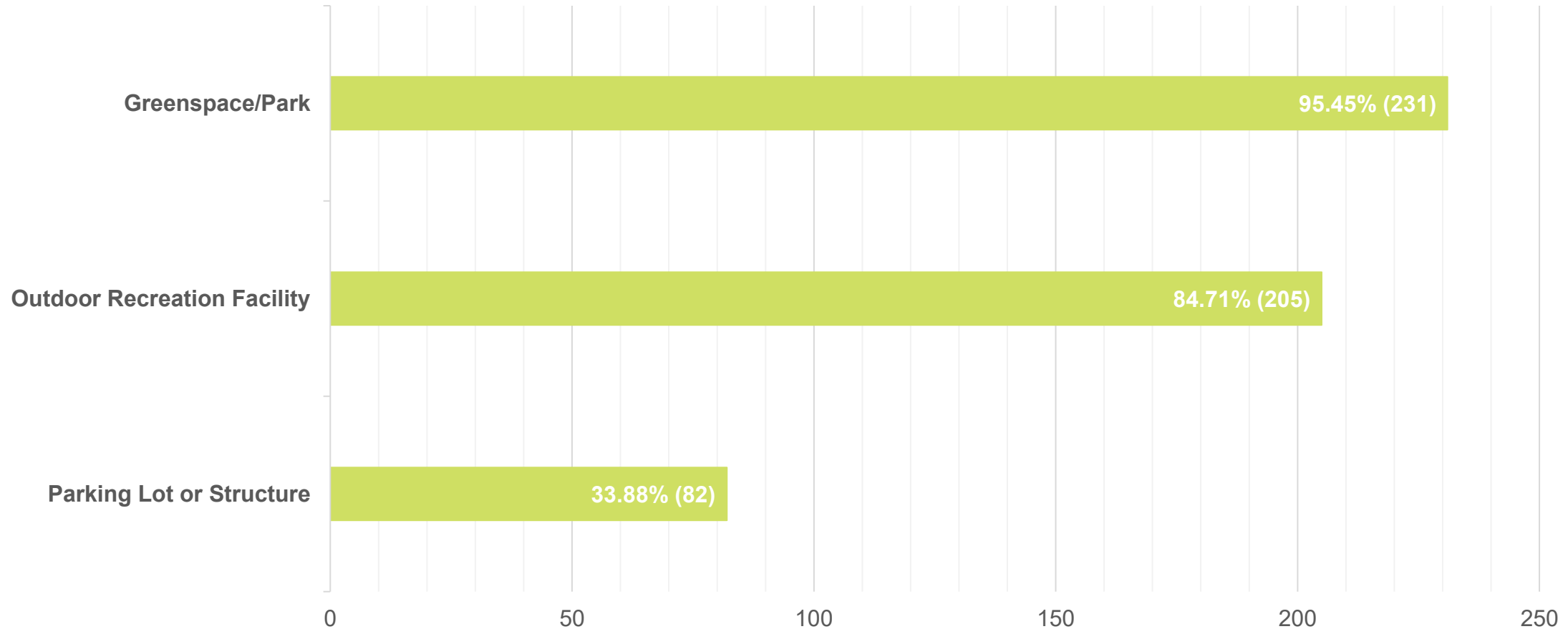
Waterfront Area



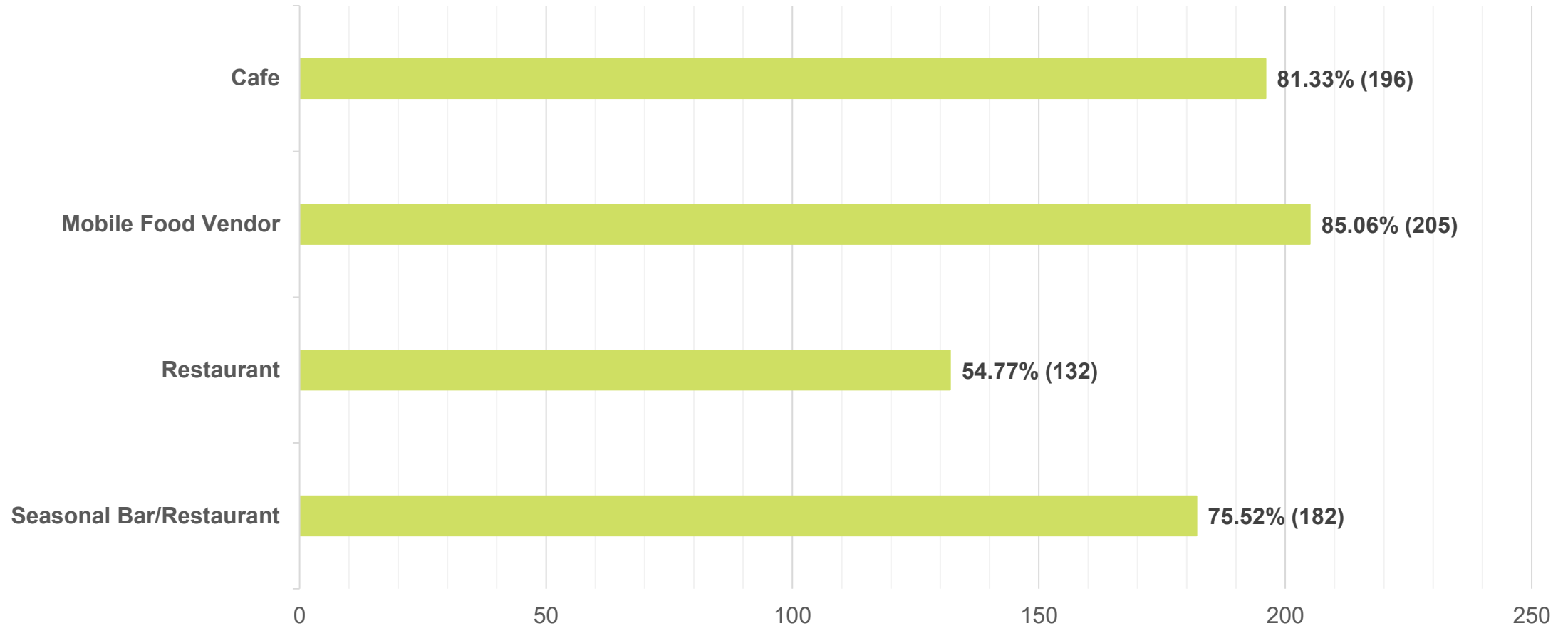
Waterfront Area: Does the Market commercial land use fit in this area? (216 responses)



Waterfront Area: What community uses do you think fit in this area? (242 responses)



Waterfront Area: What food & drink land uses do you think fit in this area? (241 responses)



Waterfront Area: What's missing?

(101 responses, by theme, from highest to lowest mentions)

1. Continuous waterfront access & trails

- Strong demand for separated bike and pedestrian routes and better connections across the waterfront.

2. Direct river access & water-based activities

- Request for docks, launches, and access points, as well as swimming or water-contact areas.
- Desire for rentals (kayaks, paddleboards, etc.).

3. Boardwalks, lookouts, & gathering infrastructure

- Strong interest in structured places to gather, sit, and enjoy (e.g., benches, gazebos, resting spaces, etc.)

4. Restaurants, cafes, & small-scale waterfront retail

- High demand for waterfront dining, and seasonal/flexible retail (e.g., food trucks, pop-ups).

5. Events, programming, & destination activities

- Interest in:
 - Festivals, concerts, and performances.
 - Farmers markets and vendor events.
 - Seasonal programming (summer + winter).



Waterfront Area: What uses do you not want to see in this area? (78 responses, by theme, from highest to lowest mentions)

1. Large-scale, permanent, or view-blocking development

- Strong concern about tall buildings, major commercial developments, permanent structures in a floodplain, or anything that blocks views or access to the water.

2. Industrial, auto-oriented, & high-intensity uses

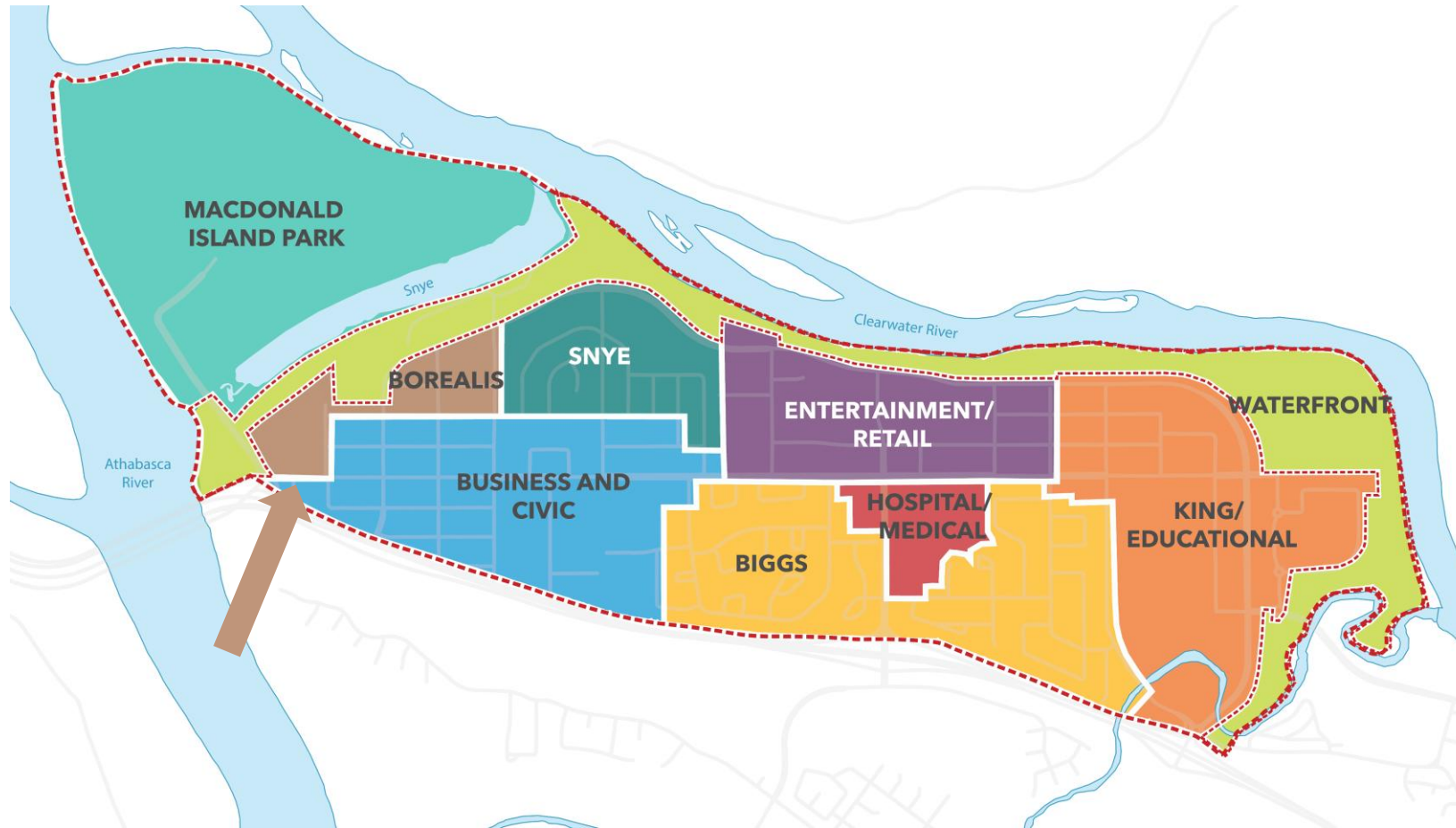
- Covers industrial and heavy commercial uses, large parking areas and vehicle-focused design, or high-traffic or high-volume development.

3. Over-commercialization & incompatible uses

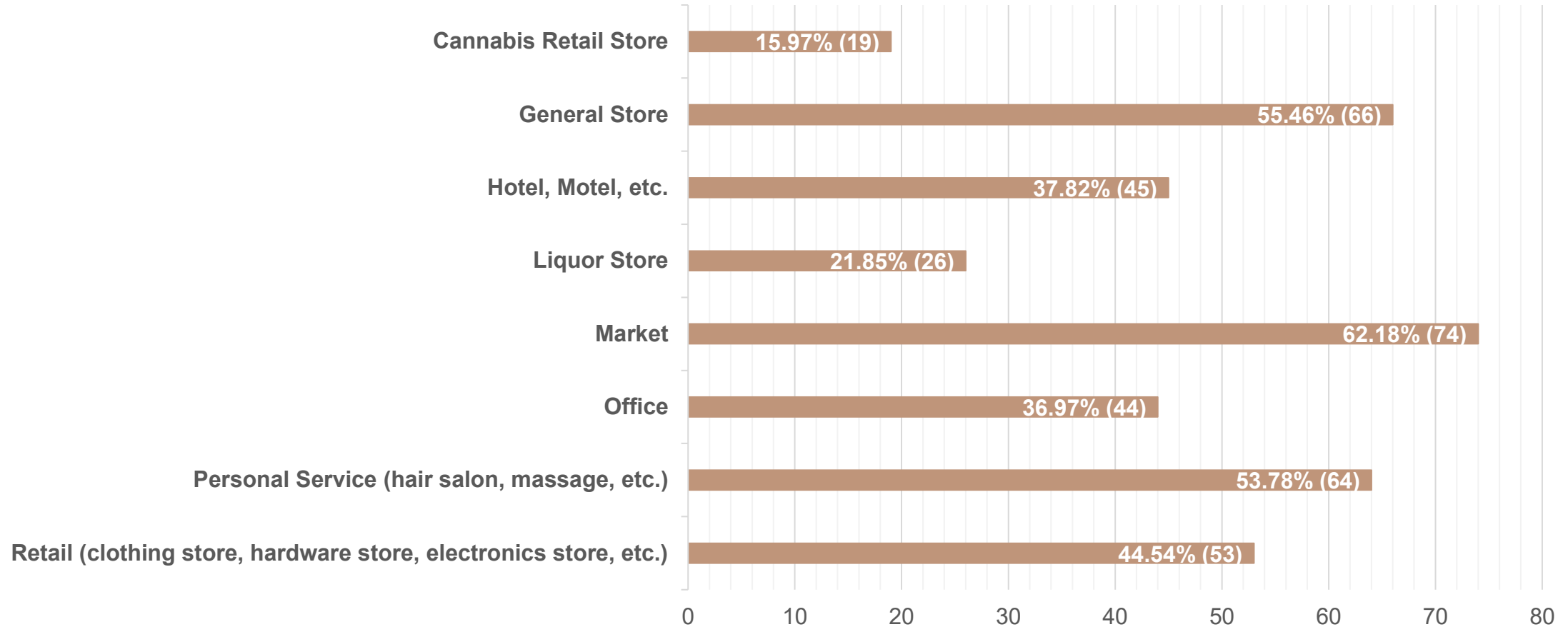
- Covers chain-driven or high-intensity commercial development or uses that detract from the character of the space.



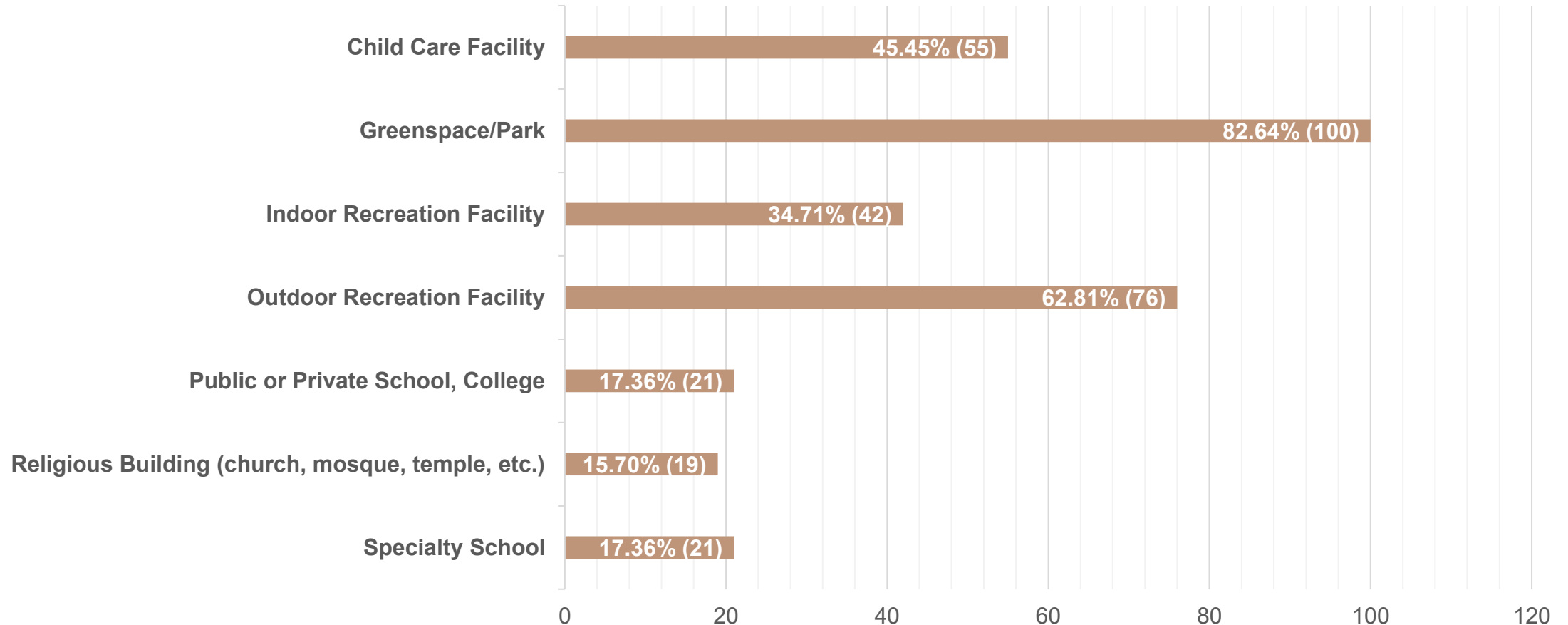
Borealis Area



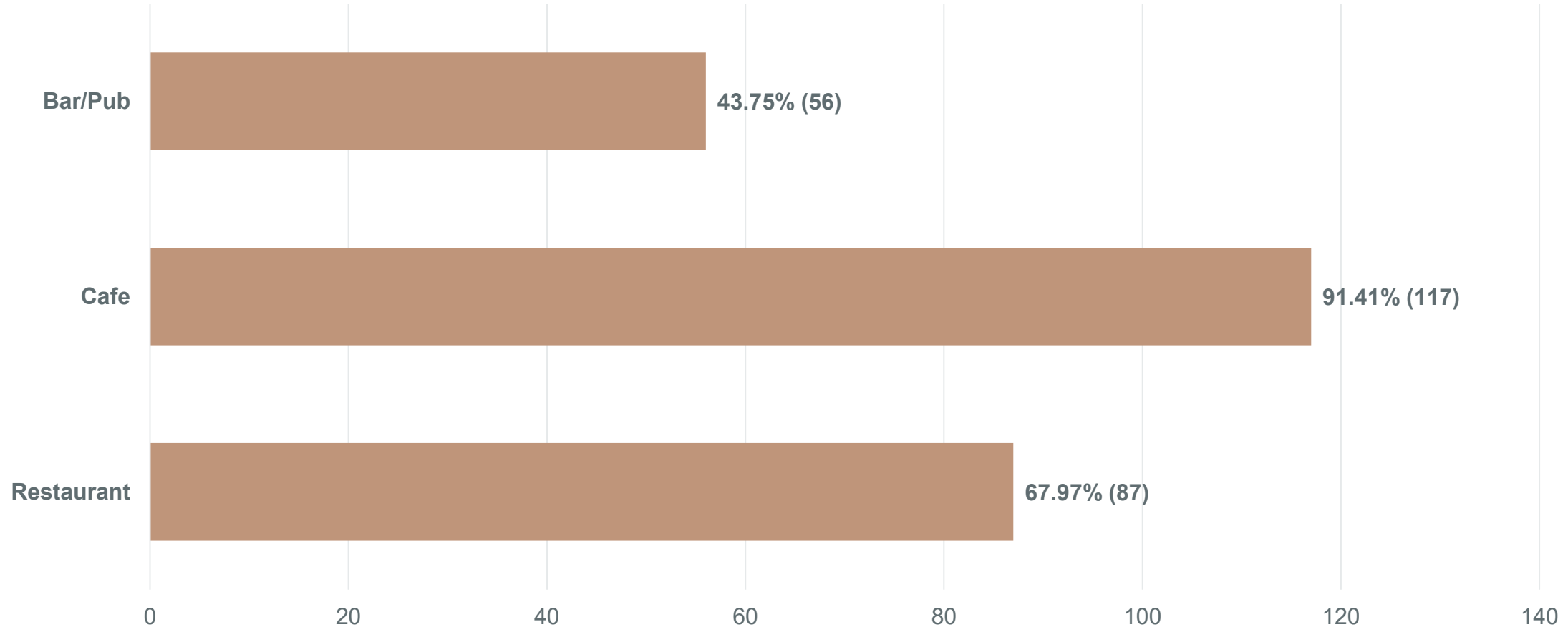
Borealis Area: What commercial land uses do you think fit in this area? (119 responses)



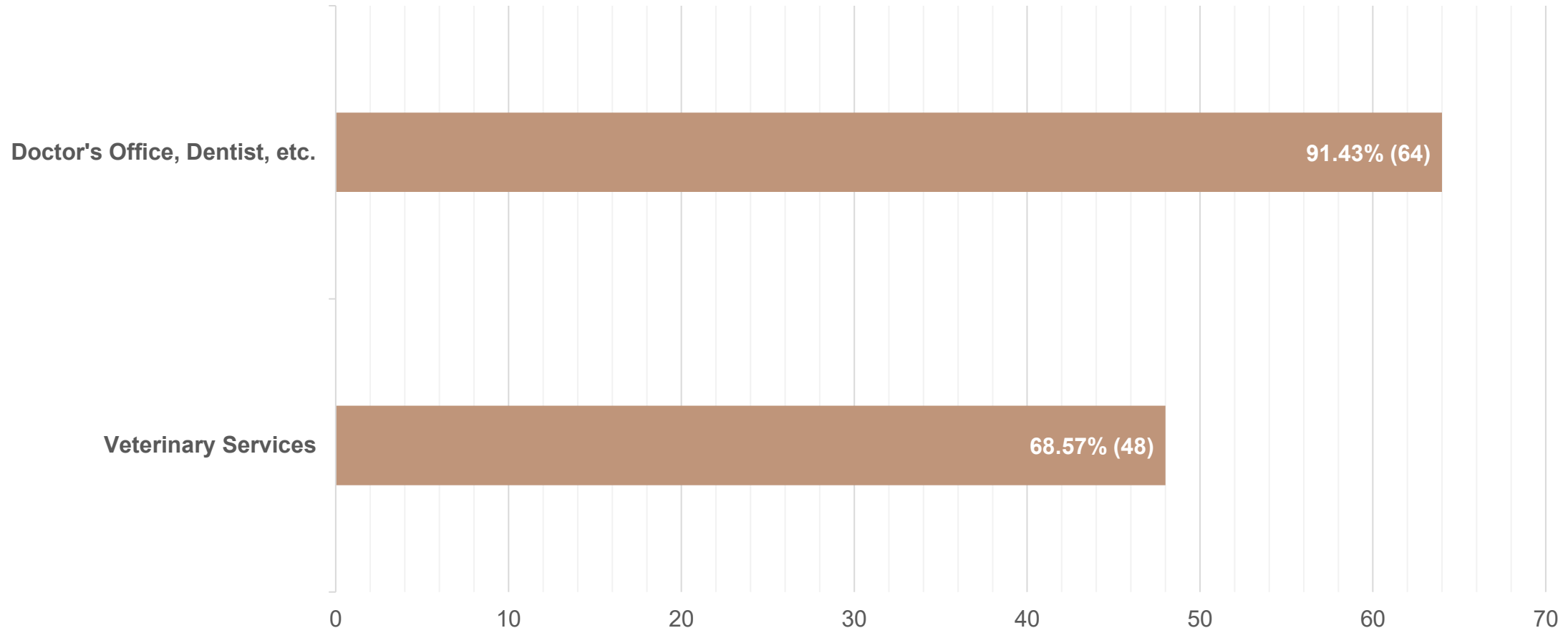
Borealis Area: What community uses do you think fit in this area? (121 responses)



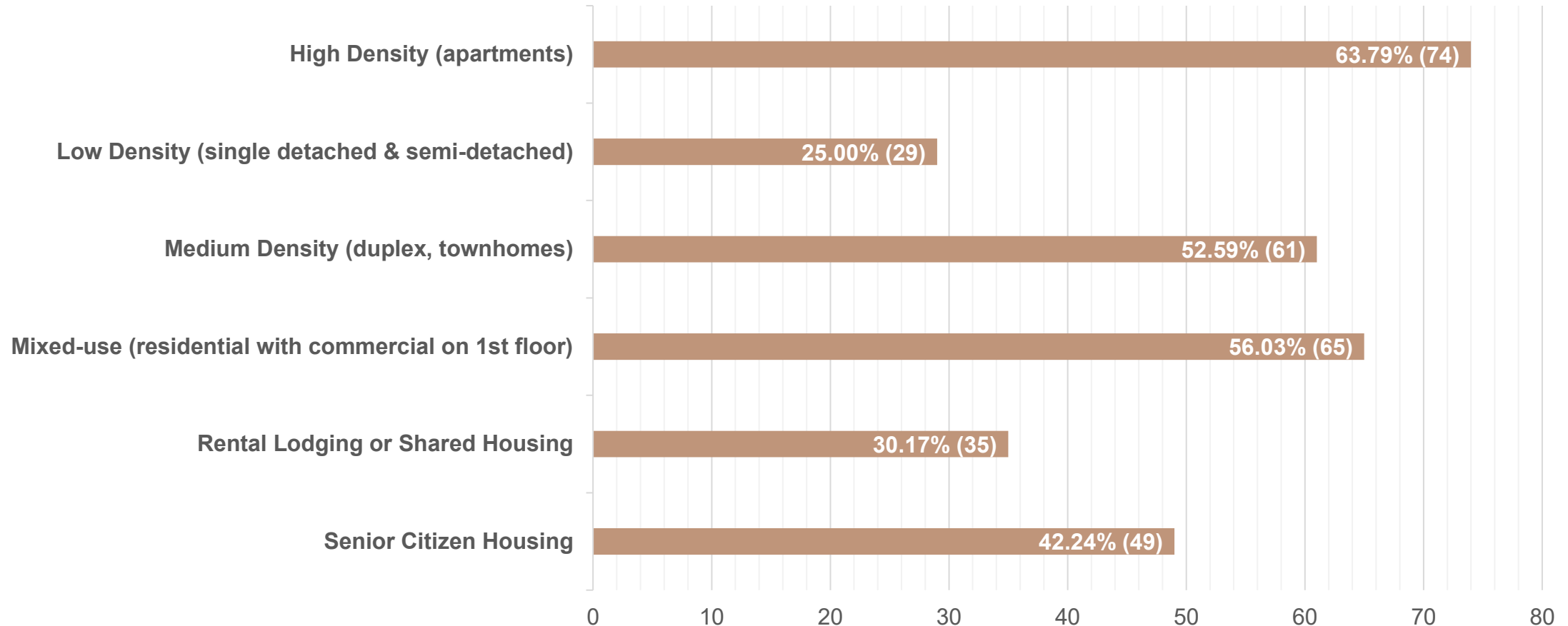
Borealis Area: What food & drink land uses do you think fit in this area? (128 responses)



Borealis Area: What medical services do you think fit in this area? (70 responses)



Borealis Area: What residential land uses do you think fit in this area? (116 responses)



Borealis Area: What's missing?

(20 responses, by theme, from highest to lowest mentions)

1. Food, cafés, & small-scale activation

- Interest in cafés, restaurants, food trucks, and informal food options.

2. Activities, recreation, & family-friendly uses

- Request for kid play areas, BMX/skate-type amenities, and general “things to do”.

3. Gathering spaces & public realm improvements

- Desire for relaxed hangout spaces, day-use areas, and enhancements to existing assets (i.e., bandstand and park features).

4. Revitalization & overall appeal

- Demand for maintenance, refresh, and identity. Several respondents felt the area was “not inviting” and outdated.



Borealis Area: What uses do you not want to see in this area? (23 responses, by theme, from highest to lowest mentions)

1. Over-concentration of certain retail uses

- Feedback to limit repetitive small-format retail or low-value uses that are not aligned with area.

2. Industrial, auto-oriented, & incompatible uses

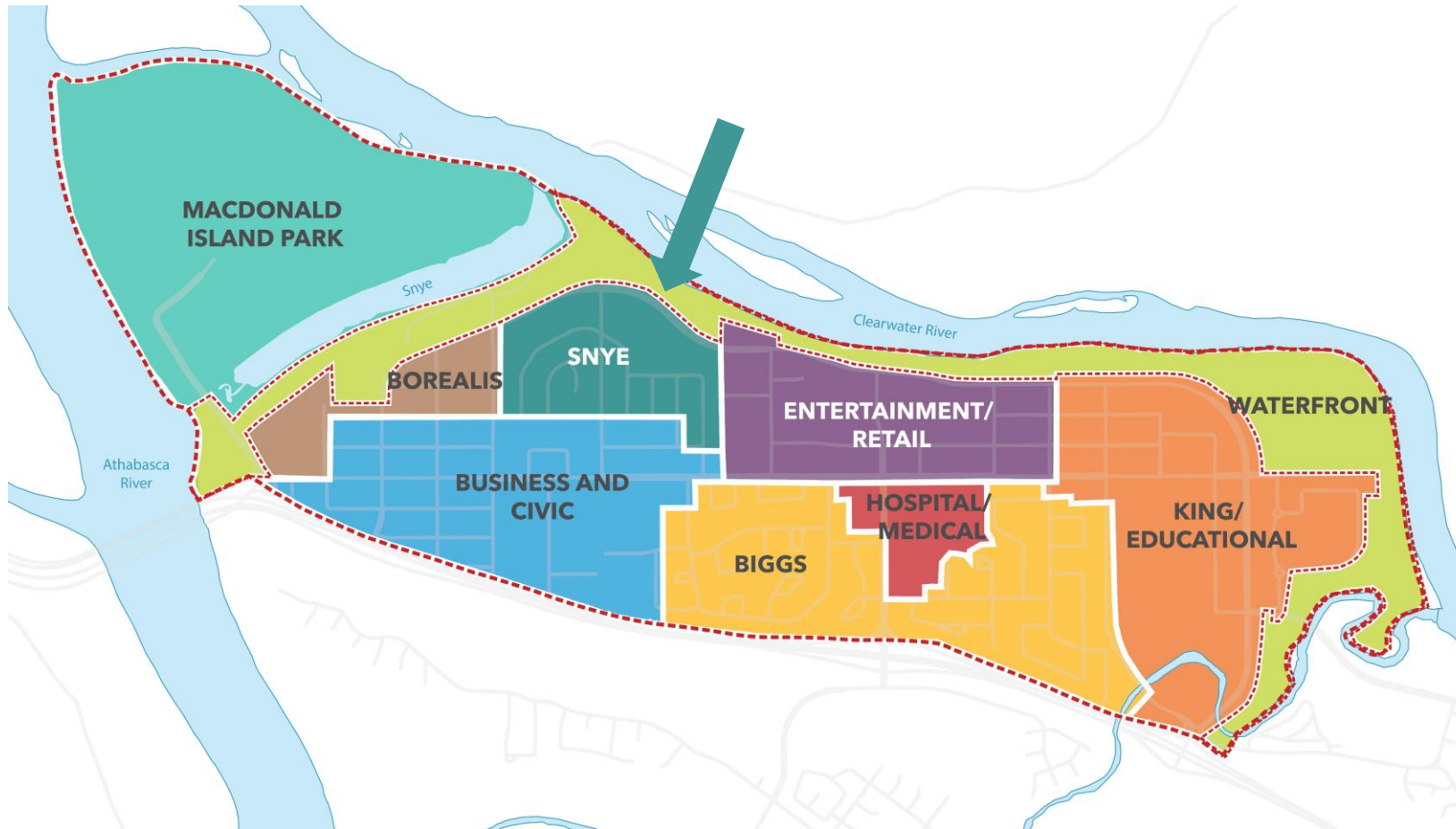
- Includes:
 - Industrial or heavy commercial uses.
 - Drive-throughs, auto repair, and car-oriented design.
 - Large standalone parking areas.

3. Large-scale or incompatible development forms

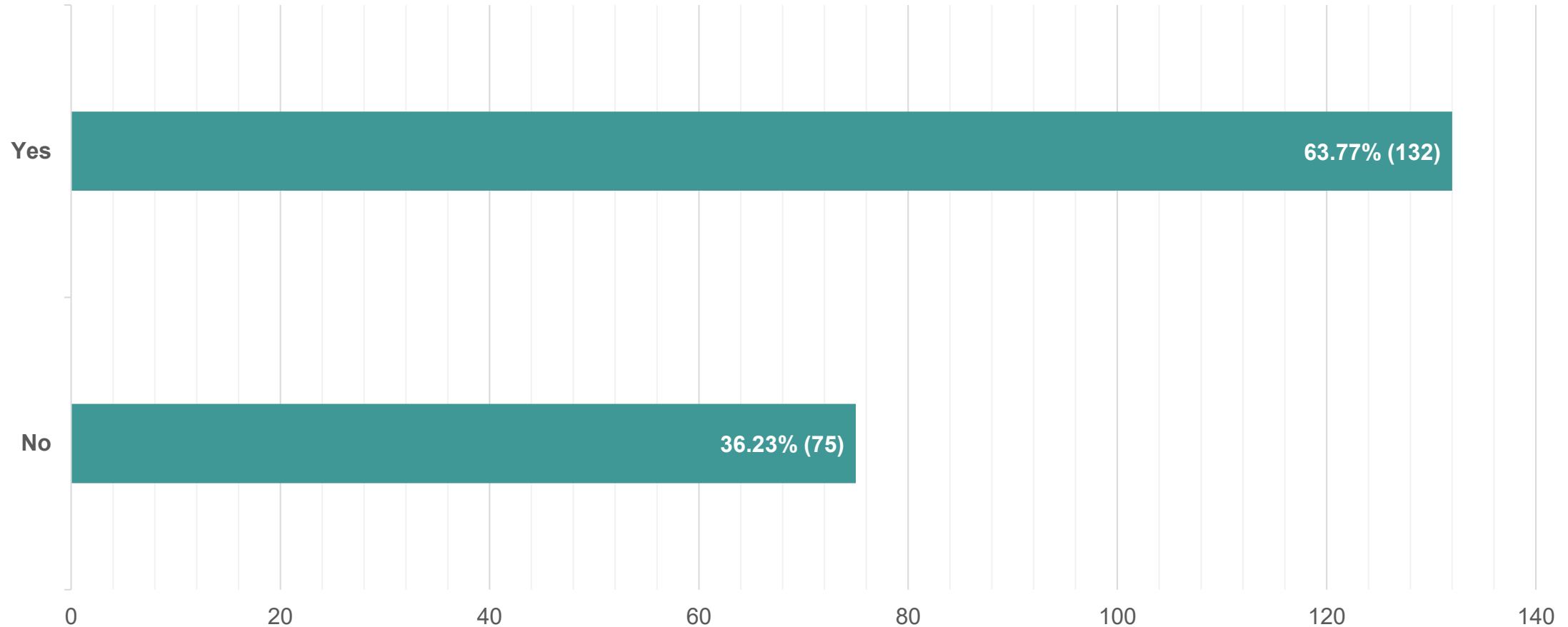
- Covers:
 - Large buildings that block views or overwhelm the space.
 - High-density or general residential development.
 - Uses that do not align with a park/recreation setting.



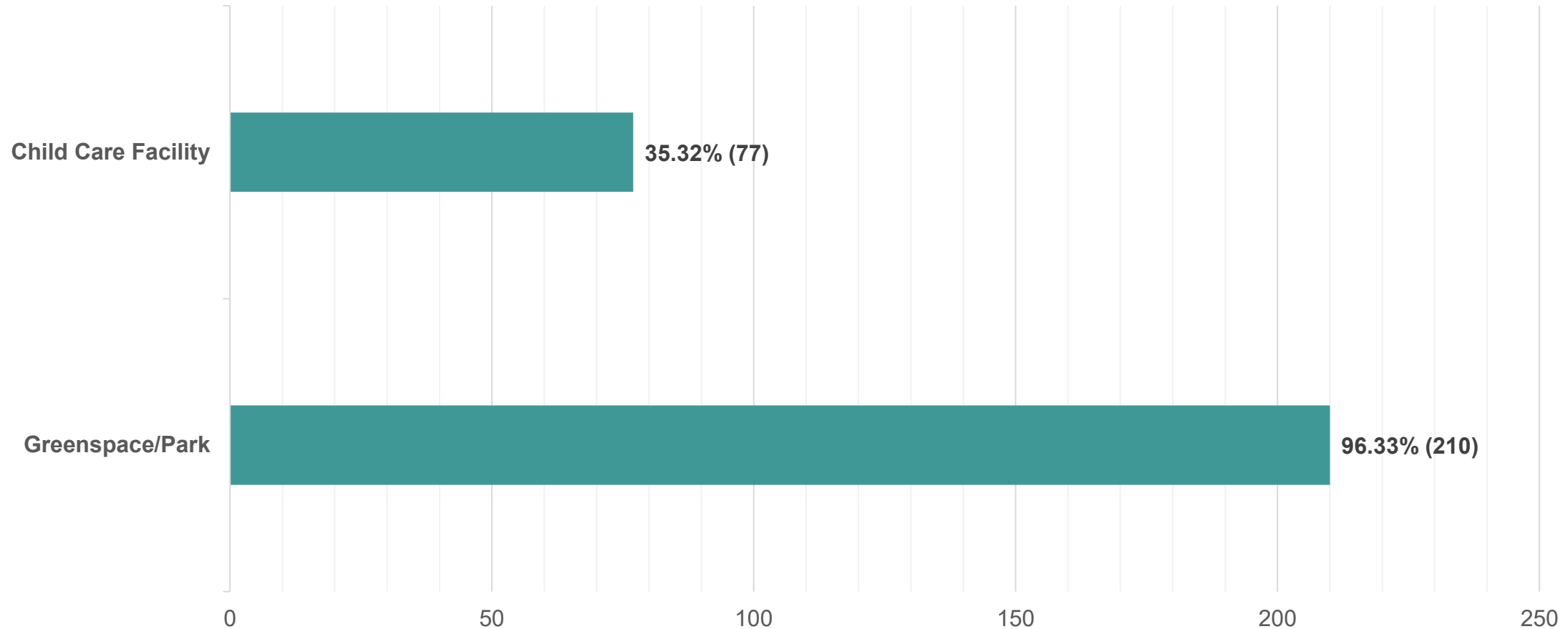
Snye Area



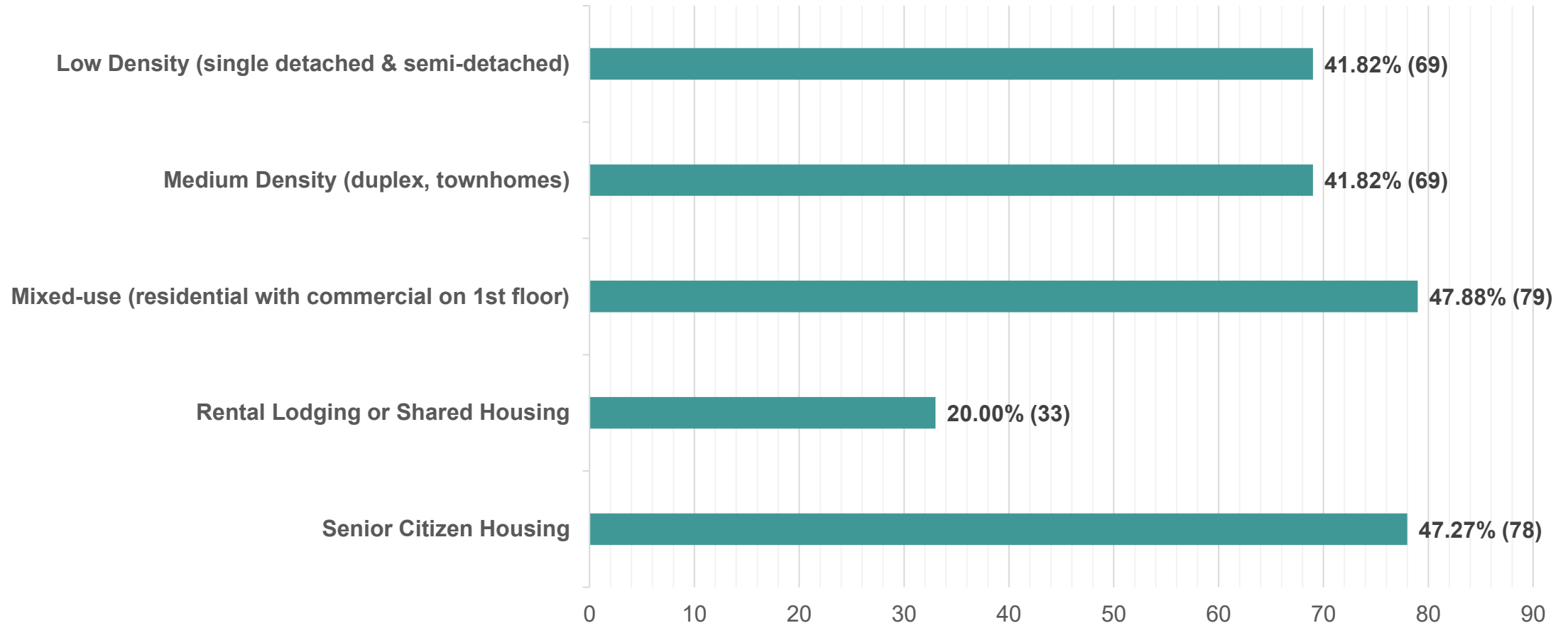
Snye Area: Does the General Store commercial land use fit in this area? (207 responses)



Snye Area: What community uses do you think fit in this area? (218 responses)



Snye Area: What residential land uses do you think fit in this area? (165 responses)



Snye Area: What's missing?

(59 responses, by theme, from highest to lowest mentions)

1. Water recreation & active use

- Demand for general outdoor recreation tied to the water (paddleboarding, boating, rentals, beach/pool concepts, etc.) .

2. Small-scale food, retail, & daily amenities

- Request for cafes, ice cream shops, small restaurants, food trucks and vendors, or corner-store / convenience type uses.

3. Community gathering, events, & public space

- Interest in markets, festivals, and programming, more public amenities, and parks, playgrounds, green space, and seating areas to see the Snye as a community-focused gathering space.



Snye Area: What uses do you not want to see in this area? (49 responses, by theme, from highest to lowest mentions)

1. Large-scale, permanent, & view-blocking development

- Covers large commercial buildings, high-density housing or residential development, permanent structures in a flood-prone area, and anything that obstructs views or limits openness.

2. High-intensity commercial & incompatible uses

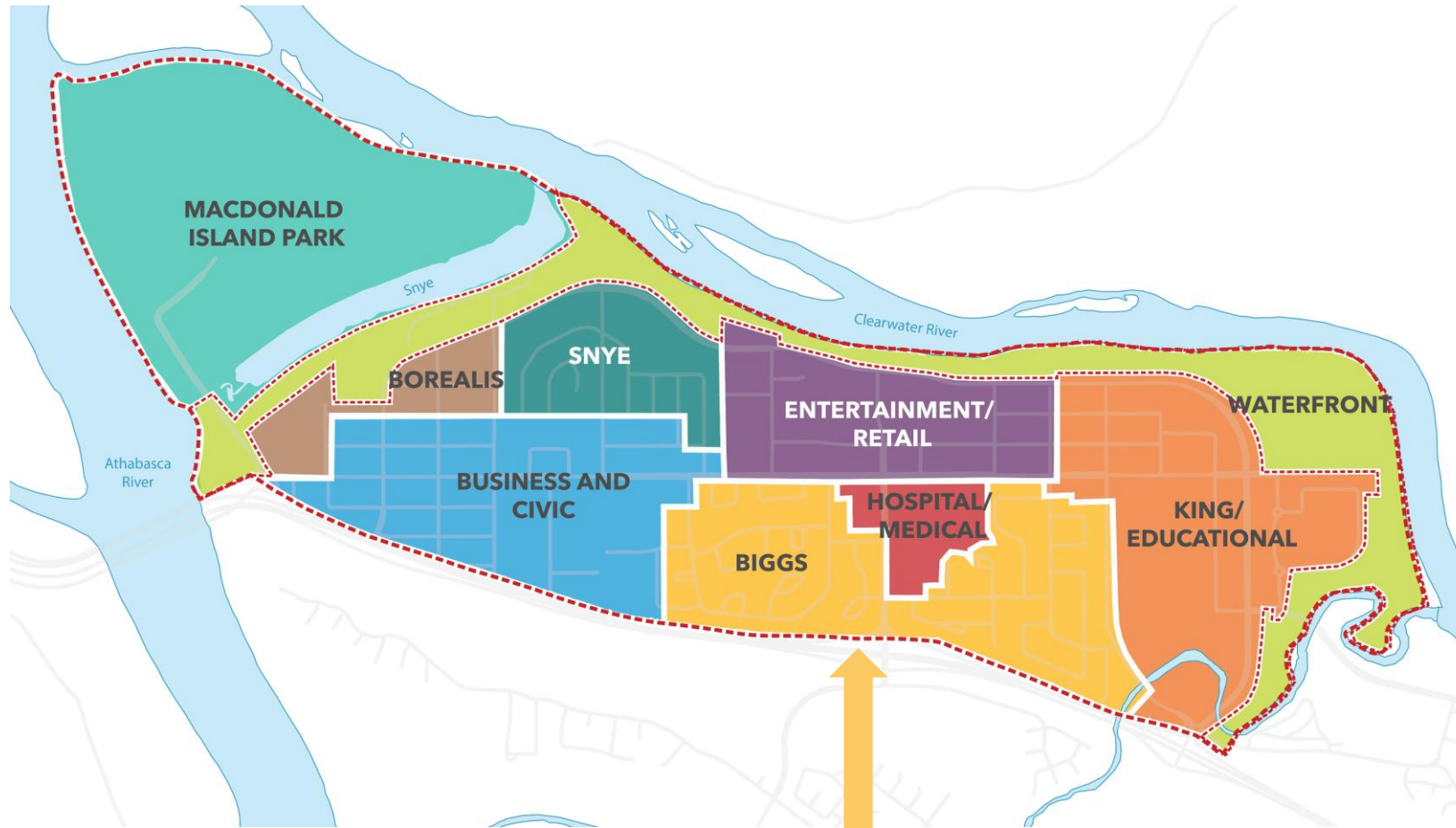
- Includes large-scale retail or commercial activity, repetitive or low-value retail, or casinos and other high-impact commercial uses.

3. Industrial & auto-oriented uses

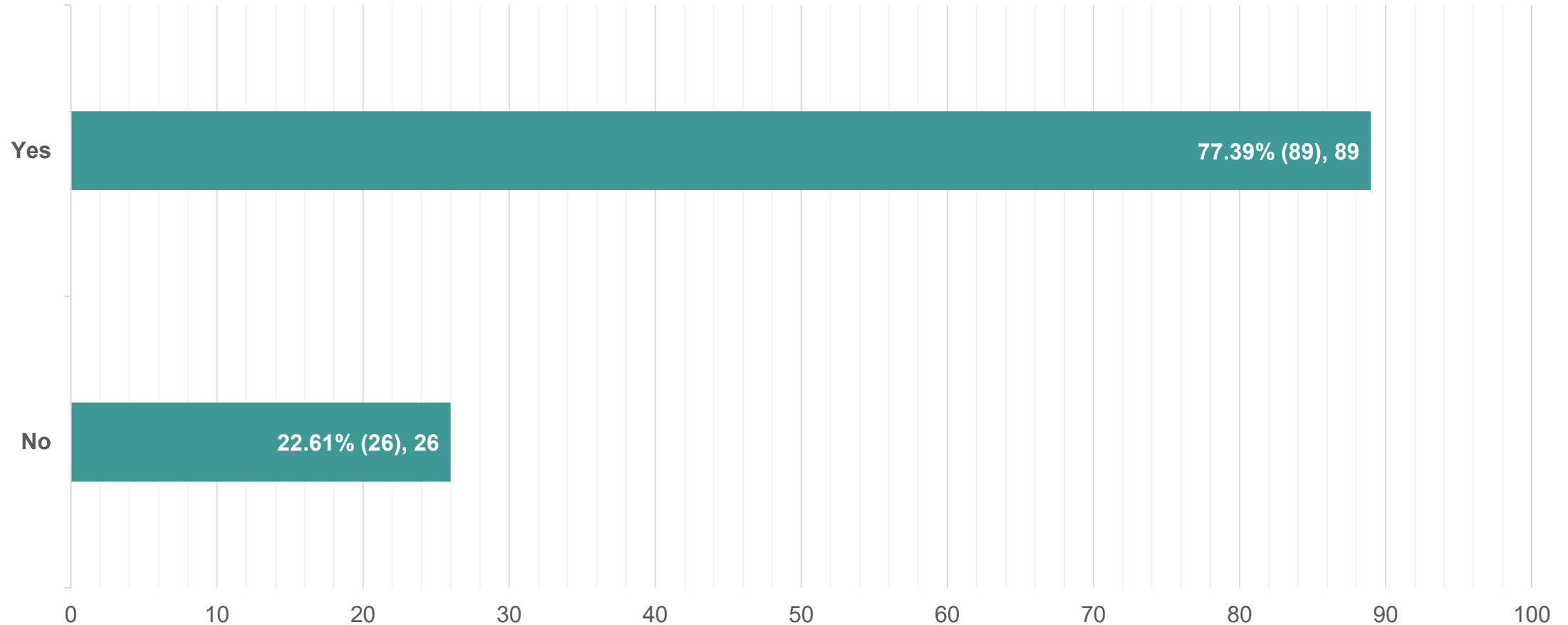
- Covers industrial operations and equipment heavy-uses, service stations and auto-oriented development, and uses that shift the area away from recreation and gathering.



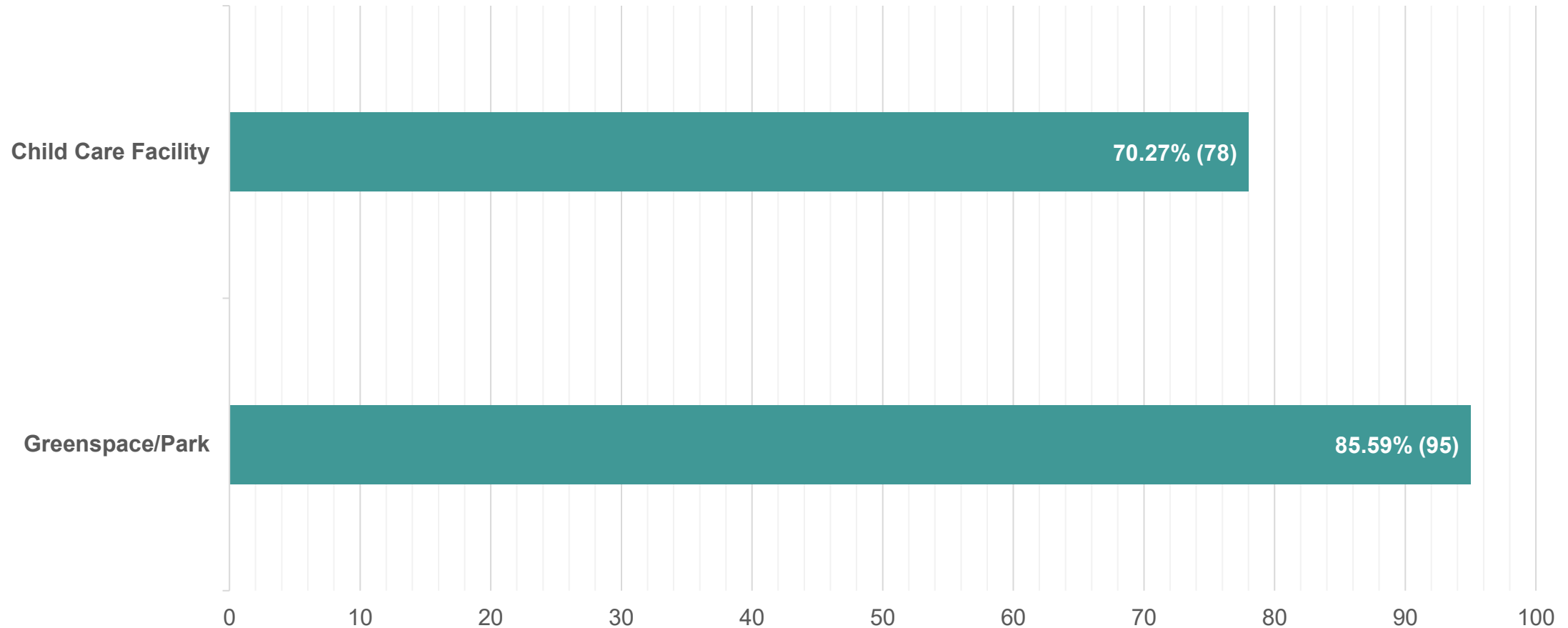
Biggs Area



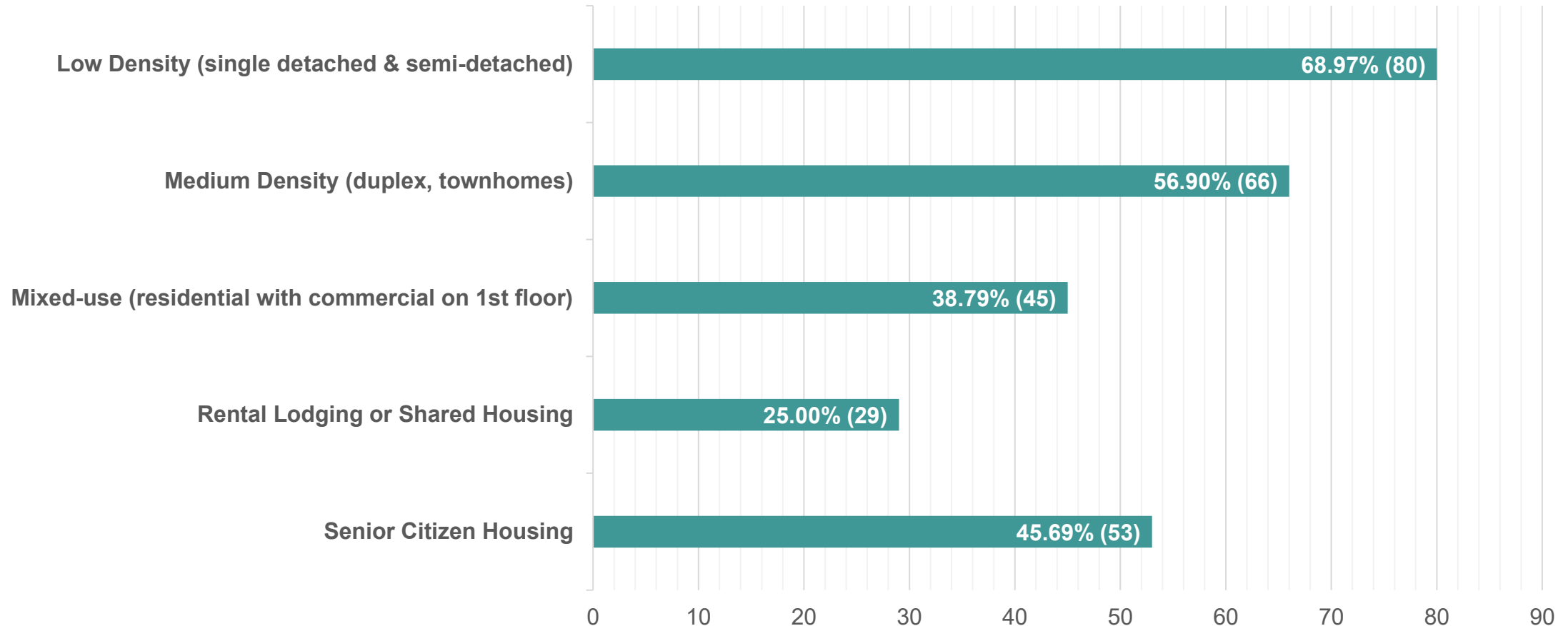
Biggs Area: Does the General/Convenience Store commercial land use fit in this area? (115 responses)



Biggs Area: What community uses do you think fit in this area? (111 responses)



Biggs Area: What residential land uses do you think fit in this area? (116 responses)



Biggs Area: What's missing?

(13 responses, by theme, from highest to lowest mentions)

1. Small-scale parks, recreation, & community amenities

- Most consistent missing items include playgrounds, outdoor rinks, walking trails, dog parks, and general green space improvements/maintenance.

2. Limited neighbourhood-serving amenities

- Some interest in cafés, a convenience store, small-scale services (pharmacy, daycare).

3. Maintain existing residential character

- Very strong sentiment in keeping the area as it is by preserving single-family homes and avoiding major change or intensification.



Biggs Area: What uses do you not want to see in this area? (18 responses, by theme, from highest to lowest mentions)

1. Commercial & non-residential uses

- Very strong opposition to retail and storefront businesses, bars, nightlife, and certain small-format retail, or converting homes into commercial uses.

2. High density & large-scale development

- Covers high-density or multi-unit housing, significant redevelopment or infill that changes neighbourhood form, or large-scale land use changes.

3. Uses that disrupt neighbourhood character & safety

- Includes loud or late-night uses or uses perceived as incompatible with a quiet residential setting.



Do you have any other suggestions or comments to help shape development for downtown Fort McMurray?

(201 responses, by theme, from highest to lowest mentions)

1. Safety, security, & cleanliness

- Includes:
 - Feeling unsafe downtown.
 - Need for increased policing/enforcement.
 - Concerns about disorder, harassment, theft, and cleanliness.
- Most dominant theme.

2. Affordability for businesses

- Strong concern about high commercial rents and vacant storefronts.
- Need for rent caps, subsidies, and small business incentives was mentioned.

3. Retail diversity & reducing repetitive uses

- Desire for more clothing stores, home goods, and specialty retail.
- Frustration with too many similar storefronts.

4. Walkability, connectivity, & public realm

- Includes better sidewalks and pedestrian infrastructure, bike connectivity, and public spaces/gathering areas.

5. Vibrancy, activities, & destination-making

- Need for reasons to visit downtown (festivals, events, markets and entertainment).



Continued: Do you have any other suggestions or comments to help shape development for downtown Fort McMurray?

6. Beautification, maintenance, & design quality

- Frustration with run-down buildings and poor aesthetics.
- Need for landscaping, public realm improvements, and architectural consistency.

7. Parking transportation

- Includes:
 - Lack of parking (especially at the hospital).
 - Transit issues (bus routes, accessibility).
 - Traffic and road conditions.



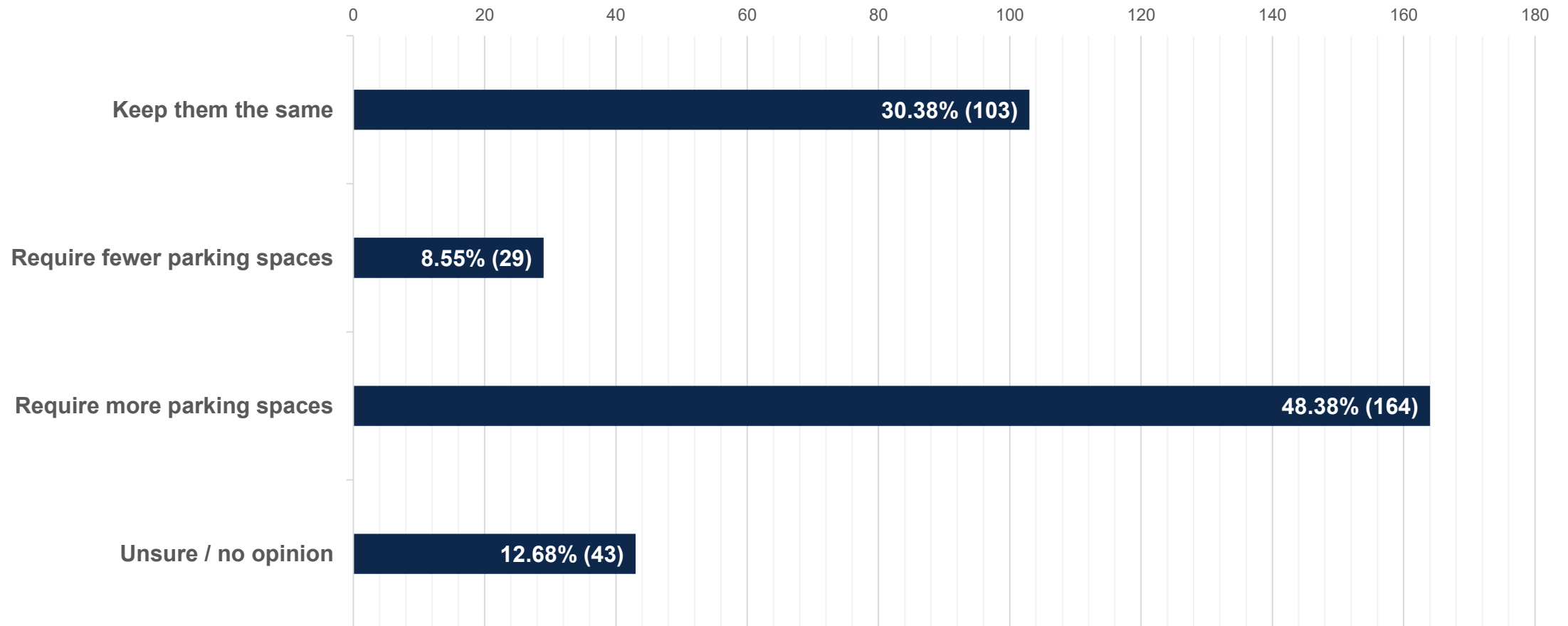
Appendix B

Online quick poll
346 interactions

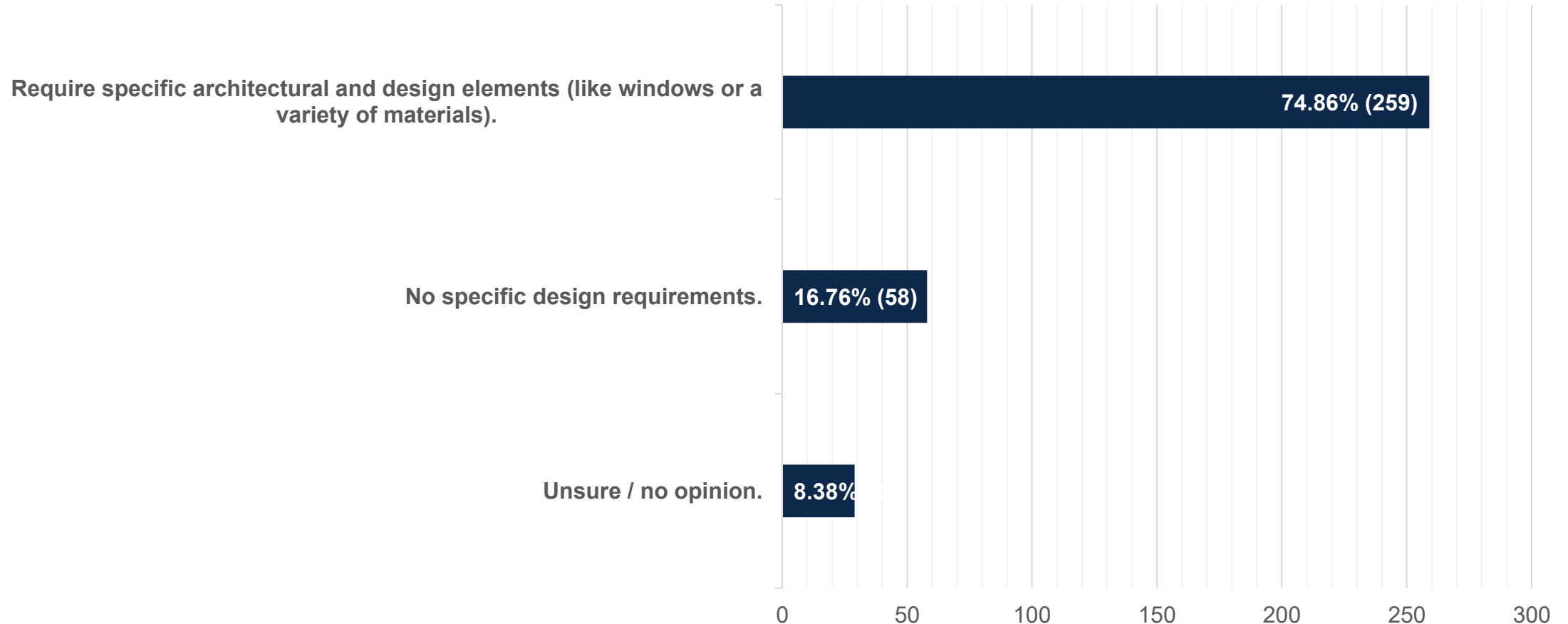


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Should parking requirements for new downtown buildings be different than the rest of the region? (339 responses)



Should parking requirements for new downtown buildings be different than the rest of the region? (339 responses)



Appendix C

Pop-up information sessions
62 interactions



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POP-UP INFORMATION SESSIONS

Overview

- Over four pop-up information sessions, **149 visitors** stopped by our booth at Jubilee Centre, MacDonald Island Park, and Peter Pond Mall. Of these, **62 interacted** with staff for the purpose of engagement.

Format

- A booth was set up at three prominent locations to encourage the public to provide their input to planners – either through conversation or via dotmocracy boards.



Business and Civic Area: What do you want to see developed in this area? (111 uses suggested, by theme)

1. Retail, food & market activity (highest interest)

- Top mentions include:
 - Market (18)
 - Café (15)
 - Restaurant (12)
 - Food trucks (8)

2. Employment & service uses

- Top mentions include:
 - Office (11)
 - Medical (3)

3. Entertainment & recreation

- Top mentions include:
 - Indoor recreation (7)
 - Bars/nightlife (8)
 - Special events (2)

4. Supporting amenities & public realm

- Top mentions include:
 - Greenspace (3)
 - Public washrooms (2)

5. Access & infrastructure (low mentions)

- Includes parking (1) and transit (1)



Business and Civic Area: Quick priority snapshot

Theme	Strength
Retail, food, & markets	 Strong
Employment & services	 Moderate
Entertainment & recreation	 Moderate
Public realm amenities	 Low
Access/infrastructure	 Low



Entertainment/Retail Area: What do you want to see developed in this area? (119 uses suggested, by theme)

1. Retail, shopping & destination anchors (highest interest)

- Top mentions include:
 - Retail (19)
 - Market (15)
 - Mall (5)
 - General store (5)

2. Restaurants, cafés, & food activation

- Top mentions include:
 - Restaurant (14)
 - Café (3)
 - Food trucks (9)

3. Entertainment, events, & indoor recreation

- Top mentions include:
 - Indoor recreation/event space (16)
 - Nightclub (5)
 - Bar/pub (4)

4. Mixed-use & supporting commercial uses

- Top mentions include:
 - Mixed-use (2)
 - Personal services, veterinary, specialty uses (1 each)

5. Secondary & supporting elements (low mentions)

- Includes green space (2), outdoor recreation (1), and light industrial (1)



Entertainment/Retail Area: Quick priority snapshot

Theme	Strength
Retail & shopping	● Strong
Restaurants & food	● Strong
Entertainment & recreation	● Strong
Supporting uses	● Low
Public realm / other	● Low



Hospital/Medical Area: What do you want to see developed in this area? (56 uses suggested, by theme)

1. Medical & health services (core function)

- Top mentions include:
 - Veterinary services (7)
 - Hospital/expanded hospital-related uses (4)
 - All medical services (4)
 - Doctors/dentists (3)
 - Youth assessment centre (1)

2. Parking & access infrastructure

- Top mentions include:
 - Parking structure (6)

3. Seniors, youth, & supportive community uses

- Top mentions include:
 - Senior housing (5)
 - Youth centres (3)

4. Food & basic amenities (supporting uses)

- Top mentions include:
 - Restaurant (5)
 - Café (3)
 - Retail (3), food trucks (2), general store (1)

5. Minor public realm & community elements (low mentions)

- Includes park/playground (1), public washrooms (1), and murals (1)



Hospital/Medical Area: Quick priority snapshot

Theme	Strength
Medical & healthcare uses	● Strong
Parking & access	● Strong
Seniors & community support	● Moderate
Food & convenience uses	● Moderate
Public realm elements	● Low



King/Educational Area: What do you want to see developed in this area? (75 uses suggested, by theme)

1. Student living & daily needs (core theme)

- Top mentions include:
 - Student housing (8)
 - General store (8)
 - Café (8)
 - Restaurant (8)

2. Recreation, activities, & campus life

- Top mentions include:
 - Indoor recreation (7)
 - Specialty school (5)
 - Skate rental (1)

3. Education, training, & employment uses

- Top mentions include:
 - Specialty school (5)
 - Public school (3)
 - Light industrial (4)
 - Office (2)

4. Supporting residential & neighbourhood uses (moderate/secondary)

- Includes medium density residential (3), high density residential (2), retail/services (4 each), and greenspace (3)



King/Educational Area: Quick priority snapshot

Theme	Strength
Student living & daily needs	● Strong
Recreation & campus life	● Strong
Education & training	● Moderate
Residential/supporting uses	● Low



Waterfront Area: What do you want to see developed in this area? (94 uses suggested, by theme)

1. Parks, green space, & passive recreation (core theme)

- Top mentions include:
 - Greenspace/park (15)
 - Park with gazebo/tables (8)
 - Café (8)
 - Restaurant (8)

2. Recreation, activities, & campus life

- Top mentions include:
 - Indoor recreation (7)
 - Specialty school (5)
 - Skate rental (1)

3. Education, training, & employment uses

- Top mentions include:
 - Specialty school (5)
 - Public school (3)
 - Light industrial (4)
 - Office (2)

4. Supporting residential & neighbourhood uses (moderate/secondary)

- Includes medium density residential (3), high density residential (2), retail/services (4 each), and greenspace (3)



Waterfront Area: Quick priority snapshot

Theme	Strength
Parks & green space	● Strong
Outdoor recreation	● Strong
Food & markets	● Strong
Events & gathering	● Low



Borealis Area: What do you want to see developed in this area? (40 uses suggested, by theme)

1. Residential & community-oriented living (core theme)

- Top mentions include:
 - High density residential (6)
 - Childcare (3)
 - Churches (2)
 - Community garden (2)

2. Recreation, green space, & outdoor activity

- Top mentions include:
 - Outdoor recreation (4)
 - Market (3)
 - Greenspace/park (2) and walking trail (1)

3. Small-scale commercial & local activation

- Top mentions include:
 - Café (2)
 - Restaurant (2)
 - Retail (2)
 - General store (2)
 - Food trucks (2)



Borealis Area: Quick priority snapshot

Theme	Strength
Residential & community uses	● Strong
Recreation & green space	● Moderate
Small-scale commercial	● Moderate



Snye Area: What do you want to see developed in this area? (15 uses suggested, by theme)

1. Outdoor recreation, nature, & seasonal activity (core theme)

- Top mentions include:
 - Outdoor recreation centre (4)

2. Small-scale activation & local uses

- Top mentions include:
 - Café (2)
 - Market (1), convenience store (1), and murals (1)

3. Low- to medium-density & mixed-use living

- Top mentions include:
 - Medium density (2)
 - Live-work units (2)
 - Low density (1)
 - Mixed-use (1)



Snye Area: Quick priority snapshot

Theme	Strength
Outdoor recreation & nature	 Strong
Small scale-activation	 Moderate
Residential/mixed-use	 Low



Biggs Area: What do you want to see developed in this area? (21 uses suggested, by theme)

1. Low-density residential & neighbourhood stability (core theme)

- Top mentions include:
 - Low-density residential (4)
 - Seniors' housing (1)

2. Parks, recreation & community amenities

- Top mentions include:
 - Indoor recreation (3)
 - Greenspace (2)
 - Childcare (2)

3. Small-scale, neighbourhood-serving uses

- Top mentions include:
 - General store (2)
 - Live-work units (2)



Biggs Area: Quick priority snapshot

Theme	Strength
Residential stability	 Strong
Recreation & community	 Moderate
Small-scale commercial	 Low



General themes across the downtown

1. Infrastructure, maintenance & usability (core theme)

- Repeated emphasis on:
 - Roads, sidewalks, and lighting
 - General maintenance and upkeep
 - Practical usability issues (snow clearing, visibility, accessibility)

2. Public amenities & comfortable gathering spaces

- Frequent mentions of public washrooms, seating areas, weather protection, and playgrounds/casual gathering spaces

3. Walkability & people-oriented spaces

- Pedestrian-focused streets
- Multi-use/flexible spaces
- Programming-ready areas (markets, patios, events)



Appendix D

One-on-one conversations



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ONE-ON-ONE CONVERSATIONS

Overview

- Email invitations were issued to 11 Indigenous groups by the RMWB's Indigenous and Rural Relations team.
- Hosted by members of the RMWB Planning and Development Services team, two one-on-one conversations were conducted with the McMurray Métis and Willow Lake Métis.

Format

- Two to three planners met or talked with representatives from each group to gather feedback on aligning the Downtown Area Redevelopment Plan with the Land Use Bylaw.



Key takeaways from one-on-one conversations

1. Recognition and preservation of culturally significant sites

- Key locations along the waterfront were identified as having historical and ongoing cultural importance including:
 - Longboat Landing
 - Historic boat launch areas
 - Clearwater River and river confluence zones

2. Need for cultural mapping and integration into planning

- Interest was expressed in identifying and mapping culturally significant areas and incorporating Métis knowledge into planning tools.

3. Incorporating Métis cultural values into waterfront design

- Participants identified opportunities to embed Métis values through ecological restoration, enhancement of riparian areas, and use of native and medicinal plant species.

4. Historical knowledge as a planning resource

- Historical information related to river-based activity and docks, barging, and infrastructure was identified as valuable context.

5. Ongoing engagement and collaboration

- Support was expressed for continuous engagement.

