



Regional Municipality of Wood Buffalo 2018-2021

# Strategic Plan



[rmwb.ca](http://rmwb.ca)



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO



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## Our Vision

A vibrant, sustainable region we are proud to call home.



## Our Mission

Delivering excellence – every day.



# Our Values

## **Accountability**

We make informed, evidence-based decisions, take initiative to search for better solutions, follow-through on our commitments and take responsibility for our actions.

## **Customer Service**

We respond to our residents in an informed, timely and respectful manner.

## **Integrity**

We act in an honest and trustworthy manner, demonstrating respect for one another and the conviction to do what is ethical.

## **Our People**

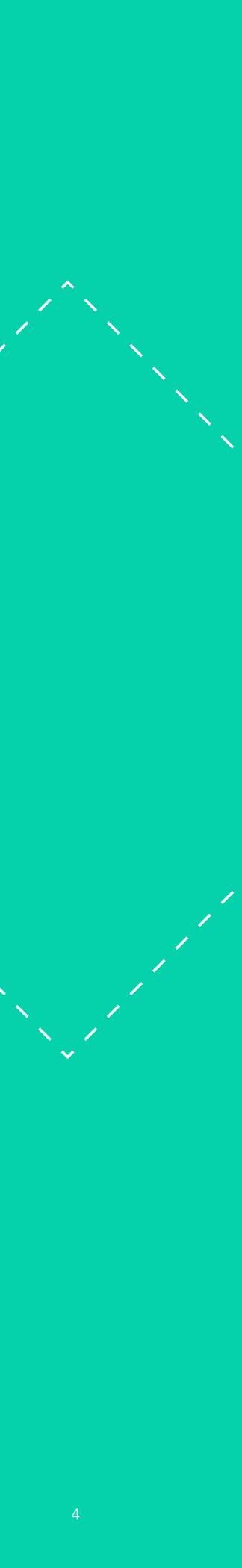
We know, support and trust one another. We care about the growth and safety of our co-workers and ourselves.

## **Sharing Information**

We listen to others and seek to understand their perspectives. We share information proactively, explaining the reasons for our decisions and the lessons learned from our actions.

## **Working Together**

We are inclusive, collaborate to achieve common goals, work through our differences and enjoy a healthy camaraderie with our colleagues.



# Introduction

In January 2018, the Council of the Regional Municipality of Wood Buffalo (RMWB) approved the Strategic Plan that will guide the Municipality from 2018-2021.

The 2018-2021 RMWB Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. The plan includes four key strategic priorities identified as critical areas to address to achieve this goal:

- Responsible government
- Downtown revitalization
- Regional economic development
- Rural and Indigenous communities and partnerships

The Municipal Strategic Plan was developed as a collaborative effort between Council and Administration, providing long-term focus and direction for municipal services and programs. This “road map” to the future outlines the steps the Municipality will take during this time, as well as the key performance indicators that will measure success.

Through its stated mission of delivering excellence every day, the Regional Municipality of Wood Buffalo will seek to implement strategies and initiatives to meet the vision. Each strategy aligns with one of the strategic priorities, contributing to a robust plan created to foster the continued development of a region we are proud to call home.



# Responsible Government



## Strategy & Initiative #1a – **Fiscal Responsibility**

Develop a longer term fiscal strategy that incorporates sustainment of infrastructure, programs and services.

### **Actions**

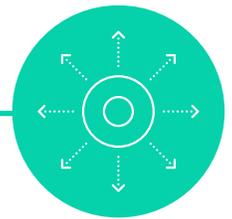
Present a fiscal strategy for Council adoption.

### **Key Performance Indicators**

Council adoption of fiscal strategy.

## Strategy & Initiative #1b – **Shared Services**

Review potential areas to adopt a shared services model for Council consideration.



### **Actions**

Present overview and analysis of shared services candidates.

### **Key Performance Indicators**

Shared services business case supported by Council.



## Strategy & Initiative #1c – **Fiscally Responsible Budgets and Financial Plans**

Develop and present budgets and financial plans that demonstrate fiscal responsibility.

### **Actions**

Present progressive budget reductions for Council approval.

### **Key Performance Indicators**

Council approval of budgets and financial plans that support the tax rate ratio as mandated by the provincial government.

## Strategy & Initiative #1d – **Asset Management**



Develop a comprehensive asset management plan including funding strategies to sustain municipal assets.

### **Actions**

Council workshop and policy development to occur in 2018. Project is in progress

### **Key Performance Indicators**

Asset Management Plan in place by end of 2018.



## Strategy & Initiative #1e – **Developing Our People**

Increase opportunities for employees at all levels to develop their skills and abilities, enabling them to deliver excellence everyday.

### **Actions**

Increase training options & accessibility and facilitate developmental work experience opportunities.

Develop a succession planning strategy, including mechanisms for the assessment and development of future leaders.

### **Key Performance Indicators**

Access to & participation in training increases. Barriers to work experience opportunities removed (where feasible), potential work experience opportunities identified and supporting guidelines developed.

Performance development & feedback discussion for unionized employees implemented and performance management program for exempt employees reviewed.

Succession processes established to determine & create competency profiles for key roles, to identify high performance/high potential employees, and to plan for succession.

## Strategy & Initiative #1f – Foster equality, diversity and inclusion in the region



Celebrate and support regional equality, diversity and inclusion.

### Actions

Support the implementation of the Diversity & Inclusion Community Plan, identify and adopt aging with dignity practices in the region, continue to support Community Plan to end Homelessness initiatives to reduce homelessness in the region, and support the development of a community poverty reduction strategy in the region.

### Key Performance Indicators

Maintain Canadian Coalition of Municipalities Against Racism and Discrimination designation; track implementation of the guidelines set out by the World Health Organization Age Friendly Cities designation; track progress of the community plan to end homelessness; regional poverty profile completed.



## Strategy & Initiative #1g – Accessibility

Ensure Engineering Servicing standards are in place for Barrier Free access and Facility Assessments are in place to identify gaps in accessibility.

### Actions

Implement accessibility retrofits using existing capital and operating budgets.

### Key Performance Indicators

Facility Assessments completed by 2019. Ongoing accessibility retrofit through capital program once gaps are identified by the assessment.

## Strategy & Initiative #1h – Intergovernmental Relations



Create and implement a strategy to work with different levels of government, advocating for the region on key community issues, and focusing on the delivery and success of Council's Strategic Priorities.

### Actions

Secure Government Relations support to provide guidance on strategy and tactics.

Develop Government Relations strategy.

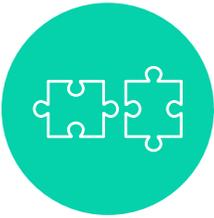
Identify key advocacy issues and acquire understanding of areas Council would like to focus on.

Develop relationships within Provincial and Federal levels of government.

Ongoing advocacy, information sharing, and advising.

### Key Performance Indicators

While challenging to measure as ongoing, general success will be understood in strength of relationships for sharing information and collaboration; specific successes will be achieved based on specific issues.



## Strategy & Initiative #1i – **Partnerships with Social Profits**

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Develop and Implement a Social Sustainability Plan through collaborative community partnerships that will outline social sustainability priorities which each community partner and key stakeholder, including the Municipality, can use to align policies, strategies, and actions. This will support decision making and resource allocation to maintain quality of life for current and future residents.

### **Actions**

Review existing documents and analyze data. Engage community and create a Social sustainability plan, then implement and evaluate progress.

Lead Community Investment Program.

### **Key Performance Indicators**

Adoption of the plan by Council and key community partners.

## Strategy & Initiative #1j – **Implement Lessons Learned (2016 Wildfire Review)**

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Implement recommendations from the 2016 Horse River Wildfire Lessons Learned Report.



### **Actions**

Divide 14 recommendations into 67 action items, identify action item leads and resources, and communicate progress.

### **Key Performance Indicators**

Track progress through a project management dashboard based on the 67 action items.



## Strategy & Initiative #1k – **Wildfire Recovery**

Reconstruction of our community to address and repair wildfire damages.

### **Actions**

Completion of repairs due to fire, demolition and rebuild.

Transition of Recovery Task Force to normal operations.

Continue to address any administrative barriers faced by residents.

### **Key Performance Indicators**

Achieve 80% rebuild to initiate and complete repairs of municipal infrastructure in rebuild areas; complete Firebreak and Trail Restoration Project; complete Hazardous Tree Removal; complete Street Sign Replacement; complete fencing repairs; monitor and repair slope and erosion control issues; replace survey pins; complete Bike Park Rehabilitation and complete Underground Services Damage Repairs.

Ensure all Disaster Recovery Program (DRP) projects have been initiated and are transitioned to other departments allowing the Recovery Task Force to disband by the end of 2018.

## Strategy & Initiative #1l – **Public Engagement Strategy**



Develop and implement a plan to encourage civic participation and dialogue that will support decision-making processes by the Municipality as it relates to programming, services, projects, polices, and initiatives, and embrace values such as collaboration, information sharing, and accountability.

### **Actions**

Complete Public Engagement Framework.

Educate RMWB internally on Public Engagement Policy, Administrative Directive, and Framework and ensure all are consistently applied to all capital projects and other initiatives.

Develop Public Engagement Strategy, implement Strategy and assess on an ongoing basis.

Create an online engagement portal.

Develop and administer general citizen satisfaction survey.

Provide engagement opportunities including surveys, town halls and online engagement.

### **Key Performance Indicators**

Completion of Public Engagement Framework and launching of online engagement portal thereby establishing an engaged community, measuring progress through a community satisfaction survey.



## Strategy & Initiative #1m – Youth

Encourage youth engagement and active citizenship.

### Actions

Create opportunities for youth and encourage youth engagement.

### Key Performance Indicators

Increased participation in Mayor’s Advisory Council on Youth and increased youth presence at engagement opportunities.

## Strategy & Initiative #1n – Whistleblower Initiative

Ensure best practices are followed with respect to whistleblower complaints.

### Actions

Review and update whistleblower policy.

### Key Performance Indicators

Report presented to Council providing results of review.



# Downtown Revitalization

## Strategy & Initiative #2a – Encourage Development in the Downtown

Investigate land development initiatives to spur revitalization activity in the downtown

### Actions

Determine current land value.  
Robust engagement with community.  
Review Downtown Steering Committee Recommendations.  
Investigate development incentive initiatives.

### Key Performance Indicators

Updated Land Use Bylaw.  
Updated City Centre Area Redevelopment Plan.  
Completed engagement and communications plan.



## Strategy & Initiative #2b – Establish Municipal Land Inventory

Finalize Acquisition/Disposition policy, build inventory of RMWB land and determine development opportunities.

### Actions

Bring Acquisition/Disposition Policy to Council for approval.

### Key Performance Indicators

Established Land Inventory and current value.  
Acquisition & Disposition updated and approved by Council.

## Strategy & Initiative #2c – Incentives to Update Store Fronts

Benchmark larger urban centres for initiatives and explore tax incentive for revitalization (BRZ Zone).

### Actions

Investigate other Municipalities of our size (Grand Prairie) and larger urban centres.

### Key Performance Indicators

Initiative usage, public engagement, economic development.



## Strategy & Initiative #2d – Clear Land Use Plans and Regulations



Engage community to clearly articulate and educate residents on RMWB land use plans and regulations.

### Actions

Work with Communications Branch to develop/refresh land use Communication Plans.

Identify regulatory framework to ensure implementation of The Cannabis Act.

### Key Performance Indicators

Clear, robust engagement plan for the Land Use Bylaw and City centre Redevelopment Plan.

Plan amendments to the Land Use Bylaw and City centre Area Redevelopment Plan.

Finalized Communication Plan.

Increased development activity/applications.

Clearly articulated regulations for implementation of The Cannabis Act.



## Strategy & Initiative #2e – Riverfront Master Planning & Revitalization

Revitalize riverfront to encourage park space development and activity.

### Actions

Continue Capital Projects in the area.

Review and implement Waterfront Steering Committee recommendations where applicable.

Remediate any potentially contaminated sites owned by the RMWB.

Create opportunities for small business development, arts, culture and recreation.

### Key Performance Indicators

Completed remediation of necessary parcels of land along Clearwater River.

Implemented recommendations of the Waterfront Steering Committee.

Updated Land Use Bylaw.

Updated City Centre Area Development Plan.

## Strategy & Initiative #2f –

### Review of the Municipal Development Plan(MDP)



Finalize workplan to review MDP and complete necessary amendments.

### Actions

Finalize workplan and project charter with CAO in Q1, 2018.

Begin review and update of MDP.

### Key Performance Indicators

Updated MDP approved by Council.



## Strategy & Initiative #2g – **Aging in Place Facility**

Support development of an Aging in Place facility on the Willow Square site, when the Government of Alberta (Ministry of Seniors and Housing) proceeds with such a development to a scope and design that meets with the approval of the Advisory Committee on Aging (ACoA).

### **Actions**

Advocate to Alberta Seniors and Housing to move forward with an Aging in Place project at the Willow Square site adjacent to the Continuing Care Centre. Planning and Development staff will steward permit applications to ensure progress.

### **Key Performance Indicators**

Alberta Infrastructure completes the construction of the Continuing Care Centre by 2020 and Alberta Treasury approves an Alberta Seniors and Housing Aging in Place project at the Willow Square site.

# Regional Economic Development



## Strategy & Initiative #3a – Work with Industry and Suppliers – Fly In, Fly Out

Support Wood Buffalo Steering Group and participate on Wood Buffalo Working Group within the Terms of Reference (yet to be adopted). Collaborate with Oil Sands Community Alliance and other stakeholders to develop a plan and strategies to balance negative economic and community impacts of Fly In, Fly Out.

### Actions

Create regional brand recognition and work to enhance image, attract labour through promotion of the region, and incorporate these strategies in the economic development strategic plan. Develop further actions dependent on the Terms of Reference once adopted.

### Key Performance Indicators

Airport activity and hotel occupancy rate.

## Strategy & Initiative #3b – Business Attraction and Incentives



Attend Real Estate Forums, International Council of Shopping Centres and trade shows to showcase investment opportunities in the region and meet prospective investors and developers.

### Actions

Ensure regional presence at Global Petroleum Show, Oil & Gas Trade Show, Real Estate Investment Forum in Edmonton, Quebec, Toronto, Vancouver and Winnipeg, and International Council of Shopping Centres Conference (ICSC).

Develop incentive strategies to be incorporated into economic development strategic plan.

### Key Performance Indicators

Developer leads and business investment.



### Strategy & Initiative #3c – **Small Business Incubator**

Collaborate with the Regional Innovation Network to establish an incubator space at Keyano College to support and foster the growth of innovation and technology in the region.

#### **Actions**

Collaborate to establish innovation and technology incubator at Keyano College.

#### **Key Performance Indicators**

- Increased small business start-up.
- Increased existing small business growth.
- Increased technological advances.
- Increased businesses exporting/importing.

### Strategy & Initiative #3d – **Economic Gardening and Pop Up Stores**



Establish Market Places to promote local crafts and entrepreneurs and artisans.

#### **Actions**

Establish Market Places at the Urban Market, MacDonald Island Park, Public Markets and other areas where seasonal activities may flourish.

#### **Key Performance Indicators**

- Increased events.
- Increased businesses.



### Strategy & Initiative #3e – **Shop Local Program**

Implement a Marketing Plan to encourage residents to shop locally.

#### **Actions**

- Develop a “shop local” marketing campaign and establish workshops within the business community to increase acumen and creation of a strong local brand.
- Review procurement policy.

#### **Key Performance Indicators**

- Completed Business Satisfaction Survey.
- Increased local business start-ups.
- Growth of local businesses.
- More opportunities for the Municipality to obtain goods and services locally.

## Strategy & Initiative #3f – Support Arts and Culture



Develop and implement an Arts and Culture Plan through collaborative partnerships that will outline priorities that each community partner and key stakeholder, including the Municipality, can use to align policies, strategies, and actions to support decision making and resource allocation to maintain a vibrant, sustainable community and quality of life for current and future residents. Host and attract major multi-sport and cultural events that support arts and culture development, contribute to increased tourism and generate prosperity for the region along with improved reputation and branding.

### Actions

Develop a scope of work and establish a community based advisory committee, including partners such as the Arts Council Wood Buffalo, to guide the development process for an Arts and Culture Master Plan from project start to implementation and evaluation.

Serve as the host region for the 2018 Alberta Winter Games (AWG) in partnership with the 2018 Alberta Winter Games Host Society and community stakeholders.

Through the Public Art Committee and with engagement of community partners, develop a comprehensive, multi-year public art plan and implementation guide that will define the region's vision for public art in accordance with previously adopted policy and guiding documents.

Utilize the Public Art Program to celebrate our region's history through meaningful public art that celebrates our rich past.

Provide opportunities for access to collaborative, creative spaces for artists, in addition to places where community-based art works can be displayed.

Explore opportunities for joint usage agreements within existing arts and culture facilities to foster increased collaboration and operational support.

Explore partnerships with Keyano College.

### Key Performance Indicators

Adoption of plan by Council and community partners.

Host a successful 2018 Alberta Winter Games from February 16 - 19 in the region.

Complete an Economic Impact Assessment with results demonstrating a positive community impact as a result of hosting the Games.

Adoption of the plan by the Public Art Committee and Council.

Implementation of the Artist in Residency Program, Street Banner Program and Art in Motion.

# Rural and Indigenous Communities and Partnerships

## Strategy & Initiative #4a – Truth and Reconciliation Commission Calls to Action

Implement the calls to action that the Municipality has the jurisdiction to influence.

### Actions

Engage internal working committee and the community at large to oversee and follow through on calls to action where the Municipality has jurisdiction and the capacity to influence. Provide lead support and governance in recommended actions and provide updates to Council on progress.

### Key Performance Indicators

Provide progress report to Council and CAO.

Number of calls to action achieved annually.



## Strategy & Initiative #4b – Indigenous Consultation

Develop an Indigenous consultation policy.

### Actions

Engage First Nation and Métis partners and the Alberta Aboriginal Consultation Office.

Develop a Consultation Policy for Council consideration.

### Key Performance Indicators

Scope Developed and Request for Qualification tendered.

Predetermined percentage of rural and Indigenous partners engaged.

Predetermined percentage of positive feedback from stakeholders received.

Document presented to Council.



## Strategy & Initiative #4c – Delivery of Water and Sewer Servicing

Current capital project is in place to deliver Rural Water and Sewer Services (RWSS) to rural communities. To date the current budget requests in both capital and operational will cover the costs for these initiatives.

### Actions

RWSS project continues to progress according to timeline.

### Key Performance Indicators

Water and Sewer piped services for South Rural communities 2019-2020.

## Strategy & Initiative #4d – Amalgamation Review



Complete a third party review for presentation to Council that will include achievable outcomes for strengthening rural and Indigenous relationships.

### Actions

Meaningful/collaborative engagement with community groups to have a clear understanding of the review objectives.

Customer service survey to residents.

### Key Performance Indicators

Scope developed and Request for Qualification tendered, tracking percentage of rural, Indigenous and urban partners engaged, and present completed document to council.



## Strategy & Initiative #4e – Emergency Management

Implement community-based emergency preparedness and work collaboratively with Indigenous and Rural Relations and rural communities to ensure awareness of community events.

### Actions

Engage communities, identify hazards, assess demographics, develop unique plans, and share with the communities.

### Key Performance Indicators

Development of the community-level plans with validation through ongoing community engagement.

## Strategy & Initiative #4f – Inclusion and Partnerships (Rural Coalition)



Increase the inclusion of rural and Indigenous perspectives within initiatives and service delivery processes where there are common interests.

### Actions

Continue relationship development with rural and Indigenous partners through a Rural Engagement Strategy, developing an annual stakeholder/partner feedback survey, attending monthly community meetings, developing a Memorandum of Understanding and increasing accessibility and use of rural offices.

### Key Performance Indicators

Number of stakeholder/partner meetings and implementation of Engagement Strategy, with community partners feeling engaged (positive annual feedback received) and rural offices demonstrating increased use on an annual basis.



## Advocate for Rural and Indigenous communities

Support the CAO in strategy development for Regional rural and Indigenous communities advocacy.

### Actions

Collaborate with Indigenous and rural communities on areas of concerns in rural and Indigenous communities and meet with Indigenous and rural communities to gain understanding of these areas.

Develop strategy on behalf of CAO to advocate for areas of concern and support CAO in implementation of plan with ongoing updating to ensure plan and issues remain relevant.

### Key Performance Indicators

While challenging to measure as ongoing, general success will be understood in strength of relationships for sharing information and collaboration; specific successes will be achieved based on specific issues.

## Strategy & Initiative #4h – Transportation Strategy



Overpass at Hardin Street and Highway 63; Removal of traffic signals on Hwy 63 at Morrison; Morrison street to become a 4-lane street to connect to Prairie Loop Boulevard; On street parking strategies for residential communities; Four lane Prairie Loop Boulevard between Riedel and Franklin Ave.; Complete Saline Park egress access route; Continue the coordination with the Province of the East Clearwater Hwy – tie Highway 881 to East Athabasca Hwy; Secondary egress routes out of the rural hamlets; Downtown transit terminal Hub; Downtown Parkade to relieve parking congestion to the downtown core and Return responsibility of Highway 63, Highway 69, Highway 881 and Winter Roads (Laloche and Fort Chipewyan) to Alberta Transportation jurisdiction.

### Actions

Continue projects already in place and develop work plans to ensure other projects move forward.

### Key Performance Indicators

Coordination with Provincial Jurisdiction for projects associated with Provincially owned roadways 2018 – 2020. Advance Capital Projects identified 2018 – 2021.



## Rural Operational Efficiencies & Cost Savings

Implement a revised rural servicing strategy. This new servicing strategy would leverage combined resources between Public Works & Environmental Services and allow more effective delivery of core services including: Roads/Streets, Parks/Trails, and Waste & Sewer.

### Actions

Determine organizational structure for rural servicing, review buildings to determine suitable locations for staff and equipment, review all equipment to see if equipment can be utilized in multiple role, establish timelines and implement plan.

### Key Performance Indicators

Budget year/end of year review.



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