



2024 Q1 PROGRESS REPORT

COUNCIL'S STRATEGIC PLAN 2022-2025



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

QUARTERLY (Q1) COUNCIL CONTRIBUTION HIGHLIGHTS

13

Council decisions impacted plan progress

11

Council advocated to other levels of government

42

Council meeting invites were in the Councillor calendar

16

Scheduled meetings to host by Council

3

Meetings in the Councillor calendar were Indigenous focused

3

Proclamations were made

\$163K

Net new capital and operating funding was approved

See appendix I for details.

Q1 2024 OVERALL TASK PROGRESS ■ Completed (30.3%) ■ In Progress (47.1%) ■ Not Started (22.6%)



WE VALUE FISCAL MANAGEMENT (FM)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

FM1a: Evaluate and implement an organizational review

The KPMG Organizational Review report was completed and presented to Council February 27, 2024.

The report contains three key deliverables:

- A service catalogue that identifies and creates profiles of the municipal services, the RMWB provides to the public
- A suggested organizational structure; and
- Opportunities for improvement to be more efficient in its operations.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Members of Council and Administration came together for Pink Shirt Day on February 28, 2024 to recognize unity, inclusivity and diversity of all people.
- FireSmart Wood Buffalo made several communities more resilient to wildfire this winter through vegetation management. This work was carried out at selected sites in Fort Chipewyan, Anzac and Fort McMurray and is currently ongoing in Janvier.

Our world is changing. The revenue we enjoy to provide services will not last forever. It is critical that we build our community and its future upon policies and investments that are fiscally, environmentally, and socially sustainable and enduring. Developing a long-term fiscal budget and strategy will ensure sustainable growth and high-level quality services.



Members of Council came together to recognize Pink Shirt Day.

Q1 2024 OVERALL FM TASK PROGRESS

■ Completed (20%) ■ In Progress (65%) ■ Not Started (15%)



WE VALUE BUILDING PARTNERSHIPS (BP)

We recognize there is value in working together. We welcome insight and appreciate collaboration from all groups and stakeholders in order to bring together elements that will help ensure communities continue to grow into the homes we love and homes which welcome others.



Mayor Bowman at the Fort McKay First Nations and Suncor announcement

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

BP2: Participate as Council in meetings with Indigenous leaders and communities

- On March 7, members of Council and Administration had the honour of participating in a public announcement celebrating Indigenous partnerships. Fort McKay First Nations and Suncor announced their collaboration on a proposed oil sands mining project on Fort McKay's Reserve lands.
- A member of Council and members of Administration attended the Fort Chipewyan Winter Carnival February 23-26, 2024.

BP4: Actively work together with large industry to share information, focus on regional priorities, develop infrastructure and cultural project partnerships

- The Office of the CAO worked with representatives from industry to understand their current priorities and identify opportunities to align on shared initiatives.
- Development of an engagement plan was started to identify approaches to facilitating communication.

BP6: Support opportunities and community partnerships that help promote a positive image of Wood Buffalo

- WinterPLAY was held February 23-March 3, 2024. Shoot out on the Snye hockey tournament included 29 teams and 170 players, while 706 community members enjoyed wagon rides.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- At the Council's Excellence Awards ceremony on February 2, 2024, six community members were celebrated for their significant contributions to the region with Council presenting awards for Citizen of the Year, Everyday Hero, Indigenous Advocate and Youth.

Q1 2024 OVERALL BP TASK PROGRESS ■ Completed (7.3%) ■ In Progress (41.5%) ■ Not Started (51.2%)



WE VALUE RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS (RI)

Our future cannot be separated from our past. As we grow communities into sustainable prosperity we need to learn from and work with local Indigenous partners and communities who have lived in a sustainable way with nature and the environment since time immemorial, as well as forge new relationships that make us leaders in building kinder, more supportive, and more understanding communities.



National Ribbon Skirt Day

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

RI2: Continue to advance the Municipality's response to Truth and Reconciliation Commission (TRC) and Missing and Murdered Indigenous Women, Girls and Two-Spirit People (MMIWG2S+) and Missing or Murdered and Exploited Indigenous Peoples (MMEIP)

- Members of Administration attended the Missing and Murdered Indigenous People Gathering in Edmonton January 24-25, 2024, hosted by Tribal Chief Ventures Inc.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- January 4 was National Ribbon Skirt Day. Everyone was encouraged to recognize, learn about and celebrate the importance of Indigenous traditions and expressions of culture.

Q1 2024 OVERALL RI TASK PROGRESS

■ Completed (26.3%) ■ In Progress (73.7%) ■ Not Started (0%)



WE VALUE LOCAL ECONOMY (LE)

We have the potential to make the region a destination of choice for economic development and quality of life by supporting growth of the local business community and to improve services to residents.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

LE2: Support development of a rural tourism engagement strategy

- Indigenous and Rural Relations staff met with Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT). Two recent examples include attendance at the Indigenous Economic Action Committee on January 10, 2024, and the Indigenous Tourism Alberta Summit on January 30, 2024.

LE4: Advocate and partner with all levels of government to deliver consistent and accessible broadband services

- The construction phase of the Telus Purefibre rural broadband project in Chard Metis Nation and Chipewyan Prairie First Nation/Janvier is now 100% complete.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Council heard a quarterly update from Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT)



David Goldstein - Deputy Minister of Tourism and Sport, Shae Bird- Chief Executive Officer of Indigenous Tourism Alberta , Keith Henry Chief Executive Officer of Indigenous Tourism Association of Canada & Rita Kankunda; RMWB

Q1 2024 OVERALL LE TASK PROGRESS

■ Completed (50%) ■ In Progress (44.4%) ■ Not Started (5.6%)



WE VALUE DOWNTOWN VISUALIZATION (DV)

The downtown has struggled over time with indecisions, rapid changes in decision, and natural disasters for too long. It is time to choose what downtown will be and lay out a plan for redevelopment and disaster mitigation and carry on with implementation.



Downtown Revitalization Incentive Program (DRIP) investment in the Nistawayou Association Friendship Centre

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

DV4: Approve, enhance and enforce bylaws and beautification standards

- On March 12, 2024, Administration presented an updated sign bylaw to Council, which provides a standard for signage across the region and supports beautification.

DV5: Incentivize private investment in the downtown

- Community and stakeholder engagement was completed as part of the review and evaluation of the Downtown Revitalization Incentive Program (DRIP).

DV6: Conclude flood mitigation infrastructure investments

- Seasonal flood mitigation measures to help protect homes and businesses during river breakup have been installed.

DV7: Complete waterfront beautification

- With support from the Wood Buffalo Waterfront Advisory Committee (WBWAC), Administration is proceeding through the process of detailed design and tendering based on the Snye Point Area East of Hardin concept presented to Council in July 2023. Re-engagement with the WBWAC committee will occur once the tendering process is completed.

Q1 2024 OVERALL DV TASK PROGRESS ■ Completed (56.8%) ■ In Progress (24.3%) ■ Not Started (18.9%)



APPENDIX I - COUNCIL CONTRIBUTION HIGHLIGHTS

COUNCIL DECISION HIGHLIGHTS

The highlights below reflect a high-level summary only and may not be reflective of all decisions made in Q1. For exact decisions and Council resolution details, please reference Council meeting minutes online [Meeting Calendar - Regional Municipality of Wood Buffalo \(iqm2.com\)](https://www.woodbuffalo.ca/MeetingCalendar)

COUNCIL DECISIONS THAT ALIGNED DIRECTLY TO MILESTONES, ACTIONS AND TASKS THAT SUPPORT REAL CHANGE AND PROGRESS

FISCAL MANAGEMENT (FM)

- FM1a: Council accepted the KPMG Organizational Review as information.
- FM5: Council approved that Mayor Bowman be authorized, on behalf of Council, to send a letter of support to the Forest Resource Improvement Association of Alberta for the RMWB's FireSmart application for the 2024 FireSmart Home Assessment program.

BUILDING PARTNERSHIPS (BP)

- BP6: Council accepted the Public Art Wood Buffalo 2024 Work Plan as information.

LOCAL ECONOMY

- LE3: Council amended the Committees Bylaw, which proposed extending the mandate of the Wood Buffalo Pro-Business Advisory Committee to December 31, 2025, and added three more members representing the local business community.
- LE5: Council amended the Land Use Bylaw to add Warehouse and Storage and Warehouse Sales as discretionary uses to the Gateway District.

DOWNTOWN VISUALIZATION (DV)

- DV4: Council amended the Land Use Bylaw to repeal the existing signage regulations and approved an updated sign Bylaw.
- DV5: Council approved the extension on the condition of the sale of the subject land located at the corner of Morrison Street and Franklin Avenue to 2259386 Alberta Ltd. (SMG Builders) as well as the start of construction.

DECISIONS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

- Council approved:
 - The Community Investment Program Policy FIN - 220 Amendment
 - Subsidiary and Municipal Facility Operating Grants from the Community Partnerships and Initiatives
- Council directed:
 - Administration to review and bring forward options for the lands acquired as part of the Draper Voluntary Buyout including selling the properties through a real estate listing.

LOCAL ECONOMY (LE)

- Council approved:
 - Amendment(s) to the Procurement Policy.

BUILDING PARTNERSHIPS (BP)

- Council:
 - Directed administration to bring forward a policy that formalizes the Community Rinks Program, that would allow homeowners to construct temporary outdoor skating rinks on or directly adjacent to their property.
 - Approved that a pathway in the Wood Buffalo neighborhood of Fort McMurray be named Bourque-Bouchier Trail.

MEETING OVERVIEW

- 58 meetings were included in Council's calendar and 3 were Indigenous focused:
 - 16 scheduled meetings to host
 - 42 invites to meetings

Breakdown of the types of meetings:

- Community Events/Engagement - 14
- Council/Committee Meetings - 15
- Cultural Events - 10
- Government Engagements (other levels of govt) - 6
- Networking Events/Fundraisers - 4
- Training - 1
- Other - 8

COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

- Letters were sent by the Mayor:
 - to Minister Ric Mclver (Alberta Municipal Affairs) regarding the 5:1 Tax Ratio.
 - to Minister Patty Hajdu (Federal Minister of Indigenous Services Canada) regarding a federal inquiry into Moccasin Flats.
 - to Ministers Brian Jean (Alberta Energy and Minerals) and Rick Wilson (Indigenous Relations) requesting a meeting to discuss egress roads (particularly in Janvier).

- o to Minister Ric McIver (Alberta Municipal Affairs) regarding municipal census.
- o of support to Forest Resource Improvement Association of Alberta for Fire Smart funding.
- o to Minister Dominic LeBlanc (Federal Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs) regarding an additional RCMP Indigenous Liaison position in Wood Buffalo.
- o to the following Alberta Ministers requesting meetings:
 - Minister Devin Dreeshen (Transportation and Economic Corridors) regarding transportation matters, including Highway 881 upgrades, and Rural Water and Sewer Servicing grant funding.
 - Minister Rebecca Schulz (Environment and Protected Areas) regarding flood mitigation grant funding.
 - Minister Searle Turton (Children and Family Services) regarding cost of living for childcare workers in the region.
- The Mayor met with Ministers Jean and Wilson regarding the Janvier egress road.
- Council met with MLA Tany Yao to discuss the MLA's work on the Province's report on northern economic development as well as other regional areas of interest.

PROCLAMATIONS

- Mayor Bowman made three proclamations. More information can be found online: Proclamations - Regional Municipality of Wood Buffalo (rmwb.ca)
 1. Black History Month
 2. Family Literacy Day
 3. Alberta Francophonie Month

TOTAL AMOUNT OF NET NEW CAPITAL AND OPERATING FUNDING

Capital (Funded from Capital Infrastructure Reserve)

Feb	Fort McKay Dock - Seasonal	\$(83,696)
Mar	Rural Community Placemaking	<u>\$115,000</u>
		<u>\$31,304</u>

Operating (Funded from Emerging Issues Reserve)

Feb	Community Partnership and Initiatives 2024 operating budget	<u>\$132,068</u>
		<u>\$132,068</u>

Total amount of net new capital and operating funding approved	<u>\$163,372</u>
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APPENDIX II - ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

BUILDING PARTNERSHIPS (BP)

BP5: Confirm best practices for consistent communication and feedback between Council and Administration

- The Office of the Mayor, CAO, Chief of Staff and Legislative Services have worked to align practices with respect to communication to Council and answering Council inquiries. The approach is to connect Council with divisional leadership allowing timely responses to inquiries while foundationally continuing to build relationships.
- A working group has been formed to create and finalize a tracking sheet for Council inquiries to be used by Administration.

BP6: Support opportunities and community partnerships that help promote a positive image of Wood Buffalo

- The following have been completed:
 - A review of Community Investment Program (CIP) policy amendment.
 - Public Art policy and administrative procedure.
 - Low Income Fare Transit (LIFT) program process.

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

RI1: Create and enhance reconciliation spaces

- Members of Administration met to discuss potential opportunities to have a Tipi permanently installed in Kiyam Community Park.

RI3: Commemorate, document, and raise awareness to ensure significant events impacting relationships with Indigenous Peoples are recognized, remembered and honoured

- Indigenous and Rural Relations hosted regular programming in the rural communities that supports cultural awareness and inclusion.

LOCAL ECONOMY (LE)

LE2: Support development of a rural tourism engagement strategy

- Indigenous and Rural Relations reviewed the quarterly report to Council from Fort McMurray Wood Buffalo Economic Development (FMWBEDT) to identify areas of opportunity and mutual collaboration.

LE5: Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)

- Implementation of the Planning and Development Process Review Report recommendations are underway. Of the 92 recommendations, 19 are completed and 52 are actively being worked on.
- Planning and Development Services worked to implement recommendations from the Wood

Buffalo Pro-Business Advisory Committee.

DOWNTOWN VISUALIZATION (DV)

DV3: Support the creation of detailed land map for future downtown planning that guides the public and businesses on the vision for downtown

- Planning and Development Services worked to finalize the Land Use Bylaw (LUB).

APPENDIX III - COUNCIL'S STRATEGIC PLAN TASK LIST

Fiscal Management (FM)			
FM1a: Evaluate and implement an organizational review			
Task #	Task List	Lead Division(s)	Q1
FM1a-1	Develop a scope of work	Organizational Support Services	Completed
FM1a-2	Initiate the process to select a consultant		Completed
FM1a-3	Complete organizational review		Completed
FM1a-4	Draft a final report		Completed
FM1a-5	Present final report to Council		Completed
FM1a-6	Implement recommendations		In Progress
FM1a-7	Monitor and report progress of implementation		Not Started
FM1a-8	Record lessons learned		Not Started
FM1b: Invest in the health and safety of our employees			
Task #	Task List	Lead Division(s)	Q1
FM1b-1	Complete a consolidated summary of municipal health initiatives	Organizational Support Services	In Progress
FM1b-2	Complete a consolidated summary of municipal safety initiatives		In Progress
FM1b-3	Engage the Joint Health and Safety Committee(s) to identify additional projects or initiatives		In Progress
FM1b-4	Implement existing health and safety initiatives and programs that are not already active		In Progress
FM1b-5	Promote existing initiatives and programs		In Progress
FM1b-6	Assess training and learning opportunities		In Progress
FM1b-7	Identify any gaps in the existing training and learning programs		In Progress
FM1b-8	Develop or enhance training and learning programs		In Progress
FM1b-9	Implement new or enhanced training and learning programs		In Progress
FM2: Create a Council covenant to include leadership norms, summary of commitments and best practices to be applied in alignment with Council's Code of Conduct			
Task #	Task List	Lead Division(s)	Q1
FM2-1	Develop a suggested approach	Legislative Services	In Progress
FM2-2	Confirm planned approach with Council		In Progress
FM2-3	Develop a scope of work		In Progress
FM2-4	Initiate the process to select a Consultant to support development of a Council covenant		In Progress
FM2-5	Draft a covenant for review with Council		Not Started
FM2-6	Finalize Council covenant		Not Started
FM3: Direct the implementation of a community resilience strategy			
Task #	Task List	Lead Division(s)	Q1
FM3-1	Confirm a shared understanding of the term resiliency	Regional Emergency and Protective Services	Completed
FM3-2	Share and educate municipal departments on their role in resiliency		In Progress
FM3-3	Revise capital business case process to improve risk informed decision making to Council		Completed
FM3-4	Provide a methodology and/or a tool for reporting on continuity of operations readiness by municipal services annually		In Progress
FM3-5	Finalize tools, documentation and education to support annual reporting		In Progress
FM3-6	Review and report on continuity of operations readiness by completing a municipal continuity scorecard		Not Started
FM3-7	Develop a process and methodology for land use governance and policy		Not Started
FM4: Confirm and/or develop service standards through strategic budget workshops			
Task #	Task List	Lead Division(s)	Q1
FM4-1	Review and confirm existing service standards	Corporate Services	In Progress
FM4-2	Schedule annual budget workshops		Completed
FM4-3	Confirm budget workshop outcomes annually with Council		In Progress
FM4-4	Establish a feedback mechanism during budget workshops with Council to support next steps		In Progress
FM5: Ensure government grants are fully utilized			
Task #	Task List	Lead Division(s)	Q1
FM5-1	Confirm a shared understanding of the terms: grants, fully utilized	Corporate Services	In Progress
FM5-2	Review current status of grant research, # of applications and amount of funding approved, received, spent or returned each year		In Progress
FM5-3	Identify opportunities to adjust existing documentation, processes, forms, procedures to best position the organization to fully utilize government grants		In Progress
FM5-4	Confirm reporting measures, preferred format and frequency		In Progress
FM5-5	Update or create a standard operating procedure that includes reporting		In Progress
FM5-6	Increase staff awareness, education and training regarding grants and grant processes		In Progress

Building Partnerships (BP)			
BP1: Host or attend regular meetings throughout the region			
Task #	Task List	Lead Division(s)	Q1
BP1-1	Confirm a shared understanding of the terms: meetings, hosting, attending	Legislative Services	Completed
BP1-2	Review existing guiding documents, directives, processes and standard operating procedures		In Progress
BP1-3	Draft revised workflow and standard operating procedure		In Progress
BP1-4	Finalize workflow and standard operating procedure through the collaborative working group		Not Started
BP1-5	Communicate finalized standard operating procedure		Not Started
BP1-6	Monitor, report and consider revision of the standard operating procedure		Not Started
BP2: Participate as Council in meetings with Indigenous leaders and communities			
Task #	Task List	Lead Division(s)	Q1
BP2-1	Confirm a shared understanding of the terms: meetings, participation, communities, Council, Indigenous leaders	Legislative Services and Indigenous and Rural Relations	Completed
BP2-2	Review existing guiding documents, directives, processes, standard operating procedures and acknowledge relationship based communication		In Progress
BP2-3	Draft a revised workflow and standard operating procedure(s)		In Progress
BP2-4	Review and finalize standard operating procedure(s) and workflow through the collaborative working group		In Progress
BP2-5	Communicate finalized standard operating procedure(s)		Not Started
BP2-6	Monitor, report and consider revision of the standard operating procedures		Not Started
BP3: Establish an anti-racism bylaw and policy			
Task #	Task List	Lead Division(s)	Q1
BP3-1	Review existing examples of policies in other communities	Organizational Support Services	Completed
BP3-2	Draft anti-racism policy		In Progress
BP3-3	Approve anti-racism policy		Not Started
BP3-4	Review existing examples of Bylaws in other communities		Not Started
BP3-5	Draft anti-racism Bylaw		Not Started
BP3-6	Approve anti-racism Bylaw		Not Started
BP4: Actively work together with large industry to share information, focus on regional priorities, develop infrastructure and cultural project partnerships			
Task #	Task List	Lead Division(s)	Q1
BP4-1	Confirm a shared understanding of the terms: large industry, regional priorities, cultural project partnerships	Organizational Support Services	In Progress
BP4-2	Confirm and document current relationship interceptions between administration and large industry		In Progress
BP4-3	Identify and document joint regional priorities		In Progress
BP4-4	Draft an engagement plan with consideration of gaps or opportunities for improvement		In Progress
BP4-5	Finalize engagement plan through a collaborative working group		Not Started
BP4-6	Communicate finalized engagement plan		Not Started
BP4-7	Monitor, report and consider revision of engagement plan		Not Started
BP5: Confirm best practices for consistent communication and feedback between Council and Administration			
Task #	Task List	Lead Division(s)	Q1
BP5-1	Conduct benchmarking and consider best practices	Chief Administrative Officer	In Progress
BP5-2	Review existing directives, processes, policies and practices on how Council receives information and provides feedback		In Progress
BP5-3	Develop suggested approach		In Progress
BP5-4	Confirm planned approach with Council		Not Started
BP5-5	Draft standard operating procedure		Not Started
BP5-6	Finalize standard operating procedure		Not Started
BP5-7	Communicate finalized standard operating procedure		Not Started
BP5-8	Monitor, report and consider revision of the standard operating procedure		Not Started
BP6: Support opportunities and community partnerships that help promote a positive image of Wood Buffalo			
Task #	Task List	Lead Division(s)	Q1
BP6-1	Confirm a shared understanding of the terms: opportunities, community partnerships, promote a positive image	Community Services	In Progress
BP6-2	Review existing guiding documents, directives, processes, standard operating procedures and permits		In Progress
BP6-3	Identify opportunities for efficiencies or reduced barriers		Not Started
BP6-4	Draft revised workflow and standard operating procedure		Not Started
BP6-5	Monitor, report and consider revision of workflow and standard operating procedure		Not Started
BP6-6	Report on the number of applications to the Community Investment Program that are aligned to this milestone		Not Started
BP6-7	Support opportunities to host events and conferences that attract participants from outside of the region		In Progress
BP6-8	Support opportunities that promote a positive image of Wood Buffalo		In Progress

Rural and Indigenous Communities and Relationships (RI)			
RI1: Create and enhance reconciliation spaces			
Task #	Task List	Lead Division(s)	Q1
RI1-1	Confirm a shared understanding of the term reconciliation space(s)	Indigenous and Rural Relations	In Progress
RI1-2	Establish a Reconciliation Working Group		Completed
RI1-3	Create reconciliation space(s)		In Progress
RI1-4	Enhance reconciliation space(s)		In Progress
RI1-5	Report the number of reconciliation spaces that have been created or enhanced		In Progress
RI2: Continue to advance the Municipality’s response to Truth and Reconciliation Commission (TRC) and Missing and Murdered Indigenous Women, Girls and Two-Spirit People (MMIWG2S+) and Missing or Murdered and Exploited Indigenous Peoples (MMEIP)			
Task #	Task List	Lead Division(s)	Q1
RI2-1	Confirm the number of training opportunities currently available to municipal employees	Indigenous and Rural Relations	In Progress
RI2-2	Confirm current attendance rate for mandatory staff training		In Progress
RI2-3	Document education opportunities (acknowledge relationship-based conversations and experience-based learning)		In Progress
RI2-4	Advance education and training opportunities available to municipal employees		In Progress
RI2-5	Participate in Missing or Murdered and Exploited Indigenous Peoples Task Force meetings and implement the local action plan		In Progress
RI2-6	Report on implementation of a local action plan that is inclusive of Missing or Murdered and Exploited Indigenous Peoples		In Progress
RI2-7	Report annually on the Municipal Reponses to Truth and Reconciliation in Wood Buffalo		Completed
RI3: Commemorate, document, and raise awareness to ensure significant events impacting relationships with Indigenous Peoples are recognized, remembered and honoured			
Task #	Task List	Lead Division(s)	Q1
RI3-1	Confirm a shared understanding of the terms: commemorate, document, significant events	Indigenous and Rural Relations	Completed
RI3-2	Host and participate in local events that raise awareness		In Progress
RI3-3	Complete a schedule of significant events		Completed
RI3-4	Confirm the extent to which the municipality should commemorate, document and raise awareness		In Progress
RI3-5	Track the amount of data published and number of stories amplified that contribute to raising awareness		In Progress
RI4: Honor, acknowledge and commemorate residential school confirmations of gravesites, survivors, and their families			
Task #	Task List	Lead Division(s)	Q1
RI4-1	Confirm a shared understanding of the terms: commemorate, honor, acknowledge	Indigenous and Rural Relations	Completed
RI4-2	Engage communities to better understand how the municipality can contribute to acknowledging and commemorating		In Progress
Local Economy (LE)			
LE1: Establish reporting metrics for economic development and tourism to ensure maximum accountability, transparency and clarity for Council and			
Task #	Task List	Lead Division(s)	Q1
LE1-1	Update Community Investment Program funding agreement	Corporate Services and Community Services	Completed
LE1-2	Update municipal internal review process for Community Investment Program fund disbursement		Completed
LE1-3	Review reporting metrics in alignment with the funding agreement		Completed
LE2: Support development of a rural tourism engagement strategy			
Task #	Task List	Lead Division(s)	Q1
LE2-1	Confirm and document what type of support Fort McMurray Wood Buffalo Economic Development and Tourism needs	Indigenous and Rural Relations	In Progress
LE2-2	Provide Fort McMurray Wood Buffalo Economic Development and Tourism with current municipal approaches for engagement		Completed
LE2-3	Monitor opportunities for support based on Fort McMurray Wood Buffalo Economic Development and Tourism established quarterly reporting		In Progress
LE3: Establish a Business Advisory Committee			
Task #	Task List	Lead Division(s)	Q1
LE3-1	Draft the section of the consolidated committees Bylaw in partnership with business organizations	Organizational Support Services	Completed
LE3-2	Present Bylaw to Council		Completed
LE3-3	Approve Bylaw		Completed

LE4: Advocate and partner with all levels of government to deliver consistent and accessible broadband services			
Task #	Task List	Lead Division(s)	Q1
LE4-1	Establish a partnership with TELUS to deliver consistent and accessible broadband services	Corporate Services	Completed
LE4-2	Complete necessary construction work with service offerings available to all residents		Completed
LE4-2a	Conklin Metis/Conklin		Completed
LE4-2b	Willow Lake Metis Nation and Anzac		Completed
LE4-2c	Fort McKay First Nation and McKay Metis Nation		Completed
LE4-2d	Fort McMurray 468 First Nation and Anzac		Completed
LE4-2e	Gregoire Lake Estates		Completed
LE4-2f	Chard Metis Nation and Chipewyan Prairie First Nation and Janvier		Completed
LE4-2g	Draper		Completed
LE4-3	Complete rural broadband project to provide high speed internet services to Fort Chipewyan		Not Started
LE4-3a	Establish partnership with Telecommunications Provider in Fort Chipewyan to deliver consistent and accessible broadband services	Not Started	
LE4-6	Continue to explore all provincial and federal grant funding opportunities	In Progress	
LE5: Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)			
Task #	Task List	Lead Division(s)	Q1
LE5-1	Present Planning and Development process review report and recommendations to Council	Organizational Support Services and Planning and Development Services	Completed
LE5-2	Implement Planning and Development process review recommendations		In Progress
LE5-3	Monitor Planning and Development process review progress		In Progress
LE5-4	Prioritize adjustments that support a pro-business environment		In Progress
LE5-5	Implement priority adjustments that support a pro-business environment		In Progress
Downtown Visualization (DV)			
DV1: Support the creation of a strategy for downtown that identifies and coordinates municipal investment and improvements			
Task #	Task List	Lead Division(s)	Q1
DV1-1	Confirm a shared understanding of the term strategy	Organizational Support Services and Planning and Development Services	Not Started
DV1-2	Identify existing municipal investments and improvements		Not Started
DV1-3	Coordinate existing municipal investments and improvements		In Progress
DV1-4	Create a strategy and implementation plan		In Progress
DV1-5	Present strategy to Chief Administrative Officer and/or Council		In Progress
DV1-6	Implement the strategy		Not Started
DV2: Ensure a review and update of the Downtown Area Redevelopment Plan is completed			
Task #	Task List	Lead Division(s)	Q1
DV2-1	Review all sections of the current City Centre Area Redevelopment Plan	Planning and Development Services	Completed
DV2-2	Complete background document review		Completed
DV2-3	Create an initial draft of the Downtown Area Redevelopment Plan		Completed
DV2-4	Conduct engagements		Completed
DV2-5	Create a final draft of the Downtown Area Redevelopment Plan		Completed
DV2-6	Approve Downtown Area Redevelopment Plan		Completed
DV3: Support the creation of detailed land map for future downtown planning that guides the public and businesses on the vision for downtown			
Task #	Task List	Lead Division(s)	Q1
DV3-1	Update the Downtown Area Redevelopment Plan to include concept land map(s)	Planning and Development Services and Environmental Services	Completed
DV3-2	Review the current Land Use Bylaw relevant to downtown		In Progress
DV3-3	Create initial draft of the updated Land Use Bylaw relevant to downtown		Not Started
DV3-4	Conduct engagements		Not Started
DV3-5	Create final draft of the updated Land Use Bylaw relevant to downtown		Not Started
DV3-6	Present amendments to the Land Use Bylaw to Council (including detailed zoning land use map)		Not Started
DV4: Approve, enhance, and enforce bylaws and beautification standards			
Task #	Task List	Lead Division(s)	Q1
DV4-1	Confirm a shared understanding of the terms: enforce, beautification	Community Services	Completed
DV4-2	Complete a review of all Bylaws and identify those that have any connection to a beautification standard		Completed
DV4-3	Confirm which Bylaws require further enhancement and identify new or emerging Bylaws		Completed
DV4-4	Conduct engagements as required		Completed
DV4-5	Develop a plan for enforcing Bylaws		Completed
DV4-6	Enforce Bylaws		Completed
DV5: Incentivize private investment in the downtown			
Task #	Task List	Lead Division(s)	Q1
DV5-1	Continue to implement the current Downtown Revitalization Incentive Program	Planning and Development Services	In Progress
DV5-2	Evaluate existing Downtown Revitalization Incentive Program		In Progress
DV5-3	Make adjustments to the existing Downtown Revitalization Incentive Program, Policy and Administrative Directive		In Progress
DV5-4	Implement new or adjusted incentives		In Progress

DV6: Conclude flood mitigation infrastructure investments			
Task #	Task List	Lead Division(s)	Q1
DV6-1	Report quarterly progress to Council	Organizational Support Services and Environmental Services	Completed
DV6-2	Revise approach for Flood Program		Completed
DV6-3	Conduct monthly project meetings		Completed
DV7: Complete waterfront beautification			
Task #	Task List	Lead Division(s)	Q1
DV7-1	Review the current design for the Waterfront Park Project	Organizational Support Services and Public Works	Completed
DV7-2	Eliminate any unnecessary elements from the current design		Completed
DV7-3	Steward toward a project that remains in alignment with the engagement feedback from the Indigenous Communities		Completed
DV7-4	Present updated design to Council as soon as possible		Completed
DV7-5	Confirm Council's direction for next steps		Completed
DV7-6	Implement Council's direction		In Progress



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