

2023 Q2 PROGRESS REPORT

COUNCIL'S STRATEGIC PLAN

2022-2025



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

COUNCIL CONTRIBUTION HIGHLIGHTS

19

Council decisions impacted plan progress

14

Scheduled meetings to host by Council

58

Council meeting invites were in the Councillor calendar

9

Meetings in the Councillor calendar were Indigenous focused

2

Council advocated to other levels of government

10

Proclamations were made

\$20M+

New capital and operating funding was approved

See Appendix I for details.

Q2 2023 OVERALL TASK PROGRESS

■ Completed (3.6%) ■ In Progress (89.3%) ■ Not Started (7.1%)



WE VALUE FISCAL MANAGEMENT (FM)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

FM3: Direct the implementation of a community resilience strategy

- Multiple departments met to identify incremental opportunities to revise the capital business case process to improve risk informed decision making to Council. An initial interdepartmental Risk Management Advisory Team was formed and met in June.

FM5: Ensure government grants are fully utilized

- On May 23, Council received a quarterly financial performance report. Grant reporting reflected an overview of annual and one-time grants. A listing of capital and operating grants that have been awarded, those that are in progress and also unsuccessful grant applications were included. An overview of reimbursable expense information following extraordinary events was highlighted.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The 2023-2025 Fiscal Management Strategy (FMS) was prepared and presented to Council.
- The Capital Project Status Report was presented to Council.
- The 2022 RMWB Audited Consolidated Financial Statements for the year ending December 31, 2022 was presented as information.

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 the Financial Planning team hold the 2023 approved budget.

Q2 2023 OVERALL FM TASK PROGRESS ■ Completed (5%) ■ In Progress (42.5%) ■ Not Started (52.5%)



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.



The 2023 Flower of the Year is Purple Alyssum.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

BP3: Establish an anti-racism bylaw and policy

- A policy environmental scan was completed, and the Equity and Inclusion Office Policy working group met with Legal Services to review benchmarking findings and establish next steps. It was identified that many municipalities across Canada have a Human Rights and Anti-Harassment policy, or Anti-Discrimination or Anti-Hate policy rather than just Anti-Racism policy. A regional Advisory Committee on Inclusion, Diversity and Equity policy working group was also established to inform development of the policy.

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

- The Purple Alyssum was announced as the 2023 Communities in Bloom Flower of the Year.
- Public Art Wood Buffalo invited residents to showcase their artistic talent and capture this year's theme, "Home", through a design for the annual Street Banner Program.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Council Resolution Logs are now updated quarterly and will contribute to improved communication between Council and Administration.
- Council heard a presentation from the Wood Buffalo RCMP about the Annual Performance Plan. Wood Buffalo RCMP provided an overview of the community survey results that helped to establish this year's community policing priorities.

Q2 2023 OVERALL BP TASK PROGRESS

■ Completed (0%) ■ In Progress (29%) ■ Not Started (71%)



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.



RMWB staff members volunteer at McMurray Métis Fest.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

RI1: Create and enhance reconciliation spaces

- A municipal Reconciliation Champions working group with representatives from every department was formed and members met.

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)

- 141 employees completed Indigenous Awareness and Moving Towards Reconciliation training.

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

- More than 20 municipal employees volunteered at Métis Fest.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The Indigenous and Rural Relations department received and completed external requests for more than 360 completion certificates for the Indigenous Learning Series and the Indigenous Awareness and Moving Towards Reconciliation online modules.

Q2 2023 OVERALL RI TASK PROGRESS ■ Completed (5.3%) ■ In Progress (57.9%) ■ Not Started (36.8%)



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.



FMWBEDT staff pose with Councillor Jane Stroud at the 1st annual Tourism Town Hall.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

LE2: Support development of a rural tourism engagement strategy

- Members of Administration attended the 1st annual Fort McMurray Wood Buffalo Tourism Town Hall for an afternoon of learning, sharing and experiencing local tourism.

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

- A Planning and Development process review project update was presented to Council as information. A Planning and Development working group has been set up to oversee implementation of the 92 actions and have continued to identify new actions to reduce red tape.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The Municipality completed the sale of a 54-acre commercial lot of vacant land in North Parsons Creek. This benefits taxpayers, residents and local job creators and demonstrates that there is interest in doing business in the region. This decision also allows the Municipality to receive important funding of almost \$23 million, which can be used to support other important initiatives.

Q2 2023 OVERALL LE TASK PROGRESS ■ Completed (38.9%) ■ In Progress (44.4%) ■ Not Started (16.7%)



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.



A street sweeper in action in downtown Fort McMurray.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

DV2: Ensure a review and update of the Downtown Area Redevelopment Plan is completed

- Public engagement was completed with Indigenous partners, residents and business owners invited to review the draft Downtown Area Redevelopment Plan.

DV6: Conclude flood mitigation infrastructure investments

- Council received a 2023 overview of the Municipality's ongoing approach to the Flood Mitigation Program.

DV7: Complete waterfront beautification

- Two special meetings of the Wood Buffalo Waterfront Advisory Committee were hosted.
- Elements from the design were eliminated and a new draft design concept was reviewed. A list of eliminated items and the associated costs were completed.
- Three motions were made with consensus of the committee.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Public Works requested additional funds for 2023 to hire a contractor to complete most of the hard surface medians and boulevards cleaning in the spring. The support provided opportunities to begin street sweeping around the region earlier than anticipated.

Q2 2023 OVERALL DV TASK PROGRESS ■ Completed (13.5%) ■ In Progress (54.1%) ■ Not Started (32.4%)



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 Q2. 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.com/MeetingCalendar)

Council decisions that aligned directly to milestones, actions and tasks that support real change and progress Downtown Visualization

- DV4: Council approved the 2023 Bylaw Enforcement Plan.
- DV4: Council approved to amend the Community Standards Appeal Committee Bylaw.
- DV5: Council approved the Bylaw Enforcement Policy (OPE-080).

DECISIONS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

- Administration was directed to maintain the property tax ratio between the highest non-residential property tax rate and the lowest residential property tax ration of up to but not exceeding 6.21:1.
- The 2023 Property Tax Bylaw was approved.
- The Consideration of Property Tax Deferment and Penalty Relief Bylaw, as amended was approved.
- The Fees, Rates and Charges Bylaw was approved for amendment.

BUILDING PARTNERSHIPS (BP)

- Council approved the Citizen Recognition Program Policy.
- Council directed administration to develop a Poverty Reduction Plan and if a plan exists, bring forward a report with status on work that has been done and future plans.
- Council approved “Bob Campbell Field” as the name of the ball diamond at MacDonald Island Park.

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

- Council decided not to proceed with the feasibility study for water and sewer servicing for Fort Chipewyan, Fort McKay and Fort Fitzgerald as directed by Council in 2022 and instead directed Administration to continue to focus on completing identified infrastructure projects as outlined in the Council report dated May 9, 2023. Council accepted Administration’s report as a response to the resolution passed at the Feb.7, 2022 Council meeting.

LOCAL ECONOMY (LE)

- Council approved the 2023 Transit Master Plan and initiation of implementation with budget requests being brought forward during the annual budget process.

- Council directed Administration to present a bylaw(s) for Council's consideration related to the formation of a Wood Buffalo Transportation Committee.
- The Land Use Bylaw definitions for Home Business and Home Occupation were read a third and final time.
- Council approved to amend the Responsible Pet Ownership Bylaw.
- The Mayor was authorized, on behalf of Council, to send a letter of intent to bid to host the 2026 Alberta Summer Games by the deadline date of June 30, 2023.
- Administration was directed to create a Bid Committee to guide the bid development process and submit before the Aug. 31, 2023, submission deadline.
- Administration was directed to bring forward a budget for consideration to support the 2026 Alberta Summer Games in Sept. 2023.

DOWNTOWN VISUALIZATION (DV)

- The Land Use Bylaw was amended to re-district lots in Ptarmigan Court from Manufactured Home Residential District to the Environmental Preservation District.

MEETING OVERVIEW

- 72 meetings were included in Council's Calendar and 9 meetings were Indigenous focused:
 - 14 scheduled meetings to host
 - 58 invites to meetings

Here's a further breakdown of the types of meetings:

- Community Engagement - 30
- Conference/Convention/Symposium - 4
- Council/Committee Meetings - 12
- Cultural Event - 5
- Networking Event/Fundraiser - 13
- Government Engagements (other levels of gov't) - 4
- Political Functions - 1
- Training - 3

COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

Local Economy

- LE5: Council unanimously supported the submission of an Alberta Municipalities Procurement Resolution for consideration at the 2023 Alberta Municipalities Convention. The Municipality is looking for an opportunity to review procurement processes to allow for local businesses to be given priority.

Fiscal Management

- FM5: The Mayor was authorized to provide letters of support for the Forest Resource Improvement Association of Alberta in support of the Regional Emergency Services Fire Smart team applications.

PROCLAMATIONS

- Mayor Bowman made 10 proclamations. More information can be found online: Proclamations - Regional Municipality of Wood Buffalo (rmwb.ca)

TOTAL AMOUNT OF NEW CAPITAL AND OPERATING FUNDING

Capital

April 11	Jubilee Centre Renovations	3,980,000
April 11	Anzac Snowmobile	20,000
April 25	Silin Forest Road Deep Utilities Upgrades - Construction	2,800,000
June 13	2023 Ambulance Power Cots & Retrofit (5 units)	(280,000)
June 13	Albion Drive Full Rehabilitation	(250,000)
June 13	Road Surface and Alleyways Improvement	<u>250,000</u>
		<u>6,520,000</u>

Operating (Funded from Emerging Issues Reserve)

April 25	Sustaining Grant to Wood Buffalo Housing and Development Corporation	6,475,124
April 25	Fund retroactive salary invoice from the Royal Canadian Mounted Police (RCMP)	5,231,384
June 13	Fund outstanding Phase 2 (2022/23) extension to the Downtown Revitalization Incentives Program	<u>2,600,000</u>
		<u>14,306,508</u>

APPENDIX II - ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

FM1b: Invest in the health and safety of our employees

- On April 18, Spring Connect - Respectful Leadership was held for all RMWB leadership. The session included the following topics:
 - CAO Commitment Statement
 - The Virtue of Respect from the 7 Sacred Teachings
 - Leading and Managing a Respectful Culture
 - Workplace Harassment and Violence Administrative Directive
 - Tabletop Scenarios and Questions and Answers
- Administration applied for Top 100 Employer for 2024.
- Mental health awareness month communication encouraged self-care and mental well-being.
- Homewood Health was available for staff seeking support at 1-800-663-1142, by email at contact@homewoodhealth.com, or by visiting homeweb.ca. Dialogue and Calm apps were available as additional resources.
- Reporting hazards and highlighting safe actions got easier for staff with the introduction of a new online Hazard ID form.

FM3: Implement a community resiliency strategy

- Regional Emergency Services sent several urban and rural emergency responders to support Chipewyan Lakes and Yellowhead County wildfires.
- Emergency preparedness week took place and tips on what and how to prepare were shared with all staff.

BUILDING PARTNERSHIPS (BP)

BP3: Establish an anti-racism bylaw and policy

- A Regional Advisory Committee on Inclusion, Diversity, and Equity policy working group was established to inform the development of the policy.
- A youth Anti-Racism Working Group was established to prepare the community response in school environments. Several organizations, including the Public and Catholic schools, the Multicultural Association, RCMP, Victim Services, and community advocates have joined the group to collectively create a response to incidents in the school setting that impact youth in public spaces like transit.
- A working group comprised of the Equity and Inclusion Office, Victim Services, Bylaw and RCMP was established to establish a local coordinated response to hate incidents in preparation for the planned new policy and bylaw.
- The Equity and Inclusion Office created a Gender Based Analysis Review Tool to support the organization when developing, implementing, monitoring, and evaluating policies, programs,

services, and other regulations, including the development of the anti-racism policy and bylaw to mitigate potential unintended outcomes and identify opportunities for all people that are impacted by this initiative to benefit from it.

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

- In partnership with Environmental Services and Regulatory Services, members of Administration participated in a Kearl Lake site tour to observe the overland spill that occurred and impacted residents in Fort Chipewyan. Since the discovery of the spill, the Municipality has implemented an enhanced monitoring and operation program with input from Alberta Environment and Protected Areas (AEPA) drinking water specialists.

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

- Public Works Week took place between May 21 and 27. Making up over half of the Municipality's workforce, Public Works staff keep the region moving and thriving!
- Grant applications opened to support community arts, culture and heritage projects aligned to the Council-approved Wood Buffalo Culture Plan. A total of \$50,000 is available for creative projects. The deadline for grant applications is Dec. 31, 2023, or until the funding is exhausted, whichever comes first.
- On June 4, a Pride Flag raising, and ceremony was hosted at Kiyām Community Park.
- A virtual information session was hosted for interested artists to learn more about the igNIGHT 10-day temporary public art exhibition. The curatorial theme is Transportation.
- Public Art Wood Buffalo invited local Fort Chipewyan artists to inspire a design for a bench at the new Lakefront Viewing Deck. A duplicate bench will be installed in a park in Fort McMurray.
- Council received an Off-Highway Vehicle Update presentation.
- The Community Investment Program Advisory Committee (CIPAC) concluded the review of the Community Investment Program (CIP) in consultation with the non-profit community. Recommendations will be presented to Council on July 11 for an improved policy that supports opportunities to strengthen community partnerships through strategic investment.
- Municipal staff participated as volunteers at the Golden Years Society.
- Evaluation experts from the Municipality's Community Partnership and Initiatives and Culture and Social Development branches partnered with FuseSocial to deliver two comprehensive workshops for non-profit organizations on the topics of outcome measurement and program evaluation. The RMWB collaborates with other local funders to ensure all funded organizations in the region have the opportunity to participate. This assists in reducing barriers to grant application/reporting. 59 unique individuals benefited from the training.
- The Equity and Inclusion Office established a partnership with the Wood Buffalo Local Immigration partnership, the Fort McMurray Chamber of Commerce and the Fort McMurray Wood Buffalo Economic Development and Tourism to launch the Wood Buffalo Workplace Inclusion Charter (WIC) initiative in September 2023. The WIC aims to support employers in the region to implement inclusive practices in the workplace.

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

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)

- MMEIP Solidarity Walk and Gathering was held on May 5, the National Day for Awareness and Action for Missing or Murdered and Exploited Indigenous Women, Girls, and Two-Spirit People. Approximately 500 people attended a full day of events hosted by the Municipality in partnership with Athabasca Tribal Council and Pawâmiw Creative.
- Walk with an Elder session took place on three dates with the goal of empowering Wellness Ambassadors to be strong Indigenous allies and feel more confident conducting land acknowledgements in a meaningful way. The half-day sessions applied the medicine wheel and land teachings along the Aboriginal Interpretive Trail on MacDonald Island.
- Enrollment opened for Indigenous Land Connection: Traditional Plant Walk, Ceremony and Protocol Teaching and Drum Teaching. Participant's will join one of three Elders to learn more about traditional storytelling, local plants and their healing potential and the art and meaning behind drumming.
- Everyone was welcomed to enjoy a special evening with Cody Caetano, author of Half-Bads in White Regalia. This special event was held in the main floor lobby of Jubilee Centre and was offered in partnership with the Wood Buffalo Regional Library as part of the Indigenous Speaker Series and the It's Time to Read Book Club. The intimate gathering hosted 20 guests in an engaging talk with questions and answers and a book signing.

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

- National Indigenous History Month (NIHM) began in June with a focus on Indigenous culture, traditions, and teachings. NIHM is an opportunity to celebrate the rich history and diversity of Indigenous people across the region.

RI4: Honor, acknowledge and commemorate residential school confirmations of gravesites, survivors, and their families

- In May, Indigenous and Rural Relations (IRR) staff attended Healing Fort Chip (previously known as the truth scanning gathering) in Fort Chipewyan, coordinated by the Healing Fort Chip Task Force, community leadership and RMWB leadership. IRR hosted sessions for youth and Elders in the community, and keynote speakers focused on healing from trauma.

LOCAL ECONOMY (LE)

LE1: Establish reporting metrics for economic development and tourism to ensure maximum accountability, transparency and clarity for Council and taxpayers

- During the quarter, reporting metrics were reviewed in alignment with the funding agreement between the Municipality and Fort McMurray Wood Buffalo Economic Development and Tourism. To date, the reporting has been satisfactory and compliant to the agreement. Opportunities to enhance reporting have been noted for future.

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

- The Wood Buffalo Pro-Business Advisory Committee met on May 10 and with consensus supported four initial priorities for 2023.
- The Planning and Development Department is making ongoing improvements to the municipal website to enhance the customer service experience. A focus is on reducing the time it takes to get to the most relevant webpage, describing when to apply for a permit, types of permits available, and putting the permits in sequential order on the website for consistency.
- An overview of the Process Review Project was presented by Administration at the Construction Association's Annual General Meeting.
- New Development/Rebuild packages have been updated for residents and contractors. All relevant information regarding the permitting process and navigation for applications and required documentation have been updated. Currently, the packages are being reviewed, and once approved, will be available on the website. The packages are for both residential and commercial development and all relevant contact information and links are provided for consistency.
- When a water main leak was detected on Franklin Avenue, staff visited the affected businesses and explained that the water would be off. They were told that these repairs would be during an end of Ramadan celebration with hundreds of guests expected at a local restaurant. Instead of turning off the water, staff isolated the leak and postponed repairs in an effort to work with the community and support the local business as much as possible.

DOWNTOWN VISUALIZATION (DV)

DV1: Support the creation of a strategy for downtown that identified and coordinates municipal investments and improvements

- A separate Action Plan document has been drafted by Administration to support the implementation of the forthcoming Downtown Area Redevelopment Plan (ARP). As the details of the Action Plan can be subject to change, it will not form part of the ARP (which is generally adopted by Council as a Bylaw) and will instead be a companion piece that can be adjusted as needed.
- The Fort McMurray Wayfinding Plan was presented as information to Council.

DV2: Ensure a review and update of the Downtown Area Redevelopment Plan is completed

- Planning and Development staff visited Walter and Gladys Hill Elementary School and involved students in creating their own mini communities.

DV4: Approve, enhance and enforce bylaws and beautification standards

- Administration initiated work with a range of community volunteers to say goodbye to trash and debris from the winter, and hello to a cleaner, greener community through Community Cleanup and Adopt-a-Trail/Roadway programs. A downtown community cleanup also took place at Kiyām Community Park.

DV5: Incentivize private investment in the downtown

- The Downtown Revitalization Incentive Program (DRIP) has been successfully implemented. The program's most recent phase (Phase 2) ended on April 30. Over the course of Phase 2, 162 applications were received. At the time of reporting, 123 applications are currently under review.

APPENDIX III - TASK LIST

Fiscal Management (FM)		
FM1a: Evaluate and implement an organizational review		
Task #	Task List	Task Progress
FM1a-1	Develop a scope of work	Completed
FM1a-2	Initiate the process to select a consultant	Completed
FM1a-3	Complete organizational review	In Progress
FM1a-4	Draft a final report	Not Started
FM1a-5	Present final report to Council	Not Started
FM1a-6	Implement recommendations	Not Started
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	Task Progress
FM1b-1	Complete a consolidated summary of municipal health initiatives	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	Not Started
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	Task Progress
FM2-1	Develop a suggested approach	Not Started
FM2-2	Confirm planned approach with Council	Not Started
FM2-3	Develop a scope of work	Not Started
FM2-4	Initiate the process to select a Consultant to support development of a Council covenant	Not Started
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	Task Progress
FM3-1	Confirm a shared understanding of the term resiliency	In Progress
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, so they can prioritize in alignment with strategies and resilience of municipal services	In Progress
FM3-4	Provide a methodology and/or a tool for reporting on continuity of operations readiness by municipal services annually	Not Started
FM3-5	Finalize tools, documentation and education to support annual reporting	Not Started
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	Task Progress
FM4-1	Review and confirm existing service standards	In Progress
FM4-2	Schedule annual budget workshops	In Progress
FM4-3	Confirm budget workshop outcomes annually with Council	Not Started
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	Task Progress
FM5-1	Confirm a shared understanding of the terms: grants, fully utilized	Not Started
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	Not Started
FM5-5	Update or create a standard operating procedure that includes reporting	Not Started
FM5-6	Increase staff awareness, education and training regarding grants and grant processes	Not Started
Building Partnerships (BP)		
BP1: Host or attend regular meetings throughout the region		
Task #	Task List	Task Progress
BP1-1	Confirm a shared understanding of the terms: meetings, hosting, attending	In Progress
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	Task Progress
BP2-1	Confirm a shared understanding of the terms: meetings, participation, communities, Council, Indigenous leaders	In Progress
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)	Not Started
BP2-4	Review and finalize standard operating procedure(s) and workflow through the collaborative working group	Not Started
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	Task Progress
BP3-1	Review existing examples of policies in other communities	In Progress
BP3-2	Draft anti-racism policy	Not Started
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	Task Progress
BP4-1	Confirm a shared understanding of the terms: large industry, regional priorities, cultural project partnerships	In Progress
BP4-2	Confirm and document current relationship interceptions between administration and large industry	Not Started
BP4-3	Identify and document joint regional priorities	Not Started
BP4-4	Draft an engagement plan with consideration of gaps or opportunities for improvement	Not Started
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	Task Progress
BP5-1	Conduct benchmarking and consider best practices	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	Not Started
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	Task Progress
BP6-1	Confirm a shared understanding of the terms: opportunities, community partnerships, promote a positive image	In Progress
BP6-2	Review existing guiding documents, directives, processes, standard operating procedures and permits	Not Started
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	Task Progress
RI1-1	Confirm a shared understanding of the term reconciliation space(s)	In Progress
RI1-2	Establish a Reconciliation Working Group	In Progress
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	Not Started
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	Task Progress
RI2-1	Confirm the number of training opportunities currently available to municipal employees	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)	Not Started
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	Not Started
RI2-7	Report annually on the Municipal Responses 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	Task Progress
RI3-1	Confirm a shared understanding of the terms: commemorate, document, significant events	Not Started
RI3-2	Host and participate in local events that raise awareness	In Progress
RI3-3	Complete a schedule of significant events	In Progress
RI3-4	Confirm the extent to which the municipality should commemorate, document and raise awareness	Not Started
RI3-5	Track the amount of data published and number of stories amplified that contribute to raising awareness	Not Started
RI4: Honor, acknowledge and commemorate residential school confirmations of gravesites, survivors, and their families		
Task #	Task List	Task Progress
RI4-1	Confirm a shared understanding of the terms: commemorate, honor, acknowledge	Not Started
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 taxpayers		
Task #	Task List	Task Progress
LE1-1	Update Community Investment Program funding agreement	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	In Progress
LE2: Support development of a rural tourism engagement strategy		
Task #	Task List	Task Progress
LE2-1	Confirm and document what type of support Fort McMurray Wood Buffalo Economic Development and Tourism needs	In Progress
LE2-2	Provide Fort McMurray Wood Buffalo Economic Development and Tourism with current municipal approaches for engagement	Not Started
LE2-3	Monitor opportunities for support based on Fort McMurray Wood Buffalo Economic Development and Tourism established quarterly reporting	Not Started
LE3: Establish a Business Advisory Committee		
Task #	Task List	Task Progress
LE3-1	Draft the section of the consolidated committees Bylaw in partnership with business organizations	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	Task Progress
LE4-1	Establish a partnership with TELUS to deliver consistent and accessible broadband services	Completed
LE4-2	Complete necessary construction work with service offerings available to all residents	In Progress
LE4-2a	Conklin Metis/Conklin	In Progress
LE4-2b	Willow Lake Metis Nation and Anzac	In Progress
LE4-2c	Fort McKay First Nation and McKay Metis Nation	In Progress
LE4-2d	Fort McMurray 468 First Nation and Anzac	In Progress
LE4-2e	Gregoire Lake Estates	Completed
LE4-2f	Chard Metis Nation and Chipewyan Prairie First Nation and Janvier	In Progress
LE4-2g	Draper	In Progress
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	Task Progress
LE5-1	Present Planning and Development process review report and recommendations to Council	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	Task Progress
DV1-1	Confirm a shared understanding of the term strategy	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	Task Progress
DV2-1	Review all sections of the current City Centre Area Redevelopment Plan	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	In Progress
DV2-5	Create a final draft of the Downtown Area Redevelopment Plan	In Progress
DV2-6	Approve Downtown Area Redevelopment Plan	In Progress

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	Task Progress
DV3-1	Update the Downtown Area Redevelopment Plan to include concept land map(s)	Not Started
DV3-2	Review the current Land Use Bylaw relevant to downtown	Not Started
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	Task Progress
DV4-1	Confirm a shared understanding of the terms: enforce, beautification	In Progress
DV4-2	Complete a review of all Bylaws and identify those that have any connection to a beautification standard	Not Started
DV4-3	Confirm which Bylaws require further enhancement and identify new or emerging Bylaws	Not Started
DV4-4	Conduct engagements as required	In Progress
DV4-5	Develop a plan for enforcing Bylaws	Completed
DV4-6	Enforce Bylaws	In Progress
DV5: Incentivize private investment in the downtown		
Task #	Task List	Task Progress
DV5-1	Continue to implement the current Downtown Revitalization Incentive Program	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	Task Progress
DV6-1	Report quarterly progress to Council	In Progress
DV6-2	Revise approach for Flood Program	Completed
DV6-3	Conduct monthly project meetings	In Progress
DV7: Complete waterfront beautification		
Task #	Task List	Task Progress
DV7-1	Review the current design for the Waterfront Park Project	In Progress
DV7-2	Eliminate any unnecessary elements from the current design	In Progress
DV7-3	Steward toward a project that remains in alignment with the engagement feedback from the Indigenous Communities	In Progress
DV7-4	Present updated design to Council as soon as possible	Not Started
DV7-5	Confirm Council's direction for next steps	In Progress
DV7-6	Implement Council's direction	In Progress



REGIONAL MUNICIPALITY
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