



2024 Q4 PROGRESS REPORT

# COUNCIL'S STRATEGIC PLAN

## 2022-2025



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# COUNCIL CONTRIBUTION HIGHLIGHTS

31

Council decisions impacted plan progress

18

Scheduled meetings to host by Council

83

Council meeting invites were in the Councillor calendar

6

Meetings in the Councillor calendar were Indigenous focused

7

Council advocated to other levels of government

10

Proclamations were made

\$15.8M

Net new capital and operating funding was approved

*See appendix I for details.*

## Q4 2024 OVERALL TASK PROGRESS

■ Completed (52.3%) ■ In Progress (36.8%) ■ Not Started (11%)





# WE VALUE FISCAL MANAGEMENT (FM)

## COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

### FM1a: Evaluate and implement an organization review

- Ongoing development of job descriptions and evaluations to facilitate the adjusted organizational structure.
- Ongoing refinement of monitoring methodologies, including confirmation of reporting in partnership with Union Executives through Labour Relations meetings.

### FM4: Confirm and/or develop service standards through strategic budget workshops

- Budget workshops completed with Council on November 13 and Budget Meetings held on December 3 & 4.
- Created an email to receive and respond to Council's budget feedback and questions.

### FM5: Ensure government grants are fully utilized

- Administration is taking an aggregate approach to grant funding and working with the Alberta Counsel to find additional grant funding opportunities.
- Working with FOIP and Policy Branch to benchmark against other municipalities grant administration. Research will enhance catered policies and procedures to enhance grant funding opportunities.

*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.*



*Following two days of deliberations, Council approved the 2025 municipal budget totaling \$645.6M.*

**Q4 2024 OVERALL FM TASK PROGRESS** ■ Completed (62.5%) ■ In Progress (32.5%) ■ Not Started (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 Community came together once again to support the Snow Angels Program*

## COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

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

- On October 16, Administration went to Edmonton to meet with Indigenous Services Canada for separate meetings with five of the First Nations communities in the RMWB. Discussions included Municipal Service Agreements (MSAs), cost-sharing models, and collaborative frameworks for infrastructure projects.

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

- In Q4, formal meetings were held with Administration and representatives from Suncor, CNRL, Imperial Oil, Pathways Alliance and Northlands Forest Products/Western Archib, Wolf Midstream and AI Data Center.
- Members of Council and Administration took a tour of the Kearl Lake facility on November 21.

### **BP6: Promote opportunities and community partnerships that help promote a positive image of Wood Buffalo**

- A total of \$6.97M was allocated to local non-profit organizations, individuals, and athletes through the Community Investment Program.
- The Snow Angel program, a volunteer-based service providing snow removal for seniors and people with physical limitations. Currently, 71 volunteer Snow Angels are taking care of 54 properties.

**Q4 2024 OVERALL BP TASK PROGRESS** ■ Completed (29.3%) ■ In Progress (43.9%) ■ Not Started (26.8%)



# 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.*



*The Indigenous Sports Gallery is intended to inspire youth and celebrate the story of Indigenous athletes in the region.*

## COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

### RI1: Create and enhance reconciliation spaces

- On November 8, the Indigenous Sports Gallery at Shell Place was launched, celebrating Indigenous contributions to sport.
- Request for proposal for the Cultural Spaces Feasibility Study went to market on November 18, closing December 16.

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

- Supported the Survivors Dinner on September 24, which hosted over 200 attendees, and the National Day for Truth and Reconciliation Community Gathering on September 30.
- Conducted multiple training sessions with Traditional Knowledge Keepers, fostering an inclusive workplace.
- Schedule of significant events has been distributed to the CAO's Office, Legislative Services and the Office of the Mayor.

## Q4 2024 OVERALL RI TASK PROGRESS

■ Completed (31.6%) ■ In Progress (68.4%) ■ Not Started (0%)



# WE VALUE LOCAL ECONOMY (LE)

## COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

### LE2: Support development of a rural tourism engagement strategy

- Enhanced Indigenous representation in board recruitment efforts for rural tourism initiatives.
- Continued collaboration with Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT) to promote growth strategies.

*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.*



*Through the support of the Natural Resource Extraction Support Project Tax Incentive Bylaw, Wolf Midstream plans to add to their existing infrastructure in the region and anticipate the creation of 275 jobs during peak construction.*

## Q4 2024 OVERALL LE TASK PROGRESS

■ Completed (66.7%) ■ In Progress (33.3%) ■ Not Started (0%)





# 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.*



*Kiyām Community Park - the ideal downtown location for all your hosting needs!*

## COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

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

- Engagement sessions for the Land Use Bylaw (LUB) commenced early in 2024 and continued with targeted sessions into September. Feedback from those targeted sessions was used to create the final draft for the new LUB, which has been circulated internally for review.
- Internal information sessions will take place early in the new year, with Council information sessions to follow.

## ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Several Bylaw Services Officers were awarded a Certificate of Recognition from Chief Superintendent Mark Hancock, OIC Wood Buffalo Detachment, to recognize their dedication and efforts to enhance community safety in the downtown core.

**Q4 2024 OVERALL DV TASK PROGRESS** ■ Completed (70.3%) ■ In Progress (18.9%) ■ Not Started (10.8%)



## 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 Q4. For exact decisions and Council resolution details, please reference Council meeting minutes online at [rmwb.ca/council](https://rmwb.ca/council).

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

### DECISIONS ALIGNED TO COUNCIL'S VALUES

#### FISCAL MANAGEMENT (FM)

- Council approved:
  - 2024 Capital Budget Amendment - Project Cancellation and Amendment - Net Impact
  - 2024 Capital Amendment - Project Cancellation and Amendment - Cash Flow Summary
  - 2024 External Audit Service Plan, as provided by the external auditors Deloitte LLP
  - Account Write-Off Policy FIN-080 dated October 23
  - The Amended Fees Rates and Charges 2025 Bylaw
  - 2025 Budget
  - Tax exemption for Affordable Housing Accommodations from property taxes
  - Funding for pickleball courts
- Council accepted as information:
  - The 2024 Q2 Capital Project Status Update as information
  - The 2024 Q2 Capital Budget Fiscal Amendment dated June 30
  - The 2024 Q2 Financial Performance Report
  - The 2024 Q3 Capital Budget Fiscal Amendment dated Sept 30
  - The 2024 Q3 Financial Performance Report
- Council directed:
  - Administration to add \$450,000 to the 2024 capital budget for a design/build project for a youth skate park in Gregoire

#### RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS (RI)

- Council approved:
  - Historical Indigenous Residential Land Ownership Policy (LDI-100)
  - Land Use Bylaw Amendment - Janvier - Public Service District to Hamlet Residential District
- Council directed:
  - Administration to explore opportunities to update the RMWB brand standards to incorporate meaningful representation of Indigenous culture in the region



## **BUILDING PARTNERSHIPS (BP)**

- Council approved:
  - Anti-Racism Policy HRM-130 dated October 22
  - \$500,000 to support the bid for Alberta 55 Plus Summer Games in 2027
  - Recipients for 2024 Council's Excellence Awards
  - 2025 Council Committee Appointments
- Council accepted:
  - 2025 Wood Buffalo Public Art Work Plan
  - The Advisory Committee on Aging Annual Report
- Council directed:
  - Administration to engage with Royal Canadian Legion Branch No. 165 to develop proposed options for the installation of a crosswalk to honour and commemorate Canadian Forces veterans and active service members and present back to Council.

## **LOCAL ECONOMY (LE)**

- Council approved:
  - Fort McMurray Regional Airport Area Structure Plan Bylaw amendment to redesignate land to Landside Business Industrial
  - Appointed Wood Buffalo Economic Development Board of Directors
  - An amendment to the Natural Resources Extraction Support Project Tax Incentive Bylaw
- Council directed:
  - Administration, with at least one Council member, coordinate meetings with industry partners and relevant community stakeholders to discuss updates and strategies aimed at enhancing the economy of the region and provide updates to Council as available; such updates could include the industrial tax incentive program.
  - Administration to conduct a municipal census in 2025.
  - CAO to conduct a forensic investigation into the expenditures of the Wood Buffalo Economic Development Corporation

## **DOWNTOWN VISUALIZATION (DV)**

- Council approved:
  - Flood Mitigation Reach 6 project with structural mitigation placed at a minimum elevation of 250.9m, between Clearwater Drive and the Clearwater River; and the final design of Reach 6 to include Crime Prevention Through Environmental Design elements
- Council accepted:
  - Q2 Flood mitigation Update as information
  - Downtown Safety and Security presentation

## MEETING OVERVIEW

- 83 meetings were included in Council's calendar and 6 were Indigenous focused:
  - 18 scheduled meetings to host
  - 65 invites to meetings

Breakdown of the types of meetings:

- Community Events/Engagement - 24
- Conferences/Conventions/Symposiums - 4
- Council/Committee Meetings - 12
- Cultural Events - 3
- Government Engagements (other levels of govt) - 9
- Networking Events/Fundraisers - 19
- Stakeholders/Industry Engagements - 5
- Training - 2
- Political Functions - 0
- Other - 5

## COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

- The Mayor and Members of Council advocated for:
  - Extension of timeline for achieving 5:1 tax ratio beyond 2028.
  - Reduction of electricity distribution and transmission rates for region.
  - Development of highway infrastructure like Highway 686, twinning of the remaining southern portion of Highway 63 and sections of Highway 28 to create a continuous four lane route to Edmonton, and egress routes in Janvier and Fort McKay.
  - Adjustment of Fort McMurray Forest Protection Area Boundary to include Conklin and Janvier.
  - Improved maintenance on Dore Lake recreation area in Fort Chipewyan
  - Relocation of experimental Drift Technologies project further from the community of Sapræe Creek Estates
  - Diversification of region's economy by way of initiatives like Indigenous tourism and attraction of Artificial Intelligence Data Centres.

## PROCLAMATIONS

- Mayor Bowman made 10 proclamations. More information can be found online: Proclamations - Regional Municipality of Wood Buffalo (rmwb.ca)
  1. National Day for Truth and Reconciliation
  2. Child Abuse Prevention Month
  3. National Breastfeeding Week
  4. Small Business Week
  5. Family Violence Prevention Month
  6. Transgender Awareness Week and Day of Remembrance
  7. 16 Days of Activism against Gender-Based Violence
  8. Christian Heritage Month
  9. International Day of Persons with Disabilities
  10. Human Rights Day



## TOTAL AMOUNT OF NET NEW CAPITAL AND OPERATING FUNDING

### Capital (Funded from Capital Infrastructure Reserve)

October	Fort McKay Community Centre	\$1,500,000
October	Fort McKay Range Road 1109 Improvements	\$1,700,000
October	Service Connection (Rural Water & Sewer Servicing)	\$3,100,000
October	Athabasca Cafe Front Street Rehabilitation	\$(84,000)
October	Fort Chipewyan Lift Station Upgrade	\$1,273,554
October	Fort McKay Telemetry to Ells River Intake	\$(23,500)
October	Rural Water/Sewer Servicing Construction	\$4,601,931
October	Silin Forest Road Deep Utilities Upgrade - Construction	\$(3,507,797)
October	Thickwood Perimeter Sewer - Construction	\$3,878,718
October	2024 Unit #119 Ambulance Replacement	\$425,000
November	Rural Infrastructure Rehabilitation 2015 - 2017	<u>\$144,646</u>
		<u><u>\$13,008,552</u></u>

### Operating (Funded from Emerging Issues Reserve)

September	Truth & Reconciliation Commission	\$6,800
September	MMEIP	\$651
October	DRIP	\$53,280
October	OHV Feasibility	\$74,980
November	DRIP	\$80,286
November	WBEDC	\$2,023,506
November	Rotary Club	\$500,000
November	YMCA	\$26,427
November	Draper Buyout	\$77,129
December	Draper Buyout	\$1,783
December	Centre of Hope	<u>\$9,100</u>
		<u><u>\$2,853,942</u></u>

Total amount of net new capital and operating funding approved **\$15,862,494**

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

### FISCAL MANAGEMENT (FM)

#### FM1b: Invest in the health and safety of our employees

- Safety Programming development and program roll outs will continue in 2025.

#### 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

- Administration began work on this milestone with the intent of planning a workshop with 13 Ways and Council to create a council covenant. With the workshop not having proceeded, benchmarking was completed, and it was determined that other municipalities across Alberta have not created council covenants. As a result, work has been discontinued on this milestone.

#### FM5: Ensure government grants are fully utilized

- Bi-weekly grant updates are administered internally to review approved grant requirements, reporting requirements, upcoming applications, pending applications, funding received to date, and funding spent per project to date.
- Communicated the grants@rmwb.ca email address and FAQs for all inquiries related to operating and capital grant applications.
- Developed monthly reporting to show which funding streams are funding each capital project.

### BUILDING PARTNERSHIPS (BP)

#### BP3: Establish an anti-racism bylaw and policy

- Council approved Anti-Racism Policy HRM-130 on October 22. An Anti-Racism Procedure to inform the implementation of the policy is currently under Legal review.
- On October 8, Council approved an amendment to the Community Standards Bylaw No. 21/010. This amendment addresses racism, and also protects religious groups, sexual and gender minorities, and people with disabilities.
- Based on an environmental scan, legal advice, and feedback from RACIDE and MACOY, an amendment to the Community Standards Bylaw No. 21/010 was recommended rather than creating an anti-racism bylaw.

## **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)**

- Staff attended Sisters in Spirit Day Vigil, honoring Missing and Murdered Indigenous Peoples.

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

- Participated in a healing gathering in Fort Chipewyan on September 27 to better understand their needs
- Administration attended National Gathering on Unmarked Burials in Ottawa from October 29-31.



## APPENDIX III - TASK LIST

Fiscal Management (FM)			
FM1a: Evaluate and implement an organizational review			
Task #	Task List	Lead Division(s)	Q4
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		In Progress
FM1a-8	Record lessons learned		Not Started
FM1b: Invest in the health and safety of our employees			
Task #	Task List	Lead Division(s)	Q4
FM1b-1	Complete a consolidated summary of municipal health initiatives	Organizational Support Services	Completed
FM1b-2	Complete a consolidated summary of municipal safety initiatives		Completed
FM1b-3	Engage the Joint Health and Safety Committee(s) to identify additional projects or initiatives		Completed
FM1b-4	Implement existing health and safety initiatives and programs that are not already active		In Progress
FM1b-5	Promote existing initiatives and programs		Completed
FM1b-6	Assess training and learning opportunities		Completed
FM1b-7	Identify any gaps in the existing training and learning programs		Completed
FM1b-8	Develop or enhance training and learning programs		Completed
FM1b-9	Implement new or enhanced training and learning programs		Completed
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)	Q4
FM2-1	Develop a suggested approach	Legislative Services	Completed
FM2-2	Confirm planned approach with Council		Completed
FM2-3	Develop a scope of work		Completed
FM2-4	Initiate the process to select a Consultant to support development of a Council covenant		Completed
FM2-5	Draft a covenant for review with Council		Completed
FM2-6	Finalize Council covenant		Completed
FM3: Direct the implementation of a community resilience strategy			
Task #	Task List	Lead Division(s)	Q4
FM3-1	Confirm a shared understanding of the term resiliency	Regional Emergency 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		In Progress
FM4: Confirm and/or develop service standards through strategic budget workshops			
Task #	Task List	Lead Division(s)	Q4
FM4-1	Review and confirm existing service standards	Corporate Services	Completed
FM4-2	Schedule annual budget workshops		Completed
FM4-3	Confirm budget workshop outcomes annually with Council		Completed
FM4-4	Establish a feedback mechanism during budget workshops with Council to support next steps		Completed
FM5: Ensure government grants are fully utilized			
Task #	Task List	Lead Division(s)	Q4
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)	Q4
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		Completed
BP1-3	Draft revised workflow and standard operating procedure		In Progress
BP1-4	Finalize workflow and standard operating procedure through the collaborative working group		In Progress
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)	Q4
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)	Q4
BP3-1	Review existing examples of policies in other communities	Organizational Support Services	Completed
BP3-2	Draft anti-racism policy		Completed
BP3-3	Approve anti-racism policy		Completed
BP3-4	Review existing examples of Bylaws in other communities		Completed
BP3-5	Draft anti-racism Bylaw		Completed
BP3-6	Approve anti-racism Bylaw		Completed
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)	Q4
BP4-1	Confirm a shared understanding of the terms: large industry, regional priorities, cultural project partnerships	Chief Administrative Officer	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)	Q4
BP5-1	Conduct benchmarking and consider best practices	Chief Administrative Officer	Completed
BP5-2	Review existing directives, processes, policies and practices on how Council receives information and provides feedback		Completed
BP5-3	Develop suggested approach		Completed
BP5-4	Confirm planned approach with Council		In Progress
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)	Q4
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		In Progress
BP6-4	Draft revised workflow and standard operating procedure		In Progress
BP6-5	Monitor, report and consider revision of workflow and standard operating procedure		In Progress
BP6-6	Report on the number of applications to the Community Investment Program that are aligned to this		In Progress
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)	Q4
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)	Q4
RI2-1	Confirm the number of training opportunities currently available to municipal employees	Indigenous and Rural Relations	Completed
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 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	Lead Division(s)	Q4
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)	Q4
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 taxpayers			
Task #	Task List	Lead Division(s)	Q4
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)	Q4
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)	Q4
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)	Q4
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		Completed
LE4-3a	Establish partnership with Telecommunications Provider in Fort Chipewyan to deliver consistent and accessible broadband services		Completed
LE4-4	Continue to explore all provincial and federal grant funding opportunities		Completed
LE5: Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)			
Task #	Task List	Lead Division(s)	Q4
LE5-1	Present Planning and Development process review report and recommendations to Council	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)	Q4
DV1-1	Confirm a shared understanding of the term strategy	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)	Q4
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)	Q4
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		In Progress
DV3-4	Conduct engagements		In Progress
DV3-5	Create final draft of the updated Land Use Bylaw relevant to downtown		In Progress
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)	Q4
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)	Q4
DV5-1	Continue to implement the current Downtown Revitalization Incentive Program	Planning and Development Services	Completed
DV5-2	Evaluate existing Downtown Revitalization Incentive Program		Completed
DV5-3	Make adjustments to the existing Downtown Revitalization Incentive Program, Policy and Administrative Directive		Completed
DV5-4	Implement new or adjusted incentives		Completed
DV6: Conclude flood mitigation infrastructure investments			
Task #	Task List	Lead Division(s)	Q4
DV6-1	Report quarterly progress to Council	Project Management Office 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)	Q4
DV7-1	Review the current design for the Waterfront Park Project	Project Management Office 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		Completed



REGIONAL MUNICIPALITY  
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