



2024 Q2 PROGRESS REPORT

COUNCIL'S STRATEGIC PLAN 2022-2025



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

COUNCIL CONTRIBUTION HIGHLIGHTS

20

Council decisions impacted plan progress

24

Scheduled meetings to host by Council

55

Council meeting invites were in the Councillor calendar

11

Meetings in the Councillor calendar were Indigenous focused

12

Council advocated to other levels of government

18

Proclamations were made

\$2.08M

Net new capital funding was approved*

**No net new operating approved this quarter
See appendix I for details.*

Q2 2024 OVERALL TASK PROGRESS

■ Completed (41%) ■ In Progress (41%) ■ Not Started (18%)



WE VALUE FISCAL MANAGEMENT (FM)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

FM1b: Invest in the health and safety of our employees

- A consolidated internal summary of municipal health initiatives has been completed and includes ergonomics, updated physical demands analysis for all positions, occupational health surveillance and implementation of a health screening program for first responders.
- A consolidated summary of municipal safety initiatives has been completed and includes the implementation of a safety management system and components such as hazard management, incident management, electrical safety, chemical safety, harassment, violence and also identified gaps in training and learning opportunities.

FM3: Direct the implementation of a community resilience strategy

- Planning and Development Services is currently preparing key design guidance and bylaw regulations to strengthen community resilience.
- Subdivision design guidelines are being prepared with goals such as safeguarding sustainable development and mitigating flood, fire, and other geotechnical hazards.
- Flood regulations are being prepared for inclusion in an updated Land Use Bylaw.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The FireSmart Home Rebate Program for FireSmart home renovations was launched on May 28, 2024. A grant may be provided to eligible homeowners who get a FireSmart home assessment and complete the recommended work. The program is available in all communities in the Municipality.

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.



Program Manager for the FireSmart program in the RMWB

Q2 2024 OVERALL FM TASK PROGRESS ■ Completed (37.5%) ■ In Progress (50%) ■ Not Started (12.5%)



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.



Members of Council and Administration, current and former members of the ACoA, community partners and volunteers came together on May 13 to celebrate the region's Alberta Age-Friendly Recognition Award.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

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

- The Mayor joined Administration in Fort Chipewyan for the National Indigenous Languages Day on March 27, 2024.
- A Councillor and Administration joined Athabasca Tribal Council in a tour of the kihcihkaw askî-Sacred Land on May 3, 2024.

BP3: Establish an anti-racism bylaw and policy

- The draft Anti-Racism Policy is complete.
- An amendment to the Community Standards Bylaw No. 21/010, has been drafted and is scheduled for presentation to Council on July 9, 2024 along with the Anti-Racism Policy.

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

- Administration conducted benchmarking research by engaging with nine municipalities across Alberta to identify best practices for communicating with Council and addressing Council inquiries.

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

- The Municipality and ACoA received the Alberta Age-Friendly Recognition Award in April.
- Alberta Health Services and the Municipality signed a new five-year agreement to continue delivering emergency medical services in the region.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Council approved the Off-Highway Vehicle (OHV) Pilot Project Bylaw on June 11, 2024.

Q2 2024 OVERALL BP TASK PROGRESS

■ Completed (12%) ■ In Progress (46%) ■ Not Started (42%)



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.



Mayor Bowman speaking at the National Day of Awareness and Action for Missing and Murdered Indigenous Women, Girls and Two-Spirit People (MMIWG2S+) and Missing or Murdered and Exploited Indigenous Peoples (MMEIP).

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)

- On May 5, 2024 hundreds gathered in kiyām Park to commemorate the National Day of Awareness and Action for Missing and Murdered Indigenous Women, Girls and Two-Spirit People (MMIWG2S+) and Missing or Murdered and Exploited Indigenous Peoples (MMEIP).

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

- The Municipality is currently accepting nominations of local Indigenous athletes, community builders and local legends to be part of a travelling Indigenous Sports Gallery.
- On April 17, 2024 the KAIROS Blanket Exercise was facilitated by Elder Cleo Reece. The program is a unique, interactive and participatory history lesson developed in collaboration with Indigenous Elders, knowledge keepers and educators to educate and create understanding between Indigenous and non-Indigenous peoples and promotes reconciliation.

Q2 2024 OVERALL RI TASK PROGRESS

■ Completed (31%) ■ In Progress (69%) ■ Not Started (0%)



WE VALUE LOCAL ECONOMY (LE)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

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

- Administration provided an update to Council on March 26, 2024 on the current status and progress made on the Planning and Development Services process review recommendations. To date, 18 of the 92 recommendations are completed and 53 are actively being worked on.
- On April 9, 2024 Council decided to have stronger oversight of how the work of economic development and tourism is led and supported a resolution to make necessary changes.

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.



Aerial view of Fort McMurray.

Q2 2024 OVERALL LE TASK PROGRESS

■ Completed (61%) ■ In Progress (39%) ■ Not Started (0%)



WE VALUE DOWNTOWN VISUALIZATION (DV)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

DV5: Incentivize private investment in the downtown

- Phase 3 of the Downtown Revitalization Incentives Program (DRIP) was approved by Council on May 21, 2024. A total of \$2.4M was approved in available funding which is available for application until May 2026, on a first-come, first-served basis. Businesses now have up to 18 months to complete projects, instead of the previous 12 months.

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.



YMM Cosmetics (now known as Dermapure) was a recipient of the Downtown Revitalization Investment Program

Q2 2024 OVERALL DV TASK PROGRESS

■ Completed (70%) ■ In Progress (11%) ■ Not Started (19%)



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 at rmwb.ca/council.

DECISIONS DIRECTLY ALIGNED TO MILESTONES, ACTIONS AND TASKS.

BUILDING PARTNERSHIPS (BP)

- BP4: Council approved Bylaw No. 24/009 - Natural Resource Extraction Support Project Tax Incentive Bylaw.
- BP6: Council approved the Off-Highway Vehicle Pilot Project Plan dated April 9, 2024
- BP6: Council approved Bylaw No. 24/010 - Off-Highway Vehicle Pilot Project Bylaw.

RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS

- RI3: Council approved the discharge of the 2002 Deferred Reserve Caveat ("DRC") in the amount of 0.71 hectares registered against title to the subject Lot 6 without requiring that "cash in lieu" (i.e. compensation) be paid to the Municipality's shared reserve fund, as a further act of reconciliation.

LOCAL ECONOMY

- LE5: Council accepted the Planning and Development Services Division Process Review Update as information.

DOWNTOWN VISUALIZATION (DV)

- DV5: Council approved the Downtown Revitalization Incentives Program Policy (FIN-320).
- DV6: Council accepted the Flood Mitigation Update as information.

DECISIONS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

- Council accepted as information:
 - The 2023 Q4 Financial Performance Report.
 - The 2023 Q4 Capital Budget Fiscal Amendments update.
 - The 2024 Q1 Capital Budget Fiscal Amendment update.
 - The 2024 Q1 Financial Performance Report.
- Council approved:
 - The 2024 - 2025 Internal Audit Plan.
 - The Outdoor Fire Bylaw No. 24/005, be amended.
 - 2024 Capital Budget Amendments of two capital projects including project cancellation of Spray Park Design - Fort McKay and project amendment of the Battalion Chief vehicle, which will result in \$47,000 net decrease in funding from the 2024 and prior Capital Budget.

- o 2024 Capital Budget Amendments of three capital projects including project amendment of Regional Emergency Services Data Management System, the cancellation of the Rural Broadband - Fort Chipewyan Project, and project cash flow amendment for Service Connection (Rural Water and Sewer Servicing), resulting in a total net budget decrease of \$3.2 million.

RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS (RI)

- Council approved the Fort Chipewyan Recycling Program Feasibility Study report.

BUILDING PARTNERSHIPS (BP)

- Council:
 - o Approved Bylaw No. 24/006 - LUB Amendment - Redesignating Lot 1, Block 1, Plan 022 3773 from PR - Parks and Recreation District to DC-C4 - Highway Commercial District to temporarily permit for one time only use for a campground until May 23, 2026.
 - o Approved the 2024 Municipal Facility Capital Grant Amendment - Vista Ridge Recreational Association) allowing an additional \$275,000 be allocated from the Capital Infrastructure Reserve to the 2024 Vista Ridge Recreational Association Municipal Facility Capital Grant.
 - o Directed Administration to prepare a bylaw amendment to Schedule "K" of the Fees, Rates and Charges Bylaw 23/022 to waive fees associated with 10. (a) Sign Development Permit, until December 31, 2024.
 - o Directed the Community Identification Committee and Administration to explore opportunities to name existing and future municipal facilities after retired or deceased elected officials, including Chiefs, Métis presidents, and Indigenous leaders.

MEETING OVERVIEW

- 79 meetings were included in Council's calendar and 11 were Indigenous focused:
 - 24 scheduled meetings to host
 - 55 invites to meetings

Breakdown of the types of meetings:

- Community Events/Engagement - 39
- Conferences/Conventions/Symposiums - 6
- Council/Committee Meetings - 13
- Networking Events/Fundraisers - 10
- Government Engagements (other levels of government) - 5
- Stakeholders/Industry Engagements - 1
- Other - 5

COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

- The Mayor was authorized by Council:
 - o to provide a letter of municipal support in favour of the proposed addition of the subject lot to the Smith's Landing First Nation ("SLFN") reserve, to be sent to Indigenous Services Canada / Indigenous-Crown Relations Canada.
 - o to collaborate with the other chief elected officials and the Province of Alberta to raise awareness on completing the twinning of Highways 63 and 28.
 - o Interactions with Government Ministers, either by way of correspondence or meetings, covered a variety of advocacy issues including land parcels for the Master Land Agreement, helipads in rural hamlets, funding for rotary wing medivac services (Local HERO), cost of living allowance for school staff in Janvier and Conklin, Provincial and Federal homelessness funding, Highway 881 upgrades, egress access for rural hamlets, and Designated Industrial Property tax appeals.

PROCLAMATIONS

- Mayor Bowman made 18 proclamations. More information can be found online: Proclamations – Regional Municipality of Wood Buffalo (rmwb.ca)
 1. Mandlas Day
 2. World Theater Day
 3. Transgender Day of Visibility
 4. National Indigenous Languages Day
 5. Eid Al-Fitr
 6. National Volunteer Week
 7. Animal Abuse Prevention Day
 8. International Dance Day
 9. Sexual Violence Awareness Month
 10. Community Gardening Day
 11. National Day of Awareness for MMIWG2S+ People
 12. Economic Development Week
 13. Victims and Survivors of Crime Week
 14. Day Against Homophobia, Transphobia and Biphobia
 15. Pride Month
 16. Seniors' and Elders' Week
 17. Winky Day
 18. World Elder Abuse Awareness Day

TOTAL AMOUNT OF NET NEW CAPITAL AND OPERATING FUNDING

Capital (Funded from Capital Infrastructure Reserve)

Mar	Fort McMurray Crossflow Clarifier	\$1,500,000
Apr	Spray Park Design - Fort McKay	\$(100,000)
Apr	Battalion Chief Vehicle	\$53,000
May	Vista Ridge Grant	\$275,000
May	Rural Broadband - Fort Chipewyan	\$(4,000,000)
May	Fort McKay Range Road 1109 Improvement	\$1,881,000
May	Fort McKay Road South Waterline	\$2,463,000
May	Draper Community Sign	<u>\$8,000</u>
		<u>\$2,080,000</u>

Operating (Funded from Emerging Issues Reserve) \$0

Total amount of net new capital and operating funding approved \$2,080,000

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

FISCAL MANAGEMENT (FM)

FM1b: Invest in the health and safety of our employees

- New courses supporting wellness, inclusivity and diversity were introduced including 2SLGBTQIA+ Inclusivity Workshop, Age Friendly and Accessibility Awareness Training and Gender Based Analysis Plus (GBS+).

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

- Work is ongoing to gather information by benchmarking with other municipalities and reviewing documents from governance experts.

FM5: Ensure government grants are fully utilized

- Bi-weekly grant updates have been administered internally to review approved grant and reporting requirements, upcoming and pending applications, funding received to date and funding spent per project to date.
- Work with the Alberta Counsel is ongoing to seek out additional grant funding opportunities as well as taking on an aggregate approach to grant funding.
- Work with FOIP and Policy Administration has started to benchmark against other Municipality's regarding their Grant Administration.
- Administration has begun to work with individual departments to provide education on grant research and the application process.

BUILDING PARTNERSHIPS (BP)

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

- Administration continues to work on a Standard Operating Procedure (SOP) that would provide guidance to staff when Council initiates a request directly through Administration.
- A collaborative working group has been established to advance and finalize the SOP.
- The working group has reviewed the existing Council Attendance and Hosting at Events and Meetings SOP. After receiving feedback on items related to Indigenous and rural communities the SOP revisions are under review.

BP3: Establish an anti-racism bylaw and policy

- The Equity and Inclusion Office (E&I) completed an environmental scan of bylaws addressing incidents of racism in public spaces in Edmonton, Calgary, Region of Waterloo, London and the US.
- The E&I Office has been working closely with the Mayor's Advisory Council on Youth (MACOY) and Administration to capture the perspective of youth and help advise Mayor and Council on efforts to tackle racism and discrimination in the community.

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

- The Natural Resource Extraction Support Project Tax Incentive Bylaw was approved by Council on May 28, 2024. The Bylaw seeks to establish guidelines for providing exemptions for Natural Extraction Support Projects, in prescribed areas to encourage large scale business development or expansion of current facilities in the municipality.

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

RI1: Create and enhance reconciliation spaces

- Administration continues to create space for initiatives related to reconciliation in the region by participating in, sharing, and supporting Indigenous events such as:
 - o March 27 - National Indigenous Languages Day
 - o April 4 - Fort McMurray #468 First Nation Round Dance
 - o April 20 - 21 - Truth Scanning in Fort Chipewyan
 - o April 24 - Northeastern Alberta Aboriginal Business Association (NAABA) Aboriginal Business Showcase
 - o April 26 - 2024 Conklin Métis Nation Career Fair
 - o May 22 - Conklin Resource Development Advisory Committee (CRDAC) Spring Tradeshow
 - o May 31 - Métis Fest hosted by McMurray Métis 1935
- Administration is working with Athabasca Tribal Council (ATC) and members of Council to further explore the need for additional reconciliation spaces within the region.

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)

- E-learning Indigenous Awareness Modules 1 was completed by 26 employees and Module 2 Moving Toward Reconciliation was completed by 17 employees for an overall participation of 43 employees.
- Administration continued to work with Facilities Services to honour Cree and Dene languages in RMWB buildings and working with local traditional language leaders to create room signage.
- The MMEIP Task Force met bi-weekly.
- The local action plan is being further developed and discussion continues on how it can be implemented in the community.

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

- Significant community events in Q2 include:
 - o March 27 – National Indigenous Languages Day. IRR supported Mikisew Cree First Nation’s Indigenous Language Day event.
 - o April 20 – 21 – Truth Scanning in Fort Chipewyan
 - o May 5 – Red Dress Day Community Gathering & Walk, included hosting a traditional round dance at kiyām Community Park
- Administration is working to develop tracking mechanisms to capture data that contribute to raising awareness.

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

- A member of Administration travelled to Fort Chipewyan on April 20, to participate in the community gathering and healing circle. There was representation from the University of Alberta, Nunee Health, Elders, residential school survivors, and community members. Leadership from Athabasca Chipewyan First Nation, Mikisew Cree First Nation and Fort Chipewyan Métis Nation were also in attendance to support the community.

APPENDIX III - TASK LIST

Fiscal Management (FM)			
FM1a: Evaluate and implement an organizational review			
Task #	Task List	Lead Division(s)	Q2
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)	Q2
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		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)	Q2
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)	Q2
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		In Progress
FM4: Confirm and/or develop service standards through strategic budget workshops			
Task #	Task List	Lead Division(s)	Q2
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)	Q2
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)	Q2
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)	Q2
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)	Q2
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		In Progress
BP3-4	Review existing examples of Bylaws in other communities		Completed
BP3-5	Draft anti-racism Bylaw		In Progress
BP3-6	Approve anti-racism Bylaw		In Progress
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)	Q2
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		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	Lead Division(s)	Q2
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)	Q2
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		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)	Q2
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)	Q2
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)	Q2
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)	Q2
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)	Q2
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)	Q2
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)	Q2
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)	Q2
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
LE4-6	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)	Q2
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)	Q2
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)	Q2
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)	Q2
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)	Q2
DV4-1	Confirm a shared understanding of the terms: enforce, beautification	Regional Emergency and Protective 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)	Q2
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)	Q2
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)	Q2
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		Completed



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