



2023 Q4 PROGRESS REPORT

# COUNCIL'S STRATEGIC PLAN

2022-2025



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# QUARTERLY (Q4) COUNCIL CONTRIBUTION HIGHLIGHTS

24

Council decisions impacted plan progress

15

Scheduled meetings to host by Council

110

Council meeting invites were in the Councillor calendar

7

Meetings in the Councillor calendar were Indigenous focused

3

Council advocated to other levels of government

4

Proclamations were made

\$21M

Net new capital and operating funding was approved

*See appendix I for details.*

## Q4 2023 OVERALL TASK PROGRESS

■ Completed (23.3%) ■ In Progress (47.7%) ■ Not Started (29%)





# WE VALUE FISCAL MANAGEMENT (FM)

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

### FM1a: Evaluate and implement an organizational review

- A final organizational review report is in development from KPMG.

### FM3: Direct the implementation of a community resilience strategy

- An internal video defining resiliency from a RMWB perspective has been created and will be available in the New Year.

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

- Mayor Bowman confirmed that we look forward to working with Alberta Health Services to establish a collaborative and long-term agreement for an EMS dispatch centre in Fort McMurray Wood Buffalo.
- The newly appointed Chief Administrative Officer conducted an internal survey to determine if the organization is doing enough to support, invigorate and inspire employees and find areas where we can improve.
- The Municipality released the proposed 2024 budget and provided the public an extra five days for review compared to last year.
- Council approved the 2024 Budget comprised of \$474.M for operations and \$137.6M to be transferred to reserves for capital for a total budget of \$611.6M focusing on fiscal management and long-term financial sustainability.

*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.*



*Budget 2024 deliberations took place in December with Council approving a \$611.6 M municipal budget.*

**Q4 2023 OVERALL FM TASK PROGRESS** ■ Completed (12.5%) ■ In Progress (62.5%) ■ Not Started (25%)



# 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 joined the "Stuffing Day" team in support of the 8th annual Stuff-A-Bus Toy Drive.

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

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

- Members of Council met with community members during an open house in Fort Chipewyan on November 22, facilitated by Indigenous and Rural Relations.
- Members of Council attended several events with Indigenous leaders including the National Day for Truth and Reconciliation Community Walk and Gathering on September 28.

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

- Dozens of delegates from Ireland, the Republic of Korea, Slovenia, Italy, Hungary, the United Kingdom and across Canada were welcomed to the region for the 2023 Communities in Bloom Symposium & Awards. The Municipality was honoured to be recognized as National Capital Commission's Plant & Floral Displays award winner.
- Two transit buses loaded with toys and gifts were provided to Santas Anonymous during the 8th annual Stuff-A-Bus toy drive.

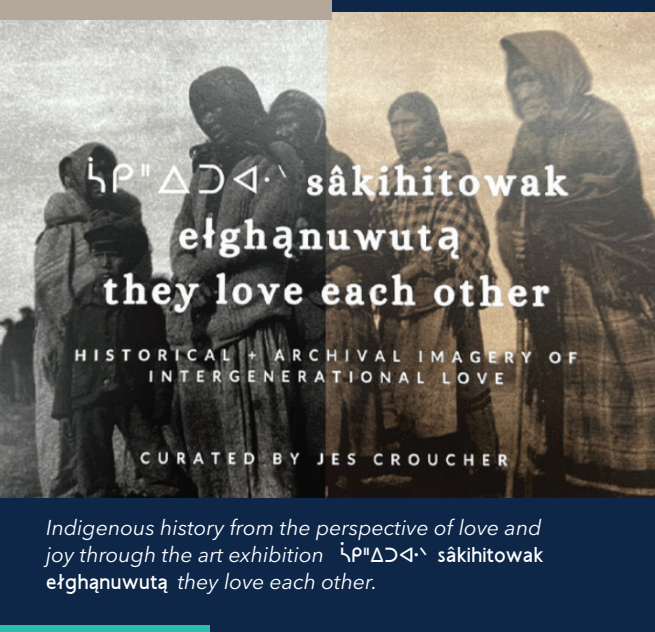
## ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The Municipality has appointed a Senior Strategic Industry Relations Advisor to work with industry partners.
- The Advisory Committee on Aging application for Age-Friendly Recognition was approved by the Government of Alberta.

**Q4 2023 OVERALL BP TASK PROGRESS** ■ Completed (7.3%) ■ In Progress (26.8%) ■ Not Started (65.9%)



*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.*



## RI1: Create and enhance reconciliation spaces

- A temporary art exhibition, "ᓴᐅᕈᕐᕐᕐᕐ ᓂᓴᓵᓱᓄᓇᔭᑦ they love each other" located in the Jubilee Building, featured historical images and artwork that highlight the Indigenous experience through intergenerational love.
- Council's Starry Night Celebration was held on December 2, which for the first time included a tree and tipi lighting.

- Members of Council attended the National Day for Truth and Reconciliation Survivors Dinner on September 27.

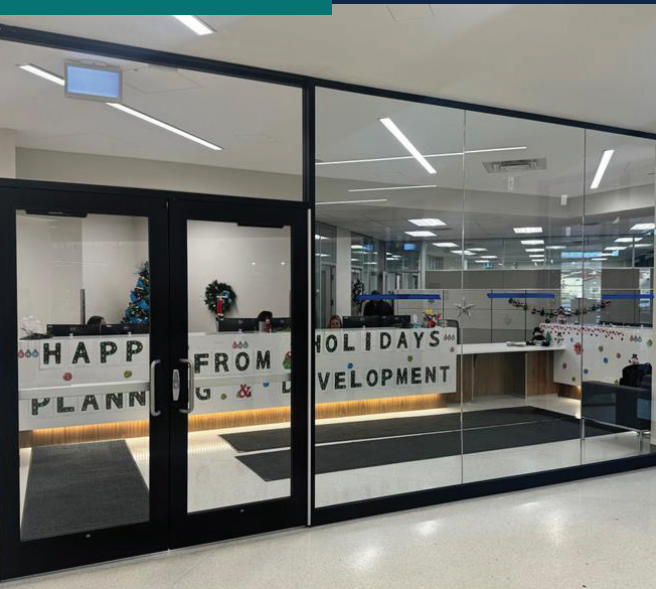
- On November 16, Indigenous and Rural Relations (IRR) presented to the Community Identification Committee (CIC) on resulting in unanimous support for IRR to hire a consultant to undertake a review of the CIC Naming Inventory, Community Identification System Policy, Community Identification Procedure and Community Identification Committee Bylaw.

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



# WE VALUE LOCAL ECONOMY (LE)

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



*Planning and Development staff moved to a new location on the first floor in the Jubilee Building.*

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

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

- The construction phase of the TELUS Pure Fibre rural broadband project is now 100% completed in the following six locations and 95% complete in Chard Metis Nation and Chipewyan Prairie First Nation/Janvier.
  1. Conklin Metis/Conklin
  2. Willow Lake Metis Nation/Anzac
  3. Fort McKay First Nation/Fort McKay Metis Nation
  4. Fort McMurray 468 First Nation/Anzac
  5. Gregoire Lake Estates
  6. Draper

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

- Planning and Development has recently upgraded its permitting software to increase efficiency in its permitting processes which fulfills one of the recommendations from the previously completed process review project.

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

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

## Q4 2023 OVERALL LE TASK PROGRESS

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





# WE VALUE DOWNTOWN VISUALIZATION (DV)

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



Staff members received an award of merit for the Downtown Revitalization Incentive Program.

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

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

- The Downtown Area Redevelopment Plan contains a series of maps depicting future concepts of the downtown, like development nodes, proposed open spaces, transportation networks, and others.
- The initial review of the Downtown Land Use Bylaw to identify where adjustment is required based on the Downtown Area Redevelopment Plan is underway.

### **DV5: Incentivize private investment in the downtown**

- Following a successful phased implementation, the Downtown Revitalization Incentive Program is under review to assess options for a revised Council policy and administrative directive.
- At the annual Alberta Professional Planners Institute (APPI) conference, the Municipality received a 2023 Award of Merit for the Downtown Revitalization Incentives Program (DRIP). The team responsible for the DRIP, received their award in the Implementation Success category at the ceremony in Jasper on October 16.

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

- Two new entry signs welcoming people to downtown Fort McMurray were installed. One installed on Hospital Street near Highway 63 and the second on the median at the intersection of Franklin Avenue and MacDonald Drive.

## Q4 2023 OVERALL DV TASK PROGRESS

■ Completed (38%) ■ In Progress (43%) ■ 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 Q4. For exact decisions and Council resolution details, please reference Council meeting minutes online [Meeting Calendar - Regional Municipality of Wood Buffalo \(iqm2.com\)](https://www.iqm2.com/Meeting-Calendar-Regional-Municipality-of-Wood-Bufferalo)

### DECISIONS DIRECTLY ALIGNED TO MILESTONES, ACTIONS AND TASKS.

#### BUILDING PARTNERSHIPS (BP)

- BP6: Council amended the Committees Bylaw to delegate grant approval authority to the Community Investment Program Approval Committee.

#### RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS

- RI2: Council approved names for the streets, parks, a garden, and a boat launch point in Fort McKay.

#### LOCAL ECONOMY

- LE5: Council accepted recommendations from the Wood Buffalo Pro-Business Committee as information and requested that Administration review and report back to Council. The committee was required to make recommendations to Council on systemic and reoccurring challenges of the regional business community.

### DECISIONS ALIGNED TO COUNCIL'S VALUES

#### FISCAL MANAGEMENT (FM)

- Council approved:
  - the 2023 External Audit Service plan, as provided by the external auditors Deloitte LLP.
  - the Fiscal Responsibility Policy.
  - extension of the existing ground ambulance agreement with Alberta Health Services (AHS).
  - negotiation of a new ground ambulance agreement with AHS that pursues full cost recovery, improved terms and conditions and continuation of integrated Emergency Medical Services.
- Council accepted:
  - the Q2/Q3 Financial Performance reports as information.
  - the 2023 Q2 Capital Budget Fiscal Amendments dated June 30.
  - the Q3 Capital Project Status Update as information.
- Council directed:
  - administration to review and bring forward a bylaw or bylaw amendments that allow for withholding access to municipal utility services where there is a history of unpaid amounts owing.



## **BUILDING PARTNERSHIPS (BP)**

- Council approved:
  - o committee member appointments for the Community Investment Program and Advisory Committee on Aging.
  - o recommended recipients for Council's Excellence Awards.
  - o the establishment of the Homelessness Initiatives Strategic Committee as a Council appointed committee.
- Council supported:
  - o the development of a Poverty Reduction Plan.
  - o the development of a plan for a pilot project that would allow for Off-Highway Vehicles on road/direct route to trails in Abasand.
- Council accepted:
  - o as information an annual update from the Advisory Committee on Aging.

## **LOCAL ECONOMY (LE)**

- Council approved:
  - o \$2.6M from the emerging Issues reserve for the 2026 Alberta Summer Games Host Society should Fort McMurray Wood Buffalo be the successful bidder.
  - o a new Urban Snow and Ice Control Program Policy.
- Council supported:
  - o a text amendment to the Land Use Bylaw to facilitate potential retail, service commercial and vehicular-oriented use development downtown.
  - o an amendment to the definition of Funeral Home/Crematorium for the Business Industrial District.

## **DOWNTOWN VISUALIZATION (DV)**

- Council accepted:
  - o as information an update on the flood mitigation program.
- Council amended:
  - o the Draper Household Flood Risk Reduction Grant Program Policy.

## MEETING OVERVIEW

- 110 meetings were included in Council's calendar and seven were Indigenous focused:
  - 15 scheduled meetings to host
  - 95 invites to meetings

Breakdown of the types of meetings:

- Community Events/Engagement - 33
- Conferences/Conventions/Symposiums - 17
- Council/Committee Meetings - 18
- Cultural Events - 2
- Networking Events/Fundraisers - 15
- Government Engagements (other levels of government) - 6
- Political Functions - 0
- Stakeholders/Industry Engagements - 6
- Training - 4
- Other - 9

## COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

- The Mayor was authorized by Council:
  - to send a letter to the federal government calling for an inquiry into Moccasin Flats.
  - to send a letter of support to the Minister of Infrastructure requesting that remaining land at the Willow Square Continuing Care Centre be transferred to the RMWB or held for an aging in place facility.
  - to send a letter to federal representatives urging them to bring about a humanitarian ceasefire in Gaza, to secure the release of all hostages and get humanitarian aid to families.

## PROCLAMATIONS

- Mayor Bowman made 4 proclamations. More information can be found online: Proclamations - Regional Municipality of Wood Buffalo (rmwb.ca)
  1. National Day for Truth and Reconciliation
  2. Poverty and Homelessness Awareness Week
  3. Family Violence Prevention Month
  4. Human Rights Day

## TOTAL AMOUNT OF NET NEW CAPITAL AND OPERATING FUNDING

### Capital (Funded from Capital Infrastructure Reserve)

Oct	East Clearwater Highway	\$5,000,000
Oct	Fort McMurray WTP Filter 1-4 Efficiency Improvements	\$(1,500,000)
Oct	Flood Mitigation – Construction	<u>\$13,900,000</u>
		<u>\$17,400,000</u>

### Operating (Funded from Emerging Issues Reserve)

Sep	2026 Alberta Summer Games Host Society	\$2,600,000
Sep	Draper Household Flood Risk Reduction Grant Program	<u>\$953,500</u>
		<u>\$3,553,500</u>

Total amount of net new capital and operating funding approved	<u><b>\$20,953,500</b></u>
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## APPENDIX II - ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

### FISCAL MANAGEMENT (FM)

#### FM3: Direct the implementation of a resilience strategy

- Controlled burns were conducted to reduce the wildfire risks in the region.
- Fire Prevention Week occurred in October where fire safety tips and information was shared with the public.

### BUILDING PARTNERSHIPS (BP)

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

- Indigenous and Rural Relations (IRR) met with Legislative Services to discuss the draft Standard Operating Procedure (SOP) and next steps. IRR is working on a departmental SOP that would provide guidance to staff when Council initiates a request directly through IRR.

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

- The Toys for Tickets campaign launched in December. Money collected goes to the Salvation Army's Adopt-A-Family program.
- Transit improvements took effect to address rider feedback. More evening routes and frequent services are now available.
- Local businesses, social profits and community organizations participated in the Santa Claus parade and residents gathered for Council's Starry Night Holiday Celebration.
- The Snow Angels program is available to support seniors with snow removal and help keep neighbors safe.
- Thousands of community members attended igNIGHT; an immersive exhibition where artists harnessed the captivating power of light to evoke a deeper understanding of transportation as a means of movement and a symbol of human connection, exploration and progress.
- The Municipality recruited volunteers to sit on 15 Municipal boards and committees.
- FuseSocial presented to Council on the region's social profit sector and provided an update on the Tomorrow Project's collective impact.
- The United Way presented to Council on their annual campaign.

## 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)**

- Ongoing training opportunities include the following:
  - E-learning Indigenous Awareness Modules 1 & 2
  - Kairos Blanket Exercise
  - Allyship Training
  - Medicine Wheel Teachings
- The MMEIP Task Force continues to meet bi-weekly and a report is being drafted. Overview was presented by the Task Force to Council during the budget meeting on December 11.
- Sisters in Spirit Ceremony, Feast and Candlelight Vigil was held on October 4 to honour the memories of the more than 1,200 missing and murdered Indigenous women and girls across Canada.

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

- IRR is working with Communications and Engagement to develop tracking mechanisms.

## LOCAL ECONOMY (LE)

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

- IRR is compiling all previous quarterly updates provided by FMWBEDT to Council and reviewing to identify where opportunities for support may exist and provide a summary of opportunities to FMWBEDT to create strategies for implementation and/or action.

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

- Planning and Development and Engineering staff moved to the first floor of the Jubilee Building. The relocation supports a more centralized hub for municipal business, helping improve efficiencies and customer service.

## DOWNTOWN VISUALIZATION (DV)

### **DV4: Approve, enhance and enforce bylaws and beautification standards**

- As the 2023 Communities in Bloom Symposium and Awards event host, the Municipality received 2800 orange tulips donated by the National Capital Commission. The tulips will be shared with rural communities and planted across the region in 2024.

## APPENDIX III - TASK LIST

Fiscal Management (FM)			
FM1a: Evaluate and implement an organizational review			
Task #	Task List	Lead Department(s)	Q4
FM1a-1	Develop a scope of work	Human Resources	Completed
FM1a-2	Initiate the process to select a consultant		Completed
FM1a-3	Complete organizational review		In Progress
FM1a-4	Draft a final report		In Progress
FM1a-5	Present final report to Council		In Progress
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 Department(s)	Q4
FM1b-1	Complete a consolidated summary of municipal health initiatives	Human Resources	In Progress
FM1b-2	Complete a consolidated summary of municipal safety initiatives		In Progress
FM1b-3	Engage the Joint Health and Safety Committee(s) to identify additional projects or initiatives		In Progress
FM1b-4	Implement existing health and safety initiatives and programs that are not already active		In Progress
FM1b-5	Promote existing initiatives and programs		In Progress
FM1b-6	Assess training and learning opportunities		In Progress
FM1b-7	Identify any gaps in the existing training and learning programs		In Progress
FM1b-8	Develop or enhance training and learning programs		In Progress
FM1b-9	Implement new or enhanced training and learning programs		In Progress
FM2: Create a Council covenant to include leadership norms, summary of commitments and best practices to be applied in alignment with Council's Code of Conduct			
Task #	Task List	Lead Department(s)	Q4
FM2-1	Develop a suggested approach	Municipal Initiatives	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 Department(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		In Progress
FM3-7	Develop a process and methodology for land use governance and policy		Not Started
FM4: Confirm and/or develop service standards through strategic budget workshops			
Task #	Task List	Lead Department(s)	Q4
FM4-1	Review and confirm existing service standards	Finance	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 Department(s)	Q4
FM5-1	Confirm a shared understanding of the terms: grants, fully utilized	Finance	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	Lead Department(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		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 Department(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		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	Lead Department(s)	Q4
BP3-1	Review existing examples of policies in other communities	Community and Protective Services	Completed
BP3-2	Draft anti-racism policy		In Progress
BP3-3	Approve anti-racism policy		Not Started
BP3-4	Review existing examples of Bylaws in other communities		Not Started
BP3-5	Draft anti-racism Bylaw		Not Started
BP3-6	Approve anti-racism Bylaw		Not Started
BP4: Actively work together with large industry to share information, focus on regional priorities, develop infrastructure and cultural project partnerships			
Task #	Task List	Lead Department(s)	Q4
BP4-1	Confirm a shared understanding of the terms: large industry, regional priorities, cultural project partnerships	Chief Administrative Office	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	Lead Department(s)	Q4
BP5-1	Conduct benchmarking and consider best practices	Chief Administrative Office	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	Lead Department(s)	Q4
BP6-1	Confirm a shared understanding of the terms: opportunities, community partnerships, promote a positive image	Community and Protective Services	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		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 Department(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 Department(s)	Q4
RI2-1	Confirm the number of training opportunities currently available to municipal employees	Indigenous and Rural Relations	In Progress
RI2-2	Confirm current attendance rate for mandatory staff training		In Progress
RI2-3	Document education opportunities (acknowledge relationship-based conversations and experience-based learning)		In Progress
RI2-4	Advance education and training opportunities available to municipal employees		In Progress
RI2-5	Participate in Missing or Murdered and Exploited Indigenous Peoples Task Force meetings and implement the local action plan		In Progress
RI2-6	Report on implementation of a local action plan that is inclusive of Missing or Murdered and Exploited Indigenous Peoples		In Progress
RI2-7	Report annually on the Municipal 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 Department(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 Department(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			
Task #	Task List	Lead Department(s)	Q4
LE1-1	Update Community Investment Program funding agreement	Finance and Community and Protective 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 Department(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 Department(s)	Q4
LE3-1	Draft the section of the consolidated committees Bylaw in partnership with business organizations	Municipal Initiatives	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 Department(s)	Q4
LE4-1	Establish a partnership with TELUS to deliver consistent and accessible broadband services	Finance	Completed
LE4-2	Complete necessary construction work with service offerings available to all residents		In Progress
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		In Progress
LE4-2g	Draper		Completed
LE4-3	Complete rural broadband project to provide high speed internet services to Fort Chipewyan		Not Started
LE4-3a	Establish partnership with Telecommunications Provider in Fort Chipewyan to deliver consistent and accessible broadband services		Not Started
LE4-6	Continue to explore all provincial and federal grant funding opportunities		In Progress
LE5: Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)			
Task #	Task List	Lead Department(s)	Q4
LE5-1	Present Planning and Development process review report and recommendations to Council	Municipal Initiatives and Planning and Development	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 Department(s)	Q4
DV1-1	Confirm a shared understanding of the term strategy	Municipal Initiatives and Planning and Development	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 Department(s)	Q4
DV2-1	Review all sections of the current City Centre Area Redevelopment Plan	Planning and Development	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 Department(s)	Q4
DV3-1	Update the Downtown Area Redevelopment Plan to include concept land map(s)	Planning and Development 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 Department(s)	Q4
DV4-1	Confirm a shared understanding of the terms: enforce, beautification	Community and Protective Services	In Progress
DV4-2	Complete a review of all Bylaws and identify those that have any connection to a beautification standard		In Progress
DV4-3	Confirm which Bylaws require further enhancement and identify new or emerging Bylaws		In Progress
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	Lead Department(s)	Q4
DV5-1	Continue to implement the current Downtown Revitalization Incentive Program	Planning and Development	In Progress
DV5-2	Evaluate existing Downtown Revitalization Incentive Program		In Progress
DV5-3	Make adjustments to the existing Downtown Revitalization Incentive Program, Policy and Administrative Directive		In Progress
DV5-4	Implement new or adjusted incentives		In Progress
DV6: Conclude flood mitigation infrastructure investments			
Task #	Task List	Lead Department(s)	Q4
DV6-1	Report quarterly progress to Council	Engineering and Environmental Services	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	Lead Department(s)	Q4
DV7-1	Review the current design for the Waterfront Park Project	Planning and Development and Public Works	Completed
DV7-2	Eliminate any unnecessary elements from the current design		Completed
DV7-3	Steward toward a project that remains in alignment with the engagement feedback from the Indigenous Communities		Completed
DV7-4	Present updated design to Council as soon as possible		Completed
DV7-5	Confirm Council's direction for next steps		Completed
DV7-6	Implement Council's direction		In Progress

## APPENDIX III - COUNCIL CONTRIBUTION SUMMARY (Q2 - Q4)

54

Council decisions  
impacted plan progress

41

Scheduled meetings  
to host by Council

234

Council meeting  
invites were in the  
Councillor calendar

26

Meetings in the  
Councillor calendar  
were Indigenous focused

23

Council advocated  
to other levels of  
government

19

Proclamations  
were made

\$103M+

Net new capital and operating  
funding was approved

### 2023 OVERALL TASK PROGRESS

■ Completed (23.3%) ■ In Progress (47.7%) ■ Not Started (29%)





REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**