

2023 Q3 PROGRESS REPORT

COUNCIL'S STRATEGIC PLAN 2022-2025



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

COUNCIL CONTRIBUTION HIGHLIGHTS

11

Council decisions impacted plan progress

12

Scheduled meetings to host by Council

66

Council meeting invites were in the Councillor calendar

10

Meetings in the Councillor calendar were Indigenous focused

18

Council advocated to other levels of government

5

Proclamations were made

\$62.5M

Net new capital and operating funding was approved

See appendix I for details.

Q3 2023 OVERALL TASK PROGRESS

■ Completed (17%) ■ In Progress (47%) ■ Not Started (36%)



WE VALUE FISCAL MANAGEMENT (FM)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

FM1a: Evaluate and implement an organizational review

- The second of five phases of the Service Delivery Review were completed.
- To date 10 programs and 56 services have been identified as part of the service inventory.

FM1b: Invest in the health and safety of our employees

- The Employee Health Surveillance and Office Ergonomics programs were launched.

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

- Planning for a facilitated session for Council's work in creating a Council covenant has begun.

FM3: Direct the implementation of a community resilience strategy

- A Risk Management Advisory Team supported revision of the capital business case process.

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

- 2024 budget preparation began and an interdepartmental workshop was hosted with Administration. Budget seminars with Council are scheduled.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Members of Council met with Indigenous leadership during the Fort Chipewyan | Fort Fitzgerald wildfire evacuations.

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.



As part of the Fort Chipewyan MWF025 Wildfire response, Mayor Sandy Bowman and Councillor Kendrick Cardinal took part in a meeting with Fort Chipewyan leadership and Directors of Emergency Management, Canadian Rangers and Canadian Armed Forces officers, as well as Alberta Emergency Management Agency officials.

Q3 2023 OVERALL FM TASK PROGRESS ■ Completed (7.5%) ■ In Progress (55%) ■ Not Started (37.5%)



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.



Community and Protective Services introduced the Wood Buffalo Workplace Inclusion Charter at an event at the Fort McMurray Golf Club.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

BP3: Establish an anti-racism bylaw and policy

- The first draft of an anti-racism policy is in progress.

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

- The Community Investment Program Policy was approved by Council. 2024 Program priorities were identified and the Program opened for grant applications.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The RMWB signed the Wood Buffalo Workplace Inclusion Charter.
- Fort McMurray became the third place in Canada to reach functional zero veteran homelessness.
- Administration partnered with Wood Buffalo Wellness Society to establish a temporary 24 hour per day; 7 days a week supportive housing program for individuals transitioning from living rough to other housing programs.
- Intersections ᑭᓐᓇᓴᓐ ᓄᓂᓴᓐ exhibit opened on the main floor of the Jubilee Building sharing the rich stories of the 2SLGBTQIA+ community.

Q3 2023 OVERALL BP TASK PROGRESS ■ Completed (2.5%) ■ In Progress (29.4%) ■ Not Started (68.1%)



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.



Staff learned about Dene hand games.

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)

- Teachings about Dene hand games and Indigenous land connection were offered.
- 96% of employees have now completed Indigenous Awareness training and 94% completed Moving Towards Reconciliation.

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

- The Municipality supported the Athabasca Tribal Council Cultural Festival.

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

- Leaders participated in healing gatherings.
- Administration engaged with the Athabasca Tribal Council to understand how to appropriately acknowledge the National Day for Truth and Reconciliation.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- A ceremony marked the start of construction for the new Fort McKay Community Centre.

Q3 2023 OVERALL RI TASK PROGRESS ■ Completed (15.8%) ■ In Progress (68.4%) ■ Not Started (15.8%)



WE VALUE LOCAL ECONOMY (LE)

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



The Municipality has demonstrated a strong commitment to the administration of the safety codes operation within its jurisdiction.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

LE2: Support development of a rural tourism engagement strategy

- Administration met with Fort McMurray Wood Buffalo Economic Development and Tourism. Information on Indigenous engagement in the region and copies of the Public Engagement Policy and the Public Engagement Framework were shared.

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

- The construction phase of TELUS PureFibre rural broadband project is 100% completed in four locations and progress in the remaining three are more than 70% complete.

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

- Administration started upgrading the planning and development permitting software that will contribute to the continuous improvement of services and customer service.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The Safety Codes Council of Alberta conducted a permitting audit. Results indicate that the Safety Codes branch is aligned with the processes, procedures and bylaws administered by the Safety Codes Council of Alberta and the Municipality.

Q3 2023 OVERALL LE TASK PROGRESS

■ Completed (44.4%) ■ In Progress (50%) ■ 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.



One of the 100 businesses with newly upgraded space supported by the Downtown Revitalization Incentives Program.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

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

- Administration completed engagements and presented the final Downtown Area Redevelopment Plan to Council. Council approved the Plan.

DV4: Approve, enhance and enforce bylaws and beautification standards

- Enforcement of beautification standards continued to align with the Community Standards Bylaw for public and private property.

DV5: Incentivize private investment in the downtown

- One hundred businesses completed improvement projects downtown with support from the Downtown Revitalization Incentives Program.

DV7: Complete waterfront beautification

- The Waterfront Park project was reviewed, unnecessary elements were eliminated and Council directed Administration to proceed with the design and construction of the Snye Point area east of Hardin Street.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The Alberta Professional Planners Institute selected the Downtown Revitalization Incentive Program for the 2023 Award of Merit in the "implementation success" category at their conference in October.

Q3 2023 OVERALL DV TASK PROGRESS ■ Completed (29.7%) ■ In Progress (46%) ■ Not Started (24.3%)



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 Q3. For exact decisions and Council resolution details, please reference Council meeting minutes online [Meeting Calendar - Regional Municipality of Wood Buffalo \(iqm2.com\)](https://www.woodbuffalo.ca/MeetingCalendar)

DECISIONS DIRECTLY ALIGNED TO MILESTONES, ACTIONS AND TASKS.

BUILDING PARTNERSHIPS (BP)

- BP6: The Community Investment Program Policy was approved.

DOWNTOWN VISUALIZATION (DV)

- DV2: The Downtown Area Redevelopment Plan was approved.
- DV7: Council directed Administration to proceed with the waterfront concept design, as presented by completing the design and construction of the Snye Point area east of Hardin Street.

DECISIONS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

- Council ratified the Collective agreement with the Canadian Union of Public Employees Local 1505 for a four-year nominal term from January 2021 - December 31, 2024.

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

- Council directed administration to complete the sale of 8 municipal lots in Janvier to Chard Métis at a nominal fee.

LOCAL ECONOMY (LE)

- Council approved \$50,000,000 from the Capital Infrastructure Reserve for the Northside Twin Arena, to be in Abraham Land subdivision.
- Council directed Administration to review the current sign provisions under the Land Use Bylaw and bring forward a bylaw or bylaw amendment(s).

DOWNTOWN VISUALIZATION (DV)

- Council held a public hearing and approved Bylaw No. 23/008 to re-district the municipally owned lots in Ptarmigan Court from Manufactured Home Residential District to Environmental Preservation District.
- The amendment to the City Centre Area Redevelopment Plan Bylaw was approved.
- Council directed administration to proceed with offering an immediate voluntary buyout of properties with dwellings with a main floor elevation of 250.9 meters or less in Draper, at the assessed values used for the 2023 taxation year, and that the voluntary buyout be offered until

September 12, 2023; and up to \$14,912,170 be allocated from the emerging issues reserve for immediate voluntary buyouts.

- The Draper Household Flood Risk Reduction Grant Program Policy was approved.

MEETING OVERVIEW

- 78 meetings were included in Council's calendar and 10 were Indigenous focused:
 - 12 scheduled meetings to host
 - 66 invites to meetings

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

- Community Events/Engagement - 38
- Conferences/Conventions/Symposiums - 3
- Council/Committee Meetings - 15
- Cultural Events - 5
- Networking Events/Fundraisers - 6
- Government Engagements (other levels of govt) - 5
- Political Functions - 1
- Stakeholders/Industry Engagements - 4
- Other - 1

COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

- A total of 18 letters were sent to various Government of Alberta Ministers and one First Nation Chief from Mayor Bowman.

PROCLAMATIONS

Mayor Bowman made 5 proclamations. More information can be found online: Proclamations - Regional Municipality of Wood Buffalo (rmwb.ca)

1. World Elder Abuse Awareness
2. National Indigenous Peoples Day
3. Canadian Multiculturalism Day
4. National Injury Prevention Day
5. FASD Awareness Day

TOTAL AMOUNT OF NET NEW CAPITAL AND OPERATING FUNDING

Capital

July	2023 Northside Twin Arena Complex	\$50,000,000
July	Downtown Revitalization Incentives Program	\$2,600,000
July	East Clearwater Highway	<u>\$(5,000,000)</u>
		<u>\$47,600,000</u>

Operating (Funded from Emerging Issues Reserve)

July	Draper Voluntary Buyout Program	<u>\$14,912,170</u>
		<u>\$14,912,170</u>

Total amount of net new capital and operating funding approved	<u>\$62,512,170</u>
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APPENDIX II - ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

FM1b: Invest in the health and safety of our employees

- Following receipt of the Certificate of Recognition (COR), Administration identified five priorities to ensure the Municipality maintains COR status while continuously improving safety programming.

BUILDING PARTNERSHIPS (BP)

BP3: Establish an anti-racism bylaw and policy

- Allyship training to support anti-racism efforts within the organization has been developed.
- A Directors' Table and Managers' Table were formed and meet quarterly to integrate anti-racism and diversity, equity and inclusion efforts more broadly across the organization.
- Gender Based Analysis Plus (GBA+) training was provided to directors, managers, and Council. Training was also added to the LEARN platform for staff.

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

- Administration presented an off-highway vehicle update to Council.
- Mayor's Advisory Council on Youth (MACOY's) presented to Council and shared an annual update.
- Two public art workshops led by artists exhibiting in IgNIGHT were offered to residents. A new media art and interactive technology and creation of stencil cut designs for light-based artwork were completed.
- Nominate your Neighbour and local business programs launched in June.
- Meetings were held to address impacts of encampments on surrounding businesses while providing education and awareness about the complexity of issues.
- The RMWB accepted wildfire evacuees from Northwest Territories and worked in collaboration with the Provincial Emergency Coordination Centre to support evacuees with temporary accommodations.
- Administration offered residents the opportunity to register for the 2023 International Communities in Bloom Symposium and Awards at Shell Place.
- Nominations opened for Council's Excellence Awards.
- A call for artists to transform traffic boxes into colorful and inspired works of art was launched.
- Residents were invited to share what matters most through a series of community engagement opportunities.

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

RI1: Create and enhance reconciliation spaces

- Treaty 8 and Unceded Métis Territory signs highlighting land acknowledgement were installed on Highway 63 and 881.

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)

- It's "Time to Read" documentary series continued.
- The MMEIP Taskforce continued to meet.
- The Truth and Reconciliation challenge began in September.
- Administration reported on the Municipal response(s) to Truth and Reconciliation through presentations to the department of Finance, the Mayors Advisory Council on Youth (MACOY) and District 5 – Rural Municipalities of Alberta.

LOCAL ECONOMY (LE)

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

- FMWBEDT quarterly update outlined its 2022 Economic Impact report and shared information about its activities through the first half of 2023. The presentation highlighted economic development advocacy work, efforts in business and investment attraction and in partnerships.

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

- The Wood Buffalo Development Advisory Committee presented the committees 2023-2024 priorities with a continued focus on red tape reduction initiatives.

APPENDIX III - TASK LIST

Fiscal Management (FM)			
FM1a: Evaluate and implement an organizational review			
Task #	Task List	Lead Department(s)	Q3
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		Not Started
FM1a-5	Present final report to Council		Not Started
FM1a-6	Implement recommendations		Not Started
FM1a-7	Monitor and report progress of implementation		Not Started
FM1a-8	Record lessons learned		Not Started
FM1b: Invest in the health and safety of our employees			
Task #	Task List	Lead Department(s)	Q3
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)	Q3
FM2-1	Develop a suggested approach	Strategic Planning and Program Management	In Progress
FM2-2	Confirm planned approach with Council		In Progress
FM2-3	Develop a scope of work		Not Started
FM2-4	Initiate the process to select a Consultant to support development of a Council covenant		Not Started
FM2-5	Draft a covenant for review with Council		Not Started
FM2-6	Finalize Council covenant		Not Started
FM3: Direct the implementation of a community resilience strategy			
Task #	Task List	Lead Department(s)	Q3
FM3-1	Confirm a shared understanding of the term resiliency	Regional Emergency Services	In Progress
FM3-2	Share and educate municipal departments on their role in resiliency		Not Started
FM3-3	Revise capital business case process to improve risk informed decision making to Council		Completed
FM3-4	Provide a methodology and/or a tool for reporting on continuity of operations readiness by municipal services annually		In Progress
FM3-5	Finalize tools, documentation and education to support annual reporting		In Progress
FM3-6	Review and report on continuity of operations readiness by completing a municipal continuity scorecard		Not Started
FM3-7	Develop a process and methodology for land use governance and policy		Not Started
FM4: Confirm and/or develop service standards through strategic budget workshops			
Task #	Task List	Lead Department(s)	Q3
FM4-1	Review and confirm existing service standards	Finance	In Progress
FM4-2	Schedule annual budget workshops		In Progress
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)	Q3
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)	Q3
BP1-1	Confirm a shared understanding of the terms: meetings, hosting, attending	Legislative Services	In Progress
BP1-2	Review existing guiding documents, directives, processes and standard operating procedures		In Progress
BP1-3	Draft revised workflow and standard operating procedure		In Progress
BP1-4	Finalize workflow and standard operating procedure through the collaborative working group		Not Started
BP1-5	Communicate finalized standard operating procedure		Not Started
BP1-6	Monitor, report and consider revision of the standard operating procedure		Not Started
BP2: Participate as Council in meetings with Indigenous leaders and communities			
Task #	Task List	Lead Department(s)	Q3
BP2-1	Confirm a shared understanding of the terms: meetings, participation, communities, Council, Indigenous leaders	Legislative Services and Indigenous and Rural Relations	In Progress
BP2-2	Review existing guiding documents, directives, processes, standard operating procedures and acknowledge relationship based communication		In Progress
BP2-3	Draft a revised workflow and standard operating procedure(s)		Not Started
BP2-4	Review and finalize standard operating procedure(s) and workflow through the collaborative working group		Not Started
BP2-5	Communicate finalized standard operating procedure(s)		Not Started
BP2-6	Monitor, report and consider revision of the standard operating procedures		Not Started
BP3: Establish an anti-racism bylaw and policy			
Task #	Task List	Lead Department(s)	Q3
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)	Q3
BP4-1	Confirm a shared understanding of the terms: large industry, regional priorities, cultural project partnerships	Strategic Planning and Program Management	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)	Q3
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		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)	Q3
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)	Q3
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		Not Started
RI2: Continue to advance the Municipality's response to Truth and Reconciliation Commission (TRC) and Missing and Murdered Indigenous Women, Girls and Two-Spirit People (MMIWG2S+) and Missing or Murdered and Exploited Indigenous Peoples (MMEIP)			
Task #	Task List	Lead Department(s)	Q3
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)	Q3
RI3-1	Confirm a shared understanding of the terms: commemorate, document, significant events	Indigenous and Rural Relations	Not Started
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		Not Started
RI4: Honor, acknowledge and commemorate residential school confirmations of gravesites, survivors, and their families			
Task #	Task List	Lead Department(s)	Q3
RI4-1	Confirm a shared understanding of the terms: commemorate, honor, acknowledge	Indigenous and Rural Relations	In Progress
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 Department(s)	Q3
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		In Progress
LE2: Support development of a rural tourism engagement strategy			
Task #	Task List	Lead Department(s)	Q3
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)	Q3
LE3-1	Draft the section of the consolidated committees Bylaw in partnership with business organizations	Strategic Planning and Program Management	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)	Q3
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		In Progress
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		In Progress
LE4-2e	Gregoire Lake Estates		Completed
LE4-2f	Chard Metis Nation and Chipewyan Prairie First Nation and Janvier		In Progress
LE4-2g	Draper		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)	Q3
LE5-1	Present Planning and Development process review report and recommendations to Council	Strategic Planning and Program Management 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)	Q3
DV1-1	Confirm a shared understanding of the term strategy	Strategic Planning and Program Management 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)	Q3
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)	Q3
DV3-1	Update the Downtown Area Redevelopment Plan to include concept land map(s)	Planning and Development and Environmental Services	Not Started
DV3-2	Review the current Land Use Bylaw relevant to downtown		Not Started
DV3-3	Create initial draft of the updated Land Use Bylaw relevant to downtown		Not Started
DV3-4	Conduct engagements		Not Started
DV3-5	Create final draft of the updated Land Use Bylaw relevant to downtown		Not Started
DV3-6	Present amendments to the Land Use Bylaw to Council (including detailed zoning land use map)		Not Started
DV4: Approve, enhance, and enforce bylaws and beautification standards			
Task #	Task List	Lead Department(s)	Q3
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)	Q3
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)	Q3
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)	Q3
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		In Progress
DV7-5	Confirm Council's direction for next steps		In Progress
DV7-6	Implement Council's direction		In Progress



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