



2024 Q3 PROGRESS REPORT

COUNCIL'S STRATEGIC PLAN

2022-2025



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

COUNCIL CONTRIBUTION HIGHLIGHTS

14

Council decisions impacted plan progress

6

Scheduled meetings to host by Council

53

Council meeting invites were in the Councillor calendar

7

Meetings in the Councillor calendar were Indigenous focused

5

Council advocated to other levels of government

2

Proclamations were made

\$1.26M

Net new capital and operating funding was approved

See appendix I for details.

Q3 2024 OVERALL TASK PROGRESS

■ Completed (44%) ■ In Progress (39%) ■ Not Started (17%)



WE VALUE FISCAL MANAGEMENT (FM)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

FM1b: Invest in the health and safety of our employees

- Several health and safety initiatives have been implemented including Mock Drills for Active Threats and Working Alone Standard.
- New training programs were rolled out including Allyship (supports wellness and psychological safety) and an enhanced Equipment Training Model.

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

- Documents and best practices from government experts continue to be reviewed to determine a path forward. During the benchmarking process, it was identified that other municipalities do not have a covenant in place.

FM3: Direct the implementation of a community resilience strategy

- The FireSmart Interpretive Trail opened to the public.

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.



Jody Butz, Regional Fire Chief and Chris Pottie, FireSmart Program Manager, with members of Alberta Wildfire

Q3 2024 OVERALL FM TASK PROGRESS ■ Completed (40%) ■ In Progress (47.5%) ■ Not Started (12.5%)



WE VALUE BUILDING PARTNERSHIPS (BP)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

BP1: Host or attend regular meetings throughout the region

- The review of existing guiding documents, directives, processes and standard operating procedures has been completed. The standard operating procedure is at the final stage of development and the process has begun to finalize the associated workflow.

BP3: Establish an anti-racism bylaw and policy

- The draft Anti-Racism Policy is complete and is scheduled for presentation to Council on October 22.
- An amendment to the Community Standards Bylaw No. 21/010, has been drafted and is scheduled for presentation to Council on October 8.

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

- At ConvergenceYMM on June 11, staff on the Community Partnerships and Initiatives team, leaders from Wood Buffalo's social profit sector, industry and business community came together to share knowledge, exchange ideas, explore partnerships and discuss challenges and opportunities in the region.

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.



Janelle Fleury, Manager, Community Partnerships and Initiatives, was a panelist at ConvergenceYMM

Q3 2024 OVERALL BP TASK PROGRESS ■ Completed (22%) ■ In Progress (41.5%) ■ Not Started (36.5%)



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.



Indigenous and Rural Relations staff hosting an event for National Indigenous Peoples Day

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

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

- Indigenous and Rural Relations (IRR) hosted a celebration for National Indigenous Peoples Day on June 21 at MacDonald Island Park, with members of Council attending.
- The Athabasca Tribal Council held the Cultural Festival at the Syne on September 12-15. During the Grand Entry, the Mayor carried the municipal flag and shared remarks on behalf of the municipality.
- Other significant events in the region include:
 - Janvier Treaty Days - June 28
 - Fort McMurray 468 First Nation Treaty Days - July 26
 - Fort McMurray First Nation Trade Show - July 30
 - Fort McKay Metis Fest - August 16
 - Dene Days - August 22
 - Fort McKay First Nation 125th Anniversary for Treaty 8 Signing - August 2-4

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

- In an effort to provide enhanced services for the rural and Indigenous communities which supports Calls to Action 57 and 92, on September 13, the Municipality's Rural Operations department now operates under the Indigenous and Rural Relations (IRR) division.

Q3 2024 OVERALL RI TASK PROGRESS

■ Completed (32%) ■ In Progress (68%) ■ Not Started (0%)



WE VALUE LOCAL ECONOMY (LE)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

LE2: Support development of a rural tourism engagement strategy

- Administration met with representatives from Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT) to continue collaborating on ways of advancing economic growth and the role of FMWBEDT in the region.
- The internal Municipal 2024 Truth and Reconciliation Challenge was expanded to include FMWBEDT, the Fort McMurray Airport and Wood Buffalo Housing to boost participation and awareness across external partners.

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 Downtown Fort McMurray.

Q3 2024 OVERALL LE TASK PROGRESS

■ Completed (67%) ■ In Progress (33%) ■ Not Started (0%)



WE VALUE DOWNTOWN VISUALIZATION (DV)

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

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

DV6: Conclude Flood Mitigation Infrastructure Investments

- On July 10, Council approved Administration to proceed with relocating the Heritage Shipyard to a new location in consultation with the Heritage Society within the riverfront alongside Reach 6 and provide structural mitigation of all historical artifacts to a minimum elevation of 250.9m.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- The Municipal Development Plan (2024-2044) was approved by Council on September 10.



Heritage Shipyard located in downtown Fort McMurray alongside the Clearwater River

Q3 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 Q3. For exact decisions and Council resolution details, please reference Council meeting minutes online at rmwb.ca/council.

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

BUILDING PARTNERSHIPS (BP)

- BP6: Council approved the amended Community Backyard Rinks Policy

RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS

- RI2: Council approved the Truth and Reconciliation Commission's Calls to Action in Fort McMurray Wood Buffalo - 2023 Annual Update

DOWNTOWN VISUALIZATION (DV)

- DV6: Council defeated the Reach 6 project and further directed Administration to review and report back with more information, including safety and advice and/or opinion of RCMP.

DECISIONS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

- Council accepted as information:
 - the Asset Management Plan
 - the 2024 Q1 Capital Project Status Update
- Council approved:
 - the Community Investment Program Policy FIN-220 Amendments
 - the 2025 Community Investment Program Funding Priorities
 - the 2024 Capital Budget Amendment - Project Cancellation and Amendment - Net Impact
 - the 2024 Capital Amendment - Project Cancellation and Amendment - Cash Flow Summary
 - the Investment Policy FIN-140 Amendments
 - the Provincial EMS dispatch center to be re-established in the RMWB

RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS (RI)

- Provincial funding to enhance Fort McKay's water supply infrastructure

BUILDING PARTNERSHIPS (BP)

- Council approved:
 - Bylaw No. 24/016 – Natural Resource Extraction Support Project Tax Incentive Bylaw No. 24.009 Amendment

LOCAL ECONOMY (LE)

- Council approved:
 - the 2024-2044 Municipal Development Plan

MEETING OVERVIEW

- 59 meetings were included in Council's calendar and 7 were Indigenous focused:
 - 6 scheduled meetings to host
 - 53 invites to meetings

Breakdown of the types of meetings:

- Community Events/Engagement – 28
- Council/Committee Meetings – 6
- Cultural Events – 8
- Government Engagements (other levels of government) – 5
- Stakeholders/Industry Engagements – 2
- Other – 10

COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

- The Mayor advocated for:
 - the prioritization of Highway 686 as an important economic corridor for the region.
 - Homelessness initiative funding with the Minister of Seniors, Community and Social Services, and worked with Municipal Affairs on extending the requirement of the Municipality to achieve compliance with the 5:1 tax ratio.
- The Mayor was authorized by Council:
 - to provide a letter of support for the Municipality's 2024 Janvier Fireguard FireSmart application to secure funding from the Forest Resource Improvement Association of Alberta (FRIAA).
 - to advocate with the Government of Alberta for the twinning of the remaining southern portion of Highway 63 and sections of Highway 28, to create a continuous four lane route from Edmonton to Fort McMurray, for which the Mayor also received support from Athabasca County and the towns of Bon Accord and Gibbons.

- The Mayor's Office:
 - Identified other transportation, water and wastewater priority projects to the region's MLAs and the Transportation and Economic Corridors Ministry including, Rural Water and Sewer Servicing, the Conklin Lagoon Expansion, process improvements to the Fort McMurray Water Treatment Plant, Highway 881 upgrades and egress routes in Janvier and Fort McMurray.

PROCLAMATIONS

- Mayor Bowman made 2 proclamations. More information can be found online: Proclamations - Regional Municipality of Wood Buffalo (rmwb.ca)
 1. National Indigenous Peoples Day
 2. National Injury Prevention Day

TOTAL AMOUNT OF NET NEW CAPITAL AND OPERATING FUNDING

Capital (Funded from Capital Infrastructure Reserve)

July	Fort Chip Lift Station Upgrade	\$1,000,000
July	Rural Broadband	\$248
July	Green Gym Replacement	\$8,281
July	Centerfire Place Ice Plant	\$(1,000,000)
July	Treaty 8 and Unceded Metis Territory	\$(34,000)
July	Fort McKay Dock Seasonal	\$83,696
July	Albion Drive Full Rehabilitation	\$1,000,000
		<u>\$1,058,225</u>

Operating (Funded from Emerging Issues Reserve)

June	Missing and Murdered Indigenous Women, Girls and Two-Spirit People	\$7,691
July	Draper Buyout	\$150,426
September	DRIP Grant	<u>\$51,348</u>
		<u>\$209,465</u>

Total amount of net new capital and operating funding approved	<u>\$1,267,690</u>
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APPENDIX II - ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

BUILDING PARTNERSHIPS (BP)

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

- Review is underway of "Council Policy LEG-180, Attendance at Political Fundraising Events and Other Events" to determine if this Policy is now better suited for a different department following organizational restructure.
- Final edits and comments have been incorporated into Standard Operating Procedure LSB.002, Council Attendance and Hosting at Events and Meetings. After final review, the document will be signed off by Legislative Services.
- In addition to meetings reported in BP1 (Host or attend regular meetings throughout the region), Mayor Bowman also attended three meetings with Indigenous Leaders.
- From July 20 - 25, 2024, Mayor Bowman attended twice daily wildfire logistics meetings with CPFN and ATC regarding wildfires near Janvier and Conklin.

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

- Engagement with regional industry players continues via meetings with single companies and collectively through industry associations such as Pathways Alliance (where applicable)
- An engagement plan is being drafted that contemplates more regular and consistent engagement with industry partners and is planned to be finalized and shared with Council in Q4 2024
- Formal meetings were held with representatives from the following:
 - Suncor on August 16 and 26, September 5 and 9
 - CNRL on August 13
 - Imperial on August 1
 - Pathways Alliance on August 13
 - Northlands Forest Products/Western Archrib on August 27

RURAL AND INDIGENOUS RELATIONSHIPS AND COMMUNITIES (RI)

RI1: Create and enhance reconciliation spaces

- The Reconciliation Champions continue to meet to discuss initiatives that could bring additional awareness to employees within the municipality.
- In addition to kiyām Community Park, IRR is working with Athabasca Tribal Council and members of Council to further explore the need for additional reconciliation spaces within the region that would encourage education, awareness, and dialogue to continue to advance truth and reconciliation.

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 22 employees and Module 2 Moving Toward Reconciliation was completed by 20 employees for an overall participation of 42 employees.
- Reconciliation Champions from various divisions/departments participated in reviewing the educational material created for the Truth and Reconciliation Challenge to assist them in circulating the materials to their respective division/departments.
- The Truth and Reconciliation Challenge was rolled out for the month of September. This year, additional tools were provided to field staff to increase participation.
- A Treaty Teaching presentation by Holly Fortier was organized to provide an educational opportunity for staff. Approximately 70 staff members attended in the lobby of the Jubilee building.
- On July 9, Council voted unanimously to adopt Calls to Action 45, 69, and 93, reinforcing our commitment to truth and reconciliation.
 - Call to Action 45 supports the Royal Proclamation of Reconciliation, which will help the Municipality contribute to the national effort to advance reconciliation.
 - Call to Action 69 encourages libraries to enhance resources for public education on residential schools
 - Call to Action 93 calls for the revision of newcomer information kits to include a comprehensive history of Indigenous peoples and Treaties.

APPENDIX III - TASK LIST

Fiscal Management (FM)			
FM1a: Evaluate and implement an organizational review			
Task #	Task List	Lead Division(s)	Q3
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)	Q3
FM1b-1	Complete a consolidated summary of municipal health initiatives	Organizational Support Services	Completed
FM1b-2	Complete a consolidated summary of municipal safety initiatives		Completed
FM1b-3	Engage the Joint Health and Safety Committee(s) to identify additional projects or initiatives		Completed
FM1b-4	Implement existing health and safety initiatives and programs that are not already active		In Progress
FM1b-5	Promote existing initiatives and programs		Completed
FM1b-6	Assess training and learning opportunities		Completed
FM1b-7	Identify any gaps in the existing training and learning programs		Completed
FM1b-8	Develop or enhance training and learning programs		Completed
FM1b-9	Implement new or enhanced training and learning programs		Completed
FM2: Create a Council covenant to include leadership norms, summary of commitments and best practices to be applied in alignment with Council's Code of Conduct			
Task #	Task List	Lead Division(s)	Q3
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)	Q3
FM3-1	Confirm a shared understanding of the term resiliency	Regional Emergency Services	Completed
FM3-2	Share and educate municipal departments on their role in resiliency		In Progress
FM3-3	Revise capital business case process to improve risk informed decision making to Council		Completed
FM3-4	Provide a methodology and/or a tool for reporting on continuity of operations readiness by municipal services annually		In Progress
FM3-5	Finalize tools, documentation and education to support annual reporting		In Progress
FM3-6	Review and report on continuity of operations readiness by completing a municipal continuity scorecard		Not Started
FM3-7	Develop a process and methodology for land use governance and policy		In Progress
FM4: Confirm and/or develop service standards through strategic budget workshops			
Task #	Task List	Lead Division(s)	Q3
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)	Q3
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)	Q3
BP1-1	Confirm a shared understanding of the terms: meetings, hosting, attending	Legislative Services	Completed
BP1-2	Review existing guiding documents, directives, processes and standard operating procedures		Completed
BP1-3	Draft revised workflow and standard operating procedure		In Progress
BP1-4	Finalize workflow and standard operating procedure through the collaborative working group		In Progress
BP1-5	Communicate finalized standard operating procedure		Not Started
BP1-6	Monitor, report and consider revision of the standard operating procedure		Not Started
BP2: Participate as Council in meetings with Indigenous leaders and communities			
Task #	Task List	Lead Division(s)	Q3
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)	Q3
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)	Q3
BP4-1	Confirm a shared understanding of the terms: large industry, regional priorities, cultural project partnerships	Chief Administrative Officer	In Progress
BP4-2	Confirm and document current relationship interceptions between administration and large industry		In Progress
BP4-3	Identify and document joint regional priorities		In Progress
BP4-4	Draft an engagement plan with consideration of gaps or opportunities for improvement		In Progress
BP4-5	Finalize engagement plan through a collaborative working group		Not Started
BP4-6	Communicate finalized engagement plan		Not Started
BP4-7	Monitor, report and consider revision of engagement plan		Not Started
BP5: Confirm best practices for consistent communication and feedback between Council and Administration			
Task #	Task List	Lead Division(s)	Q3
BP5-1	Conduct benchmarking and consider best practices	Chief Administrative Officer	Completed
BP5-2	Review existing directives, processes, policies and practices on how Council receives information and provides feedback		Completed
BP5-3	Develop suggested approach		Completed
BP5-4	Confirm planned approach with Council		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)	Q3
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)	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		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)	Q3
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)	Q3
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)	Q3
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 Division(s)	Q3
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)	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 Division(s)	Q3
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)	Q3
LE4-1	Establish a partnership with TELUS to deliver consistent and accessible broadband services	Corporate Services	Completed
LE4-2	Complete necessary construction work with service offerings available to all residents		Completed
LE4-2a	Conklin Metis/Conklin		Completed
LE4-2b	Willow Lake Metis Nation and Anzac		Completed
LE4-2c	Fort McKay First Nation and McKay Metis Nation		Completed
LE4-2d	Fort McMurray 468 First Nation and Anzac		Completed
LE4-2e	Gregoire Lake Estates		Completed
LE4-2f	Chard Metis Nation and Chipewyan Prairie First Nation and Janvier		Completed
LE4-2g	Draper		Completed
LE4-3	Complete rural broadband project to provide high speed internet services to Fort Chipewyan		Completed
LE4-3a	Establish partnership with Telecommunications Provider in Fort Chipewyan to deliver consistent and accessible broadband services		Completed
LE4-4	Continue to explore all provincial and federal grant funding opportunities		Completed
LE5: Deliver a pro-business environment for businesses with attention to excellence in customer service (red tape reduction)			
Task #	Task List	Lead Division(s)	Q3
LE5-1	Present Planning and Development process review report and recommendations to Council	Planning and Development Services	Completed
LE5-2	Implement Planning and Development process review recommendations		In Progress
LE5-3	Monitor Planning and Development process review progress		In Progress
LE5-4	Prioritize adjustments that support a pro-business environment		In Progress
LE5-5	Implement priority adjustments that support a pro-business environment		In Progress

Downtown Visualization (DV)			
DV1: Support the creation of a strategy for downtown that identifies and coordinates municipal investment and improvements			
Task #	Task List	Lead Division(s)	Q3
DV1-1	Confirm a shared understanding of the term strategy	Planning and Development Services	Not Started
DV1-2	Identify existing municipal investments and improvements		Not Started
DV1-3	Coordinate existing municipal investments and improvements		In Progress
DV1-4	Create a strategy and implementation plan		In Progress
DV1-5	Present strategy to Chief Administrative Officer and/or Council		In Progress
DV1-6	Implement the strategy		Not Started
DV2: Ensure a review and update of the Downtown Area Redevelopment Plan is completed			
Task #	Task List	Lead Division(s)	Q3
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)	Q3
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)	Q3
DV4-1	Confirm a shared understanding of the terms: enforce, beautification	Community Services	Completed
DV4-2	Complete a review of all Bylaws and identify those that have any connection to a beautification standard		Completed
DV4-3	Confirm which Bylaws require further enhancement and identify new or emerging Bylaws		Completed
DV4-4	Conduct engagements as required		Completed
DV4-5	Develop a plan for enforcing Bylaws		Completed
DV4-6	Enforce Bylaws		Completed
DV5: Incentivize private investment in the downtown			
Task #	Task List	Lead Division(s)	Q3
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)	Q3
DV6-1	Report quarterly progress to Council	Project Management Office and Environmental Services	Completed
DV6-2	Revise approach for Flood Program		Completed
DV6-3	Conduct monthly project meetings		Completed
DV7: Complete waterfront beautification			
Task #	Task List	Lead Division(s)	Q3
DV7-1	Review the current design for the Waterfront Park Project	Project Management Office and Public Works	Completed
DV7-2	Eliminate any unnecessary elements from the current design		Completed
DV7-3	Steward toward a project that remains in alignment with the engagement feedback from the Indigenous Communities		Completed
DV7-4	Present updated design to Council as soon as possible		Completed
DV7-5	Confirm Council's direction for next steps		Completed
DV7-6	Implement Council's direction		Completed



REGIONAL MUNICIPALITY
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