



2025 Q1 PROGRESS REPORT

COUNCIL'S STRATEGIC PLAN

2022-2025



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

QUARTERLY (Q1) COUNCIL CONTRIBUTION HIGHLIGHTS

11

Council decisions impacted plan progress

3

Council advocated to other levels of government

47

Council meeting invites were in the Councillor calendar

17

Scheduled meetings to host by Council

7

Meetings in the Councillor calendar were Indigenous focused

4

Proclamations were made

\$775,127

Net new capital and operating funding was approved

See appendix I for details.

Q1 2025 OVERALL TASK PROGRESS

■ Completed (61.3%) ■ In Progress (31.6%) ■ Not Started 7.1%



WE VALUE FISCAL MANAGEMENT (FM)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

FM1b: Invest in the health and safety of our employees

- Implemented Contractor Safety Program, Transportation Safety Program and Psychological Safety (currently part of an injury preventative initiative).

FM3: Direct the implementation of a community resilience strategy

- Completed research and analysis on hazard risk levels using municipal risk assessment and communications tools, and data provided by the Provincial and Federal Government. Legislative changes by the Province required updating to the Emergency Management Agency, and subsequently the Emergency Management Bylaw. Business continuity and resiliency continues to be a priority.

FM5: Ensure government grants are fully utilized

- Applications submitted to: National Crime Prevention Strategy, Canada Summer Jobs, Wildland Urban Interface, and Municipal Climate Resiliency grant streams.
- The final payment for the 2020 Mitigation Funding for Ptarmigan Court was received due to a successful completion of the project and associated grant reporting.
- All reporting for year-end 2024 was completed and submitted on time.
- More and more Operating and Capital grant applications are being submitted, with internal business units seeking support from the Grant Administration group.

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.



This canine companion, recruited by Wood Buffalo RCMP, is part of a new pilot project aimed at supporting the mental health and well-being of detachment members.

Q1 2025 OVERALL FM TASK PROGRESS ■ Completed (72.5%) ■ In Progress (25%) ■ Not Started (2.5%)



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.



Winners of the 2024 Council's Excellence Awards were celebrated at ceremony in Shell Place this January for their contributions to the region.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

BP1: Host or attend regular meetings throughout the region

- The Standard Operating Procedure for Council Attendance and Hosting Meetings has been circulated and is being revised based on feedback.

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

- Benchmarking research focused on informal Council inquires outside of formal Council meetings with nine municipalities across Alberta and reviewed internal processes and procedures to understand industry best practices and opportunities.
- Preliminary improvements include formalizing inquiry response timeframes and maximizing the effectiveness of existing resources. These will be monitored while further processes for consistent communication between Council and administration are developed and implemented.
- All changes will be formally updated within the Mayor and Councillor Inquiries Administrative Procedure ADM-280.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Emergency Social Services team received the Emergency Management Exemplary Service Award from Public Safety Canada.
- RMWB selected to host participants for the Alberta 55 plus Provincial Games in August 2027.
- The Committees Bylaw was amended to allow for creation of the Municipal Policing Advisory Committee.

Q1 2025 OVERALL BP TASK PROGRESS ■ Completed (51.2%) ■ In Progress (29.3%) ■ Not Started (19.5%)



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 pose with author Richard Van Camp in front of the Indigenous Sports Gallery, during a community dinner and film showing in Fort Chipewyan on Feb. 19, 2025.

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

RI1: Create and enhance reconciliation spaces

- RFQ closed and IRR selected a consultant to carry out a feasibility study on cultural grounds for Indigenous communities.
- On March 4, 2025, Administration attended an engagement hosted by McMurray Métis regarding the Moccasin Flats Memorial.
- In February 2025, IRR engaged with the Reconciliation Champions to re-affirm membership and identify gaps.
- A funding agreement with Athabasca Tribal Council regarding Missing or Murdered and Exploited Indigenous Peoples (MMEIP) taskforce-initiatives has been developed and is being reviewed.
- The Indigenous Sports Gallery was taken to Fort Chipewyan on Feb. 19, 2025. The Indigenous Sports Gallery was also featured at the Fort McMurray 468 First Nation Health Symposium on Jan. 15, 2025

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 (MMIWG2+) and Missing or Murdered and Exploited Indigenous Peoples (MMEIP)

- IRR worked with Planning and Development Services and Strategic Communications to include traditional languages in Census communications. Cree and Dene are now featured on municipal Census advertising.
- The 2024 Annual Report - Municipal Response to Truth and Reconciliation presentation is currently in review.

Q1 2025 OVERALL RI TASK PROGRESS

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



WE VALUE LOCAL ECONOMY (LE)

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

LE2: Support development of a rural tourism engagement strategy

- Continued collaboration with Fort McMurray Wood Buffalo Economic Development and Tourism to explore opportunities for rural inclusion in tourism planning.
- Participated in leadership discussions with Indigenous communities where the importance of consultation on tourism initiatives was emphasized.
- Supported engagement sessions and cultural events in rural communities that help strengthen relationships and promote local identity—key elements in advancing community-based tourism.
- Ongoing efforts are underway to align municipal practices with the goal of enhancing tourism opportunities that reflect local perspectives and values.

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.



Fort McMurray Wood Buffalo Economic Development and Tourism paid a visit to the Aurora Borealis Indigenous Village in January to develop rural destination tourism. Photo by Greg Halinda Photography

Q1 2025 OVERALL LE TASK PROGRESS

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



WE VALUE DOWNTOWN VISUALIZATION (DV)

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

COUNCIL'S PLAN IN ACTION HIGHLIGHT(S)

DV1 : Support the creation of a strategy for downtown that identifies and coordinates municipal investment and improvements

- The Downtown Area Redevelopment Plan (DARP) Action Plan is in its final draft. For next steps, the Action Plan will be presented to Council as information and reviewed by Administration on a regular basis.

ADDITIONAL WORK THAT IS ALIGNED TO COUNCIL'S VALUES

- Annual river breakup preparations are underway.
- Local, national and international artists have been invited to submit Expressions of Interest to light up kiyām Community Park for igNIGHT.



Installation of triple dams adjacent to Clearwater Drive in preparation for river breakup.

Q1 2025 OVERALL DV TASK PROGRESS

■ Completed (73%) ■ In Progress (21.6%) ■ Not Started (5.4%)



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 Q1. For exact decisions and Council resolution details, please reference Council meeting minutes online rmwb.ca/council.

DECISIONS ALIGNED TO COUNCIL'S VALUES

FISCAL MANAGEMENT (FM)

- Council approved:
 - o the Internal Audit Charter and the 2025 - 2026 Internal Audit Plan.
 - o a comparative analysis of chief administrative officer bylaws of comparable municipalities in Alberta, benchmarking of best practices and including (but not be limited to) data on authority, accountability, and responsibility of the chief administrative officer.
 - o the Asset Management System Policy OPE-030.
 - o a 2025 Capital Budget Amendment for the 911 Call Handling System project for a net increase of \$300,000 to the 2025 and prior Capital Budget.

BUILDING PARTNERSHIPS (BP)

- Council approved:
 - o Administration's request to apply for Provincial Historic Resource Designation at the Fort of the Forks site.
 - o an agreement with the Fort McMurray Heritage Society to allocate up to \$300,000, so that it may continue operations, and to amend the Society's bylaws to include 1 councillor and 1 council appointed resident to the Society's board with voting rights.

RURAL AND INDIGENOUS COMMUNITIES AND RELATIONSHIPS (RI)

- Council approved:
 - o engagement with Athabasca Chipewyan First Nation (ACFN), Mikisew Cree First Nation (MCFN), Fort Chipewyan Métis Nation (FCMN), and other community partners to gather feedback on the design, location and scope of a monument to be erected in Fort Chipewyan to honor residential school survivors, in alignment with the Truth and Reconciliation Commission's (TRC) Calls to Action.

LOCAL ECONOMY

- Council accepted as information:
 - o the update on the Municipality's Procurement Policy and Processes.
 - o the Planning and Development Services Division Process Review Update.

- Council approved:
 - o a written Special Resolution appointing Terry Cooper as the Chair of the Board of Directors for the Wood Buffalo Economic Development Corporation.
 - o more flexible rules for business signage under the Land Use Bylaw.
 - o a reduction in the renewal fees for Vehicle for Hire Licenses.

DOWNTOWN VISUALIZATION (DV)

- Council approved:
 - o Road closure of an undeveloped laneway

MEETING OVERVIEW

- 47 meetings were included in Council's calendar and 7 were Indigenous focused:
 - 17 scheduled meetings to host
 - 30 invites to meetings

Breakdown of the types of meetings:

- Community Events/Engagement - 11
- Conferences/Conventions/Symposiums -1
- Council/Committee Meetings - 17
- Cultural Events - 4
- Government Engagements (other levels of govt) - 4
- Networking Events/Fundraisers - 2
- Stakeholders/Industry Engagements - 2
- Training - 4
- Political Functions - 1
- Other - 1

COUNCIL ADVOCATED TO OTHER LEVELS OF GOVERNMENT

- Council advocated for:
 - o transportation matters with the Minister of Transportation and Economic Corridors, including Highway 63 maintenance, beautification and designation; Highway 881 upgrades; progress on Highway 63 north; prioritization of Highway 686; egress roads in rural areas; and airport connectivity and usage.
 - o homelessness initiative funding with the Minister of Seniors, Community and Social Services, including the amount of funding and the municipality as a distributor of provincial funds.
 - o community policing and safety matters with RCMP K Division (Deputy Commissioner and Staff), including downtown crime reduction, investing in policing tools such as drones, rural community policing, and encampments.

PROCLAMATIONS

- Mayor Bowman made four proclamations. More information can be found online: Proclamations - Regional Municipality of Wood Buffalo (rmwb.ca)
 1. Family Literacy Day - January 27, 2025
 2. Black History Month - February 2025
 3. Ramadan Fast-A-Thon Day - March 8, 2025
 4. Two Spirit Celebration and Awareness Day - March 20, 2025

TOTAL AMOUNT OF NET NEW CAPITAL AND OPERATING FUNDING

Capital (Funded from Capital Infrastructure Reserve)

Feb	911 Call Handling System	\$(300,000)
Feb	Anzac Lagoon Expansion – Design & Construction	\$2,149,857
Feb	Casman Centre Arena Roof Top Units	\$26,153
Feb	Fort Chipewyan Lift Station Upgrades – Construction	\$156,827
Feb	Transit Facility (Green Trip) – Construction	\$(1,257,710)
		<u>\$775,127</u>

Operating (Funded from Emerging Issues Reserve)

There are no amendments to the operating budget in Q1.

Total amount of net new capital and operating funding approved	<u>\$775,127</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

- Representatives from Council and Administration were in attendance at a number of events with Indigenous and community leadership during Q1, such as the following:
 - On February 4, 2025, Councillor Lavallee attended a community meeting with RCMP and Bylaw Services in Anzac.
 - On March 11, 2025, Councillor Cardinal attended Indigenous and Rural Relations Community Engagement in Fort Chipewyan.
 - On January 30, 2025, representatives from Administration, including the Chief Financial Officer, the director of Environmental Services, and the Director of Indigenous and Rural Relations, met with Indigenous Services Canada meeting held at Canada Place in Edmonton. Topics included emergency management coordination, MSA population data, ATR obligations, and capital project funding. The meeting also confirmed a commitment to ongoing collaboration through quarterly virtual meetings.
 - On February 20, 2025, members of RMWB Council and Administration attended a Leadership-Leadership meeting with the ACFN Council in Fort Chipewyan. Discussions included dock access, fire mitigation needs, land use and housing development, ATR voting rights, concerns over unauthorized outfitters, and the memorial project for residential school survivors. The need for improved emergency coordination and annual leadership meetings was emphasized.

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

- Formal meetings were held with representatives from the following:
 - Suncor on January 10, 20, 23, February 13, 19, March 26
 - Imperial on March 26
 - Pathways Alliance on January 13, 14, 20, 27, February 10, 26, March 5, 12
 - Northlands Forest Products/Western Archib on March 15
- Participated in a Community Partner Session hosted by Pathways Alliance on January 15. The focus of the session was economic diversification and workforce development.
- Participated in a Keyano shop-tour on March 19 with Suncor, Pathways, and select Suncor contractors to discuss contractor localization efforts and apprenticeships.
- Continued conversations with a potential applicant for the Natural Resource Extraction Support Sector Tax Incentive (February 4, March 14)
- The Municipality and Cenovus Energy signed a mutual aid agreement to support Conklin fire response and rescue operations.

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

- All tasks are complete, and work continues to identify opportunities and reduce barriers.

APPENDIX III - COUNCIL'S STRATEGIC PLAN TASK LIST

Fiscal Management (FM)			
FM1a: Evaluate and implement an organizational review			
Task #	Task List	Lead Division(s)	Q1
FM1a-1	Develop a scope of work	Human Resources & Safety	Completed
FM1a-2	Initiate the process to select a consultant		Completed
FM1a-3	Complete organizational review		Completed
FM1a-4	Draft a final report		Completed
FM1a-5	Present final report to Council		Completed
FM1a-6	Implement recommendations		In Progress
FM1a-7	Monitor and report progress of implementation		In Progress
FM1a-8	Record lessons learned		Not Started
FM1b: Invest in the health and safety of our employees			
Task #	Task List	Lead Division(s)	Q1
FM1b-1	Complete a consolidated summary of municipal health initiatives	Human Resources & Safety	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		Completed
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)	Q1
FM2-1	Develop a suggested approach	Legislative Services	Completed
FM2-2	Confirm planned approach with Council		Completed
FM2-3	Develop a scope of work		Completed
FM2-4	Initiate the process to select a Consultant to support development of a Council covenant		Completed
FM2-5	Draft a covenant for review with Council		Completed
FM2-6	Finalize Council covenant		Completed
FM3: Direct the implementation of a community resilience strategy			
Task #	Task List	Lead Division(s)	Q1
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		Completed
FM3-5	Finalize tools, documentation and education to support annual reporting		Completed
FM3-6	Review and report on continuity of operations readiness by completing a municipal continuity scorecard		Completed
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)	Q1
FM4-1	Review and confirm existing service standards	Corporate Services	Completed
FM4-2	Schedule annual budget workshops		Completed
FM4-3	Confirm budget workshop outcomes annually with Council		Completed
FM4-4	Establish a feedback mechanism during budget workshops with Council to support next steps		Completed
FM5: Ensure government grants are fully utilized			
Task #	Task List	Lead Division(s)	Q1
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)	Q1
BP1-1	Confirm a shared understanding of the terms: meetings, hosting, attending	Chief Administrative Officer	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		In Progress
BP2: Participate as Council in meetings with Indigenous leaders and communities			
Task #	Task List	Lead Division(s)	Q1
BP2-1	Confirm a shared understanding of the terms: meetings, participation, communities, Council, Indigenous leaders	Chief Administrative Officer 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)	Q1
BP3-1	Review existing examples of policies in other communities	Human Resources & Safety	Completed
BP3-2	Draft anti-racism policy		Completed
BP3-3	Approve anti-racism policy		Completed
BP3-4	Review existing examples of Bylaws in other communities		Completed
BP3-5	Draft anti-racism Bylaw		Completed
BP3-6	Approve anti-racism Bylaw		Completed
BP4: Actively work together with large industry to share information, focus on regional priorities, develop infrastructure and cultural project partnerships			
Task #	Task List	Lead Division(s)	Q1
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)	Q1
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		Completed
BP5-5	Draft standard operating procedure		In Progress
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		In Progress
BP6: Support opportunities and community partnerships that help promote a positive image of Wood Buffalo			
Task #	Task List	Lead Division(s)	Q1
BP6-1	Confirm a shared understanding of the terms: opportunities, community partnerships, promote a positive image	Community Services	Completed
BP6-2	Review existing guiding documents, directives, processes, standard operating procedures and permits		Completed
BP6-3	Identify opportunities for efficiencies or reduced barriers		Completed
BP6-4	Draft revised workflow and standard operating procedure		Completed
BP6-5	Monitor, report and consider revision of workflow and standard operating procedure		Completed
BP6-6	Report on the number of applications to the Community Investment Program that are aligned to this milestone		Completed
BP6-7	Support opportunities to host events and conferences that attract participants from outside of the region		Completed
BP6-8	Support opportunities that promote a positive image of Wood Buffalo		Completed

Rural and Indigenous Communities and Relationships (RI)			
RI1: Create and enhance reconciliation spaces			
Task #	Task List	Lead Division(s)	Q1
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)	Q1
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)	Q1
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)	Q1
RI4-1	Confirm a shared understanding of the terms: commemorate, honor, acknowledge	Indigenous and Rural Relations	Completed
RI4-2	Engage communities to better understand how the municipality can contribute to acknowledging and commemorating		In Progress

Local Economy (LE)			
LE1: Establish reporting metrics for economic development and tourism to ensure maximum accountability, transparency and clarity for Council and taxpayers			
Task #	Task List	Lead Division(s)	Q1
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)	Q1
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)	Q1
LE3-1	Draft the section of the consolidated committees Bylaw in partnership with business organizations	Human Resources & Safety	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)	Q1
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)	Q1
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)	Q1
DV1-1	Confirm a shared understanding of the term strategy	Planning and Development Services	Completed
DV1-2	Identify existing municipal investments and improvements		In Progress
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)	Q1
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)	Q1
DV3-1	Update the Downtown Area Redevelopment Plan to include concept land map(s)	Planning and Development Services and Environmental Services	Completed
DV3-2	Review the current Land Use Bylaw relevant to downtown		In Progress
DV3-3	Create initial draft of the updated Land Use Bylaw relevant to downtown		In Progress
DV3-4	Conduct engagements		In Progress
DV3-5	Create final draft of the updated Land Use Bylaw relevant to downtown		In Progress
DV3-6	Present amendments to the Land Use Bylaw to Council (including detailed zoning land use map)		Not Started
DV4: Approve, enhance, and enforce bylaws and beautification standards			
Task #	Task List	Lead Division(s)	Q1
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)	Q1
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)	Q1
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)	Q1
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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