



Council

Tuesday, September 14, 2021

Conducted Electronically Via MS Teams

4:00 PM

Agenda

Public Participation for September 14, 2021 Council Meeting

Council will be conducting the September 14, 2021 meeting through electronic communications in accordance with the Meeting Procedures (COVID-19 Suppression) Regulation, Order in Council 99/2020.

- The meeting will be conducted through MS TEAMS platform.
- Residents can listen to the live audio stream at www.rmwb.ca/Council
- Anyone wishing to participate in the meeting is encouraged to do so by registering to speak as a delegate or by submitting their delegation comments by email.
- Public Hearing Participation
 - The Public Hearing scheduled for this meeting will be conducted electronically via Microsoft Teams in accordance with the Meeting Procedures (COVID-19 Suppression) Regulation, Order in Council 99/2020
 - Anyone wishing to speak at the Public Hearing on the September 14, 2021 Council Meeting Agenda, must pre-register by 4:00 p.m., Monday September 13, 2021.
- To register to speak to other eligible agenda items during the meeting as delegate:
 - Anyone wishing to speak to other eligible items on the September 14, 2021 Council Meeting Agenda must pre-register by 12:00 noon, Tuesday, August 14, 2021. It is encouraged that you utilize the MS Teams link to participate.
 - To register to speak at the Public Hearing or to an eligible agenda item, please email Legislative.Assistants@rmwb.ca or call 780-743-7001.
 - You must provide the name of the agenda item that you wish to speak to.
 - All registrants will be emailed the details on how to participate prior to the start of the meeting.
 - Each registrant will be given a maximum of **5 minutes** to address Council.
- To make written submissions as a delegation before or during the live meeting:
 - Please complete the online form found at www.rmwb.ca/writtendelegations/ or email Legislative.Assistants@rmwb.ca
 - Please note that written comments for eligible agenda items must be received prior to the start of that item during the meeting. Emails that are received after the agenda item has been introduced or are not relevant to an agenda item, will not become part of the record of this meeting.
 - All written submissions are public and will be included in the Council Meeting Agenda Package as part of public record.

The personal information on this form is collected under the authority of Section 33 (a) & (c) of the Alberta Freedom of Information and Protection of Privacy Act. The personal information will be used as contact information. If you have any questions about the collection or use of this information, contact the Chief Legislative Officer, Legislative Services, 7th Floor Jubilee Building, 9909 Franklin Ave. T9H 2K4, or call (780) 743-7001.

1. Call to Order**2. In-Camera Session (Commencing at 2:30 p.m.)**

- 2.1. Advice from Officials - CAO Operational Briefing
(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

3. Adoption of Agenda (Public Session at 4:00 p.m.)**4. Consent Agenda**

- 4.1. Minutes of Council Meeting - July 13, 2021
- 4.2. 2021 Q2 Financial Performance Report

THAT the 2021 Q2 Financial Performance Report be accepted as information.

- 4.3. 2021 Q2 Capital Budget Fiscal Amendments Update

THAT the 2021 Q2 Capital Budget Fiscal Amendments update, as summarized on Attachment 1 (2021 Capital Budget Fiscal Amendments, dated June 30, 2021), be accepted as information.

- 4.4. Council Appointed Advisory Board/Committee Meeting Minutes

THAT the Minutes from Council Appointed Advisory Board/Committee meetings, as outlined in Attachments 1- 4, be accepted as information.

5. Presentations

- 5.1. Jody Butz, Regional Fire Chief and Director, Emergency Management, re: COVID-19 Public Briefing (Report to follow)

6. New and Unfinished Business

- 6.1. Public Hearing re: Land Use Bylaw Map Amendment - Re-designation of Lands Legally Described as Lot 17, Block 2, Plan 212 1294 from Community Commercial (C1) District to Mixed/Transitional Commercial (C2) District.

Bylaw No. 21/018 - Land Use Bylaw Amendment - Lot 17, Block 2, Plan 212 1294 (2nd and 3rd Readings)

1. THAT Bylaw No. 21/018, being a Land Use Bylaw Amendment specific to Lot 17, Block 2, Plan 212 1294 be read a second time.
2. THAT Bylaw No. 21/018 be read a third and final time.

6.2. Strategic Plan Progress Report - Summary of Progress (2018-2021)

THAT the Strategic Plan Update, dated September 14, 2021, be accepted as information.

6.3. Responding to the Truth and Reconciliation Commission's Calls to Action - A Collaborative Pathway Forward

1. THAT the attached report *Responding to the Truth and Reconciliation Commission's Calls to Action: Principles for a Collaborative Pathway Forward in Wood Buffalo*, be accepted as information.
2. THAT the *United Nations Declaration on the Rights of Indigenous Peoples* (Call to Action 43), be endorsed as the Municipality's framework for reconciliation, and that Administration bring forward a Policy in 2022 for Council's consideration.
3. THAT the additional calls to action including Call to Action 1 (Child Welfare), Calls to Action 13 and 14 (Language and Culture), Call to Action 82 (Commemoration), and Call to Action 92 (Business and Reconciliation), be adopted by Council.
4. THAT Administration provide an annual update on the status of the municipal response to Truth and Reconciliation in Wood Buffalo with an additional report provided every four years to coincide with the Council term.
5. THAT Administration be directed to include funding in the annual budgeting process to support the meaningful commemoration of the National Day for Truth and Reconciliation each year on September 30.

6.4. Social Procurement (Supply Chain Management)

THAT Policy FIN-100 be repealed and replaced with Procurement Policy SCM-100, as included in Attachment 2.

6.5. Municipal Procurement Strategy for Indigenous Business (Supply Chain Management)

THAT Administration consult with Northeastern Alberta Aboriginal Business Association, Indigenous communities and businesses and report to back to Council in Q1 2022 with its strategy for incorporating Indigenous Procurement opportunities into the Municipality's procurement practices, supplemented by required governance documents.

6.6. Flood Mitigation and Project Coordination Update

THAT the Flood Mitigation and Project Coordination Update report be accepted as information.

6.7. Tax Relief - Plan: 2625TR Block: 4 Lot: 82

THAT the request for a \$1,875.38 reduction in tax arrears, for the property legally described as Plan: 2625TR Block: 4 Lot: 82 be denied.

7. **Recognition and Council Roundtable**

Adjournment

6.7. Tax Relief - Plan: 2625TR Block: 4 Lot: 82

THAT the request for a \$1,875.38 reduction in tax arrears, for the property legally described as Plan: 2625TR Block: 4 Lot: 82 be denied.

7. **Recognition and Council Roundtable**

Adjournment

Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held via electronic communications, a combination of video conference and teleconference, in Fort McMurray, Alberta, on Tuesday, July 13, 2021, commencing at 4:00 PM.

Present:

Don Scott, Mayor
 Mike Allen, Councillor
 Krista Balsom, Councillor
 Sheila Lalonde, Councillor
 Phil Meagher, Councillor
 Verna Murphy, Councillor
 Jeff Peddle, Councillor
 Jane Stroud, Councillor
 Claris Voyageur, Councillor

Absent:

Bruce Inglis, Councillor
 Keith McGrath, Councillor

Administration:

Jamie Doyle, Chief Administrative Officer
 Matthew Hough, Deputy Chief Administrative Officer
 Jade Brown, Chief Legislative Officer
 Jody Butz, Regional Fire Chief
 Chris Davis, Senior Manager, Legal Services
 Kari Donnelly-Westhaver, Director, Human Resources
 Toni Elliott, Acting Director, Community and Protective Services
 Dennis Fraser, Director, Indigenous and Rural Relations
 Kelly Hansen, Director, Strategic Planning and Program Management
 Matthew Harrison, Director, Communications and Engagement
 Brad McMurdo, Director, Planning and Development
 Linda Ollivier, Chief Financial Officer
 Rachel Orser, Director, Supply Chain Management
 Antoine Rempp, Director, Environmental Services
 Keith Smith, Director, Public Works
 Dennis Warr, Director, Engineering
 Heather Fredeen, Legislative Officer

1. Call to Order

Mayor D. Scott called the meeting to order at 3:30 p.m.

2. In-Camera Session**MOTION:**

THAT Council close item 2.1 to the public pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Mike Allen, Councillor
SECONDER:	Krista Balsom, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath, Meagher,

2.1. Advice from Officials – Chief Administrative Officer and Council Discussion
(in camera pursuant to section 27(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Jamie Doyle	Chief Administrative Officer
Matthew Hough	Deputy Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk

Entrance

Councillor P. Meagher joined the meeting at 3:34 p.m.

Recess

A recess occurred between 3:56 p.m. and 4:00 p.m. at which time the meeting reconvened in public.

MOTION:

THAT the meeting reconvene in public.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Krista Balsom, Councillor
SECONDER:	Verna Murphy, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

3. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Jane Stroud, Councillor
SECONDER:	Sheila Lalonde, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

4. Consent Agenda

MOTION:

THAT the recommendations contained in Items 4.1., 4.2., and 4.3. be approved.

4.1. **Minutes of Council Meeting - July 6, 2021**

THAT the Minutes of the regular Council meeting held on July 6, 2021, be approved as presented.

4.2. **Bylaw No. 21/018 - Land Use Bylaw Amendment - Lot 17, Block 2, Plan 212 1294**

1. THAT Bylaw No. 21/018, being a Land Use Bylaw Amendment specific to Lot 17, Block 2, Plan 212 1294 be read a first time; and
2. THAT a Public Hearing be scheduled to occur on Tuesday, September 14, 2021.

4.3. **Council Appointed Advisory Board/Committee Meeting Minutes**

THAT the Minutes from Council Appointed Advisory Board/Committee meetings, as outlined in Attachments 1-8, be accepted as information.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Sheila Lalonde, Councillor
SECONDER:	Phil Meagher, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

5. Recognition

5.1. Proclamation Drowning Prevention Week

Mayor D. Scott proclaimed July 18–24, 2021 as Drowning Prevention week.

6. Unfinished Business

6.1. Public Hearing re: Bylaw No. 21/016 Land Use Bylaw No. 99/059 Amendment re: Special Events

Mayor D. Scott declared the Public Hearing open at 4:09 p.m.

Christopher Booth, Manager, Community Development Planning introduced the Bylaw which would allow special events to take place on public and private land and noting that the previous Bylaw was quashed by the Court and that Administration has prepared potential amendments for Council's consideration, to address concerns raised during the advertising period. .

Verbal Presentations:

Tessa Vesak spoke in opposition to the proposed amendments and requested that additional public engagement and consultation take place prior to consideration of second and third readings.

Jodi Thorne, resident, indicated that she was the lawyer that brought the previous Special Events Bylaw No. 13/014 to the Courts and spoke in opposition to the proposed Bylaw No. 21/016 specifically section 1(b) noting that this section is contrary to the *Municipal Government Act* and provides for the same circumstances of the former bylaw.

Andrew Thorne, resident, expressed support of the intent of the bylaw noting that there are amendments required to provide a definition for "gathering" that would clarify a gathering as non-commercial or personal use gathering; and that section 1(b)(dd) be removed.

Written Submissions:

The following submissions were acknowledged for the record:

- Jim Kostiuk, Vice-President, Draper Resident's Society - in support of the Bylaw.
- Jacquie McFarlane - in opposition to the proposed Bylaw.
- Nicholas Sullivan - in opposition to the Bylaw.

The following written submission was read into the record and will become part of the published agenda package following conclusion of the meeting:

- Brandon Howse - in opposition to the Bylaw.

Christopher Booth, Manager, Community Development Planning submitted recommended amendments to Bylaw 21/016.

Mayor D. Scott declared the Public Hearing closed at 6:06 p.m.

Bylaw No. 21/016 - Land Use Bylaw No. 99/059 Amendment: Special Events

Councillor M. Allen put forward the following motion:

“THAT Bylaw No. 21/016, being an amendment to Land Use Bylaw No. 99/059 specific to Special Events, be read a second time.”

Councillor M. Allen then moved the following amendment for Council’s consideration:

MOTION:

THAT Bylaw No. 21/016 be amended by:

1. Deleting from the definition of Garage Sale, the words “*a fourteen-day period*” and inserting in its place, “*one calendar year*” in 1(a).
2. Deleting the definition of Special Events and replacing it with the following:

Special Event means a development related to the assembly or meeting of persons for a limited period of time held for a specific purpose. Special events may include but are not limited to a gathering for community, cultural, charitable, educational, recreational, or sporting events. A Special event does not include events:

- a. intrinsic and ancillary to a use that has a valid development permit; or,*
 - b. taking place for non-commercial and personal use on a parcel of land within an urban or rural residential district consisting of not greater than 1 person per 15m² to a maximum of 150 persons.*
3. Amending 1(b) by:
 - In subsection (bb) ii. deleting the word “or”.
 - In subsection (bb) iii. including the words “owned or” before the words “operated by a school” and including the word “or” at the end.
 - Adding the following as (bb) iv.:

“(bb) iv. attended by cumulatively less than fifty (50) persons on a parcel of land that is not within an urban or rural residential district.”

- Deleting subsection (dd) and replacing it with the following:

“(dd) assembly or meeting for non-commercial and personal use taking place on a parcel of land within an urban or rural residential district consisting of not greater than 1 person per 15m² to a maximum of 150 persons.”

RESULT:	CARRIED [5 TO 4]
MOVER:	Mike Allen, Councillor
SECONDER:	Verna Murphy, Councillor
FOR:	Allen, Balsom, Lalonde, Murphy, Stroud
AGAINST:	Scott, Meagher, Peddle, Voyageur
ABSENT:	Inglis, McGrath

MOTION:

THAT Bylaw No. 21/016, being an amendment to Land Use Bylaw No. 99/059 specific to Special Events, as amended, be read a second time.

RESULT:	CARRIED [5 TO 4]
MOVER:	Mike Allen, Councillor
SECONDER:	Verna Murphy, Councillor
FOR:	Allen, Balsom, Lalonde, Murphy, Stroud
AGAINST:	Scott, Meagher, Peddle, Voyageur
ABSENT:	Inglis, McGrath

MOTION:

THAT Bylaw No. 21/016 be read a third and final time.

RESULT:	CARRIED [5 TO 4]
MOVER:	Phil Meagher, Councillor
SECONDER:	Verna Murphy, Councillor
FOR:	Allen, Balsom, Lalonde, Murphy, Stroud
AGAINST:	Scott, Meagher, Peddle, Voyageur
ABSENT:	Inglis, McGrath

Recess

A recess occurred from 6:23 p.m. to 6:35 p.m.

**6.2. Public Hearing re: Bylaw No. 21/015 Land Use Bylaw No. 99/059
Amendment re: Change of Use Exemptions for Permitted Uses**

Mayor D. Scott declared the Public Hearing open at 6:37 p.m.

Brad McMurdo, Director, Planning and Development presented the Bylaw which would exempt Permitted Uses in prescribed commercial districts and allow commercial spaces that are changing to Permitted Uses to be exempted from obtaining a development permit.

There were no verbal or written presentations received on this matter.

Mayor D. Scott declared the Public Hearing closed at 6:45 p.m.

Bylaw No. 21/015 - Land Use Bylaw No. 99/059 Amendment - Change of Use Exemptions for Permitted Uses

MOTION:

THAT Bylaw No. 21/015, being a bylaw to amend the Land Use Bylaw No. 99/059 to exempt Permitted Uses in prescribed commercial districts, be read a second time.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Verna Murphy, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

MOTION:

THAT Bylaw No. 21/015 be read a third and final time.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Jeff Peddle, Councillor
SECONDER:	Jane Stroud, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

**6.3. Public Hearing re: Bylaw No. 21/016 Land Use Bylaw No. 99/059
Amendment re: Redistricting Direct Control (DC) to Public Service (PS) -
Public Works Facilities**

Mayor D. Scott declared the Public Hearing open at 6:48 p.m.

Brad McMurdo, Director, Planning and Development presented the Bylaw which would provide for a single land use designation of Public Service District to a newly consolidated parcel Lot A, Plan 1763TR.

There were no verbal or written presentations received on this matter.

Mayor D. Scott declared the Public Hearing closed at 6:51 p.m.

**Bylaw No. 21/013 Land Use Bylaw Amendment – Re-district Lot 1, Block 1, Plan
212 1129 From Direct Control (DC) to Public Service District (PS) Public Works
North Facilities**

MOTION:

THAT Bylaw No. 21/013, being an amendment to the Land Use Bylaw No.99/059 specific to Lot A, Plan 1763TR be read a second time.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Jane Stroud, Councillor
SECONDER:	Claris Voyageur, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

MOTION:

THAT Bylaw No. 21/013 be read a third and final time.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Mike Allen, Councillor
SECONDER:	Verna Murphy, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

7. New Business

7.1. 2021-2022 Community Plan on Homelessness Grant - Federal Reaching Home Funding Allocation

Toni Elliot, Acting Director, Community and Protective Services provided an overview of the recommended Federal Reaching Home funding allocation which was recommended by the Homeless Initiatives Strategic Committee.

Joy Flett, Chair, Homeless Initiatives Strategic Committee (HISC) spoke in support of the recommendation before Council and provided an overview of the evaluation methods used by the Committee to allocate the funds

Through discussion, Toni Elliot confirmed that the grant funding allotment received Royal Assent on July 12, 2021.

MOTION:

THAT \$1,100,384 be allocated through the 2021-2022 Community Plan on Homelessness grants as outlined in Attachment 1, dated July 13, 2021, subject to the approval of the Reaching Home Federal Funding.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Mike Allen, Councillor
SECONDER:	Krista Balsom, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

7.2. 2021 Proposed Community Capital Grant Allocation

Toni Elliot, Acting Director, Community and Protective Services provided an overview of the recommended grant allocation which supports green initiatives, to the Métis Nation of Alberta Association, for the construction of the Métis Cultural Centre.

Annalee Nutter, Assistant Superintendent, Fort McMurray Public School Division, spoke in support of the grant funding allocation noting that the Métis Cultural Centre will provide an educational environment for students and their families.

Joanne Packham, Executive Director, Wood Buffalo Wellness Society, spoke in support of the funding allocation noting that the Métis Cultural Centre will enable the Regional Municipality of Wood Buffalo, to be leaders in placing the highest value on indigenous history and will provide an education experience in which thousands of youth can access.

Sara Loutitt, Indigenous Education Program Instructor, spoke in support of the proposed funding allocation noting that the Métis Cultural Centre represents an ideal learning space that is environmentally sustainable and carbon neutral.

Bryce Kumka, resident, spoke in support of the proposed grant allocation noting that the Métis Cultural Centre will support downtown revitalization and other initiatives such as attraction and retention of residents and tourism.

Nanase Tonda, Executive Director, Girls Inc. Northern Alberta, spoke in support of the proposed grant allocation noting that the Métis Cultural Centre will provide a safe space for all girls to attend various programming offered including theatre, cooking a traditional meal, or sharing stories.

Kevin Weidlich, President and Chief Executive Officer, Fort McMurray Wood Buffalo Economic Development and Tourism, spoke in support of the proposed grant allocation for the Métis Cultural Centre noting that it will support economic development as it will enable the Region to compete for many conferences and meetings supporting the hospitality industry and provide employment opportunities.

President Audrey Poitras, Métis Nation of Alberta, spoke in support of the proposed funding allocation toward the Métis Cultural Centre noting that it will benefit all citizens in the region and could be a space in which the Métis Nation of Alberta could host their annual general assembly which will potentially bring hundreds of people to the region.

Michelle Toner, Executive Director, Northeastern Alberta Aboriginal Business Association, spoke in support of the funding allocation for the building of the Métis Cultural Centre noting that it will provide an environment for telling and celebrating the story of indigenous business in the region and support indigenous entrepreneurs.

Bill Loutitt, Chief Executive Officer, Corey Hobbs, Director of Government Relations; Fort McMurray Métis Local 1935, Jeff Sandeman, Chief Executive Officer, Casman Construction; Tom Thurston, Museum Consultant; Geneviève Noël and Maginnis Cocivera, Mindful Architecture, provided an overview of the progress of the Métis Cultural Centre and encouraged Council to approve the funding allocation.

President James Cardinal, Métis Nation of Alberta, Region 1, connected to the meeting; however, encountered technical difficulties and disconnected.

Councillor C. Voyageur put forward the following motion for Council's consideration:

"THAT a Community Capital Grant in the amount of \$13,100,000 be allocated to the Métis Nation of Alberta Association Fort McMurray Local Council 1935 from the 2021 Operating Budget surplus, in the event the funding cannot be accommodated by the 2021 Operating Budget surplus funding will be allocated from the Emerging Issues Reserve."

President James Cardinal, Métis Nation of Alberta, Region 1, reconnected to the meeting and with consensus of Council spoke in support of the funding allocation and the benefit of the Métis Cultural Centre to all residents in the Region.

The motion was then voted on by Council.

MOTION:

THAT a Community Capital Grant in the amount of \$13,100,000 be allocated to the Métis Nation of Alberta Association Fort McMurray Local Council 1935 from the 2021 Operating Budget surplus, in the event the funding cannot be accommodated by the 2021 Operating Budget surplus funding will be allocated from the Emerging Issues Reserve.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Claris Voyageur, Councillor
SECONDER:	Krista Balsom, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

Councillor V. Murphy, put forward the following supplemental motion:

MOTION:

THAT the Mayor be authorized on behalf of Council to send a letter to the Federal and Provincial Governments supporting the Métis Nation of Alberta Association Fort McMurray Local Council 1935 applications for provincial and federal grant funding in support of the Métis Cultural Centre project.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Verna Murphy, Councillor
SECONDER:	Claris Voyageur, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

Recess

A recess occurred from 8:38 p.m. to 9:00 p.m.

7.3. Advocacy Item – Canada-Wide Early Learning and Child Care Plan

Toni Elliot, Acting Director, Community and Protective Services provided an overview of the report noting the impacts of recent changes to the local childcare sector that have impacted affordability for families and childcare workers.

Janet Huffman and Nancy King, Early Years Coalition, spoke in support of the recommendation but further urged Council to advocate for a focus on workforce development and liaise with municipal leaders to ensure a unified message is sent to the Province on the importance of the Canada-Wide Early Learning and Child Care Plan.

Hope Moffatt, Northern Hope Consulting, spoke in support of the recommendation and to the reduced quality of childcare and the inability to provide programming and education for early childhood educators.

Lori Brown, Early Childhood Educator and parent, spoke in support of the recommendation and spoke to reduced income and the increase in childcare fees.

Annalise Yuzda, Vice President Child Care, YMCA Northern Alberta, spoke in support of the recommendation and to the lack of education available in the region for early childhood educators.

Written Submissions:

The following written submissions were acknowledged for the record:

- Emily Burton wrote in support of the recommendation before Council and to the lack of accessibility and affordability of childcare for working families in the region.
- Kedra Abdurahman, Early Childcare Educator submitted written comments regarding the financial burden experienced due to the loss of income.

The following written submissions were read into the record and will become part of the published agenda package following conclusion of the meeting:

- Brittany Irvine, Early Childhood Educator, spoke in support of the recommendation noting that the financial cuts to the sector is a childcare crisis.
- Skylar Canning, Chair, and Sarah Pocock, Vice Chair, Willow Lake Tiny Tots Society, wrote in support of the recommendation and to the financial impact to early childcare educators and families, noting that the Willow Lake Tiny Tots Society had to close their childcare centre as the high cuts are unfeasible.
- Rhodora Dio, provided a written submission requesting Council to advocate for the return of the northern living allowance for early childcare educators.

MOTION:

THAT the Mayor be authorized on behalf of Council, to send a letter to the Government of Alberta Minister of Children's Services and local MLA's urging the Government of Alberta to endorse the system building Canada-Wide Early Learning and Child Care Plan;

THAT the letter also advocate for a focus on workforce development to ensure that Early Childhood Educators are supported to further their education and are fairly compensated and able to re-enter the workforce; and

THAT Mayor and Council liaise with other municipal leaders to ensure that a unified message on the importance of the Canada - Wide Early Learning and Child Care Plan for Alberta is advocated for.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Verna Murphy, Councillor
SECONDER:	Sheila Lalonde, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

7.4. Tax Cancellation Request for Fort McKay First Nation

Jamie Doyle, Chief Administrative Officer, Chris Davis, Senior Manager, Legal Services and Dennis Fraser, Director, Indigenous and Rural Relations, provided a presentation on the tax cancellation request submitted by the Fort McKay First Nation for the 2020 and 2021 reporting years for eleven properties outside of the Reserve but owned by the Fort McMurray First Nations.

Mike Evans, Director, Government Relations and Chris Johnson, Chief Executive Officer, Fort McKay First Nation, provided a presentation on the tax cancellation request noting that the eleven affected properties are awaiting transfer to the reserve through a federal Ministerial Order before the end of 2021.

MOTION:

THAT Council, in the spirit of truth and reconciliation, apply Section 347 of the *Municipal Government Act* for the eleven (11) properties in Fort McKay that are being considered as an Addition to Reserve to the Fort McKay First Nation Reserve by approving the cancellation for the 2020 and 2021 tax years, in an amount of \$166,648.87 comprising municipal taxes and penalties in the amount of \$120,301.15 and fund the amount of \$46,347.72 in Province of Alberta requisitions from Municipal reserve; and

THAT Administration be directed to explore further steps to cancel property taxes in future years for said eleven (11) properties until the Addition to Reserve process is

finalized between the Fort McKay First Nation and Indigenous Services Canada.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Sheila Lalonde, Councillor
SECONDER:	Mike Allen, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT:	Inglis, McGrath

7.5. Tax Relief Request for 160 Dickens Drive

Keivan Navidi, Manager, Assessment, provided an overview of the report noting that an application for Tax Relief has not been received from the Taxpayer; therefore, Administration is unable to conclude if the property meets the legislative requirements.

Reverend Edwin Rideout, Family Christian Centre, located at 160 Dickens Drive, spoke in opposition of the recommendation to deny the tax exemption, noting that the property meets the criteria for tax exemption.

Vacating of Chair

Mayor D. Scott vacated the Chair at 10:59 p.m. at which time Deputy Mayor P. Meagher assumed the Chair.

Pecuniary Interest

Councillor K. Balsom declared a potential Pecuniary Interest in the matter, due to a business relationship with the Family Christian Centre and exited the meeting at 11:17 p.m.

Mayor D. Scott declared for the record that he has attended services at the Family Christian Centre; however, is not a member of the congregation.

Mayor D. Scott put forward the following for consideration:

THAT the tax cancellation request for all municipal taxes, requisitions and penalties accrued for the 2021 tax year, in the amount of \$7,651.23 for the property located at 160 Dickins Drive in Fort McMurray, be allowed; and

THAT the tax refund request for all municipal tax payments, requisitions and penalties accrued from 2016 to 2020 in the amount of \$35,164.41 for the property located at 160 Dickins Drive in Fort McMurray, be allowed.

THAT the tax exemption request for the Wheaton-Penney Family Childcare Centre and the Legacy Counselling Centre, currently located within the existing building at 160 Dickins Drive in Fort McMurray, for all future years, be allowed.

With consent of Council, Mayor D. Scott withdrew the third element of the motion.

MOTION:

THAT the tax cancellation request for all municipal taxes, requisitions and penalties accrued for the 2021 tax year, in the amount of \$7,651.23 for the property located at 160 Dickins Drive in Fort McMurray, be allowed; and

THAT the tax refund request for all municipal tax payments, requisitions and penalties accrued from 2016 to 2020 in the amount of \$35,164.41 for the property located at 160 Dickins Drive in Fort McMurray, be allowed.

RESULT:	DEFEATED [4 TO 4]
MOVER:	Don Scott, Mayor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Peddle, Stroud
AGAINST:	Lalonde, Meagher, Murphy, Voyageur
PECUNIARY	
INTEREST:	Balsom
ABSENT:	Inglis, McGrath

Resuming of Chair and Entrance

Mayor D. Scott resumed the Chair at 11:40 p.m.

Councillor K. Balsom returned to the meeting at 11:41 p.m.

7.6. Tax Relief Request for 108 Abraham Gate

Keivan Navidi, Manager, Financial Services, provided an overview of the report noting that the Church on the property is being built and has not yet opened as a church therefore, the property does not qualify for Tax Exemption.

Councillor P. Meagher put forward the following motion for Council's consideration:

"THAT the tax cancellation request for the 2021 tax year, in the amount of \$32,312.93 comprising of municipal tax, education requisition, seniors requisition, and penalties for the property located at 108 Abraham Gate in Fort McMurray be denied; and

THAT the tax cancellation request for the 2020 tax year, in the amount of \$19,789.42 comprising of municipal tax, education requisition, seniors requisition, and penalties for the property located at 108 Abraham Gate in Fort McMurray be denied.

Councillor M. Allen requested that the motion be severed.

MOTION:

THAT the tax cancellation request for the 2021 tax year, in the amount of \$32,312.93 comprising of municipal tax, education requisition, seniors requisition, and penalties for the property located at 108 Abraham Gate in Fort McMurray be denied.

RESULT: **DEFEATED [0 TO 9]**
MOVER: Phil Meagher, Councillor
SECONDER: Verna Murphy, Councillor
AGAINST: Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT: Inglis, McGrath

MOTION:

THAT the tax cancellation request for the 2020 tax year, in the amount of \$19,789.42 comprising of municipal tax, education requisition, seniors requisition, and penalties for the property located at 108 Abraham Gate in Fort McMurray be denied.

RESULT: **DEFEATED [3 TO 6]**
MOVER: Phil Meagher, Councillor
SECONDER: Verna Murphy, Councillor
FOR: Allen, Meagher, Stroud
AGAINST: Scott, Balsom, Lalonde, Murphy, Peddle, Voyageur
ABSENT: Inglis, McGrath

MOTION:

THAT the tax cancellation request for the 2021 tax year, in the amount of \$32,312.93 comprising of municipal tax, education requisition, seniors requisition, and penalties for the property located at 108 Abraham Gate in Fort McMurray be approved; and

THAT the tax cancellation request for the 2020 tax year, in the amount of \$19,789.42 comprising of municipal tax, education requisition, seniors requisition, and penalties for the property located at 108 Abraham Gate in Fort McMurray be approved.

RESULT: **CARRIED [UNANIMOUS]**
MOVER: Verna Murphy, Councillor
SECONDER: Jeff Peddle, Councillor
FOR: Scott, Allen, Balsom, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
ABSENT: Inglis, McGrath

7.7. Flag Policy PRC-220

Matthew Harrison, Director, Communications and Engagement provided an overview of the report and the funding requirement for the installation of flag poles.

MOTION:

THAT the Flag Policy PRC-220, dated July 15, 2021, be approved; and

THAT up to \$250,000 be allocated from the Capital Infrastructure Reserve to fund the installation of flagpoles in accordance with the Flag Policy.

RESULT:	CARRIED [7 TO 2]
MOVER:	Verna Murphy, Councillor
SECONDER:	Jeff Peddle, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Murphy, Peddle, Stroud
AGAINST:	Meagher, Voyageur
ABSENT:	Inglis, McGrath

8. Councillors' Motions

8.1. Hospital Street Crosswalk Installation - Willow Square (Mayor D. Scott)

Vacating of Chair

Mayor D. Scott vacated the Chair at 12:32 p.m. at which time Deputy Mayor P. Meagher assumed the Chair.

Mayor D. Scott put forward the following motion for Council's Consideration:

"THAT Administration take all necessary steps to install by August 2021 a crosswalk with flashing lights on Hospital Street extending between Willow Square Continuing Care Centre and the Northern Lights Regional Health Centre at a location identified by Administration in consultation with stakeholders and community partners including, but not limited to, any organizations representing seniors within our community and the Northern Lights Regional Health Centre; and that \$170,000.00 be allocated from the Capital Infrastructure Reserve for this project."

Councillor S. Lalonde requested a friendly amendment to change "August 2021" to "September 13, 2021" which was accepted by Mayor D. Scott.

MOTION:

THAT Administration take all necessary steps to install by September 13, 2021, a crosswalk with flashing lights on Hospital Street extending between Willow Square Continuing Care Centre and the Northern Lights Regional Health Centre at a location identified by Administration in consultation with stakeholders and community partners including, but not limited to, any organizations representing seniors within our community and the Northern Lights Regional Health Centre; and that \$170,000.00 be allocated from the Capital Infrastructure Reserve for this project

RESULT:	CARRIED [8 TO 1]
MOVER:	Don Scott, Mayor
SECONDER:	Jane Stroud, Councillor
FOR:	Scott, Allen, Balsom, Lalonde, Murphy, Peddle, Stroud, Voyageur
AGAINST:	Meagher
ABSENT:	Inglis, McGrath

Resuming of Chair

Mayor D. Scott resumed the Chair at 12:48 a.m.

9. Councillor Reporting/Information Updates

There were no reports or updates provided by Council.

Adjournment

The meeting adjourned at 12:52 a.m.

Mayor

Chief Legislative Officer



COUNCIL REPORT

Meeting Date: September 14, 2021

Subject: 2021 Q2 Financial Performance Report

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the 2021 Q2 Financial Performance Report be accepted as information.

Summary:

As of June 30, 2021, the Municipality is projecting an \$11.4 million surplus at year end. Revenues are projected to be higher than budget, offset by a slight decrease in budgeted expenses.

Background:

The Quarterly Financial Performance Report provides a comprehensive quarterly financial update that includes municipal operating revenues and expenses with comparatives to budget and projections, capital project spending and information regarding investment, as well as information regarding grants that the Municipality has applied for and or received during the quarter.

Year-to-date (YTD) operating revenues to June 30, 2021, are \$291.2 million as compared to a budget of \$287.1 million. On an annual basis, revenues are projected to be \$577.1 million, an increase of \$9.2 million over budget.

In the second quarter, revenues are higher as the Municipality received: grant funds from the Province to be applied towards COVID-19 response expenses and lost revenues; \$1.1 million from a new CPH grant; and, \$0.3 million in other grants. Additionally, sales and user fees are \$4.1 million higher than the budget due to continued higher than anticipated usage of water, sewer, and solid waste services during the first six (6) months of the year.

Operating expenses to June 30, 2021, are \$203.2 million with a YTD budget of \$218.8 million. On an annual basis, the expense projection is \$422.1 million.

For the second quarter, the results are showing a downward difference of \$15.7 million which is tied to the timing of actual spend versus budget allocation.

The Municipality approved the 2021 capital budget of \$156.0 million. As of June 30, 2021, the capital budget has been decreased to \$155.7 million stemming from a \$0.3 million decrease in 2021 capital budget amendments. As of June 30, 2021, \$60.3 million has been spent on the delivery of capital projects. Three (3) projects make up 39 per cent of the capital spend: Flood Mitigation; Rural Water/Sewer Servicing; and, Jubilee Centre Renovation.

The cash position at the end of June 2021 is \$1.2 billion which is comprised of a \$224.2 million bank balance and \$1 billion in investments. Majority of the investments are committed to budgeted services and programs, capital projects, and funds for financial stability. The uncommitted balance equals \$239.9 million.

Within the second quarter, \$31.6 million in Municipal Sustainability Initiative (MSI) funds were received. As grant opportunities arise, applications are submitted. This year, capital grant applications totaling \$83.2 million have been submitted for consideration with both the Federal and Provincial governments.

As of June 30, 2021, COVID-19 pandemic expenses total approximately \$4.0 million, with lost revenues totaling nearly \$15.4 million. Lost revenues consist of tax revenue of \$10.0 million, transit revenue of \$1.9 million, and sales and user fees (does not include transit) of \$3.5 million.

The Municipality has spent \$29.2 million in recoverable River Breakup costs since April 2020. To date, the Province has advanced \$20.0 million for reimbursable expenses under the Disaster Recovery Program and our insurance provider has advanced \$0.5 million.

Since May 2016, \$268.1 million has been spent in recoverable Horse River Wildfire costs. To date, the Province has advanced \$209.3 million for reimbursable expenses; Red Cross has advanced \$9.0 million; FireSmart has advanced \$7.0 million; and, our insurance provider has paid \$29.6 million. The insurance provider has closed the file as all claims are now complete.

The Municipality continues to look for cost efficiencies while providing the services and programs outlined in the 2021 operating budget to the residents. The Municipality is positively positioned for financial sustainability while meeting the expectations of its residents.

Strategic Priorities:

Responsible Government

Attachments:

2021 Q2 Financial Performance Report




Regional Municipality of Wood Buffalo Quarterly Financial Report

For the quarter ended June 30, 2021

Attachment: 2021 Q2 Financial Performance Report (2021 Q2 Financial Performance Report)

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MUNICIPAL OPERATING REVENUES AND EXPENSES

Municipal Operating Revenues and Expenses

For the Period Ending June 30, 2021

	June Actual YTD	June Budget YTD	Budget YTD Variance Increase (Decrease)	Annual Budget	Annual Projections	Annual Budget Variance Increase (Decrease)
Revenues:						
Net taxes available for municipal purposes	\$ 233,482,965	\$ 234,304,390	\$ (821,425)	\$ 468,608,800	\$ 468,224,185	\$ (384,615)
Government transfers	12,088,585	10,267,140	1,821,445	14,790,370	19,559,440	4,769,070
Sales and user charges	23,135,245	20,025,549	3,109,696	41,357,821	45,450,271	4,092,450
Sales to other governments	1,569,897	2,091,448	(521,551)	3,552,434	3,146,434	(406,000)
Penalties and costs on taxes	157,875	1,176,200	(1,018,325)	2,352,400	2,352,400	-
Licenses and permits	1,304,596	590,930	713,666	1,282,260	1,860,260	578,000
Fines	1,373,740	1,132,838	240,902	2,340,000	2,590,000	250,000
Franchise and concession contracts	4,326,696	4,512,100	(185,404)	8,200,000	8,200,000	-
Return on investments	11,839,169	10,435,002	1,404,167	20,860,000	20,860,000	-
Rentals	1,157,200	716,630	440,570	1,419,500	1,887,500	468,000
Other	81,530	176,800	(95,270)	518,800	426,800	(92,000)
Transfers from reserves for operations	707,653	1,684,577	(976,924)	2,578,107	2,553,107	(25,000)
	291,225,151	287,113,604	4,111,547	567,860,492	577,110,397	9,249,905
Expenses:						
Salaries, wages and benefits	116,794,230	121,869,592	(5,075,362)	238,269,594	234,145,594	(4,124,000)
Contracted and general services	25,555,226	36,546,808	(10,991,582)	73,187,260	72,664,020	(523,240)
Purchases from other governments	12,285,577	13,532,800	(1,247,223)	27,065,750	26,578,750	(487,000)
Materials, goods, supplies and utilities	14,903,273	19,088,669	(4,185,396)	36,435,338	36,148,413	(286,925)
Provision for allowances	4,572,080	2,400,000	2,172,080	4,796,000	6,880,000	2,084,000
Transfers to local boards and agencies	190,000	264,480	(74,480)	528,960	528,960	-
Transfers to individuals and organizations	28,788,714	25,044,516	3,744,198	43,739,440	44,874,510	1,135,070
Bank charges and short-term interest	136,681	115,650	21,031	235,760	275,760	40,000
Other	(13,115)	8,520	(21,635)	15,740	15,740	-
	203,212,666	218,871,035	(15,658,369)	424,273,842	422,111,747	(2,162,095)
Reserves:						
Transfers to reserves for operations	71,816,250	71,816,250	-	143,586,650	143,586,650	-
	71,816,250	71,816,250	-	143,586,650	143,586,650	-
Operating surplus (deficit)	\$ 16,196,235	\$ (3,573,681)	\$ 19,769,916	\$ -	\$ 11,412,000	\$ 11,412,000

Attachment: 2021 Q2 Financial Performance Report (2021 Q2 Financial Performance Report)

Municipal Operating Revenues and Expenses (continued)

As of June 30, 2021, the Municipality is showing an annual projected surplus of \$11.4 million. Revenues are projected to be \$9.2 million higher than expected and expenses are projected to be \$2.2 million lower than expected.

Operating Revenues

Year to date operating revenues to June 30, 2021 are \$291.2 million. On an annual basis the revenue projection is \$577.1 million, an increase of \$9.2 million over budget. This is shown primarily in:

- Government Transfers – increase of \$4.8 million includes recognition of \$3.4 million in MOST (Municipal Operating Support Transfer) grant funding towards COVID-19 response expenses and lost revenues; \$1.1 million from a new CPH (Community Plan on Homelessness) grant and \$0.3 million in other grants. Note: *The \$1.1 million new CPH grant is offset by an increase in expenses of the same amount (see increase in Transfers to Individuals and Organizations).*
- Sales and User Charges – increase of \$4.1 million due to higher than anticipated usage of water, sewer and solid waste services during the first six months of the year.
- Licenses and Permits – increase of \$0.6 million in building permits due to a major construction project at the Multicultural Centre (\$0.3 million) and higher than anticipated building activity.

Operating Expenses

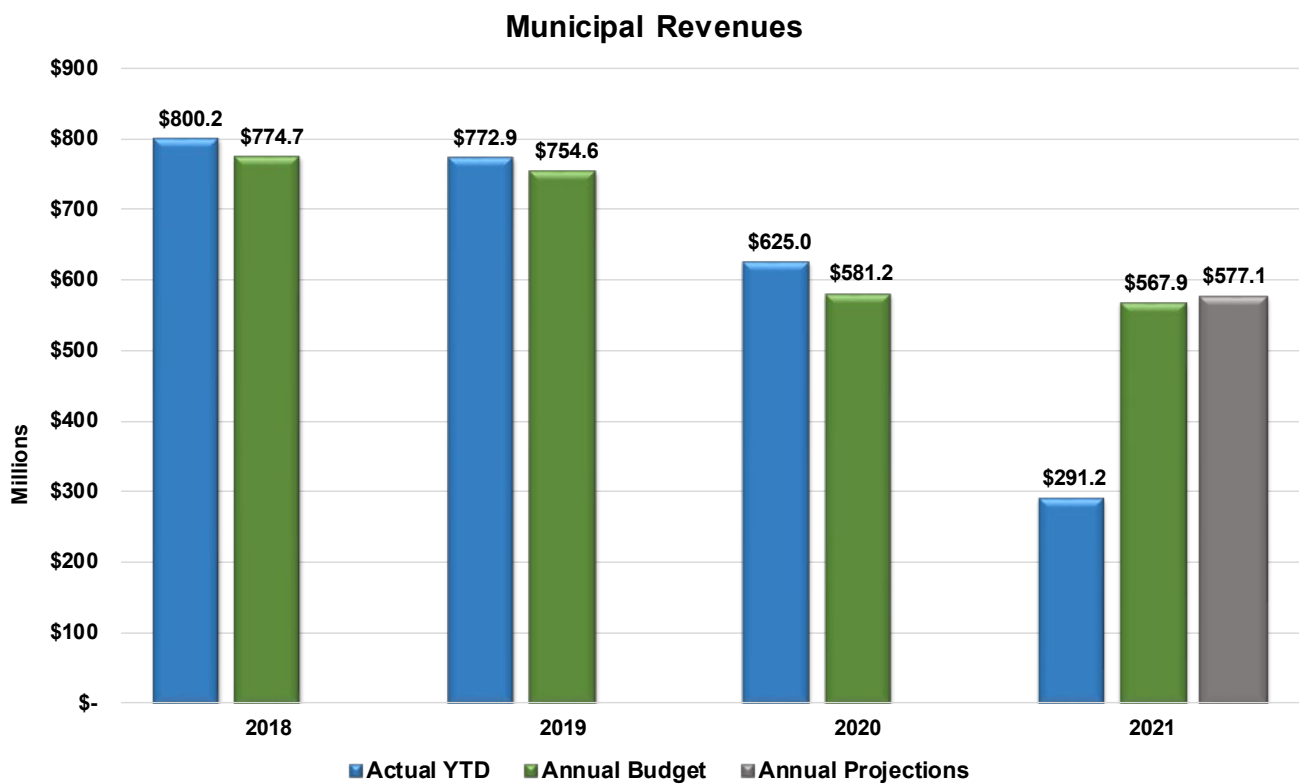
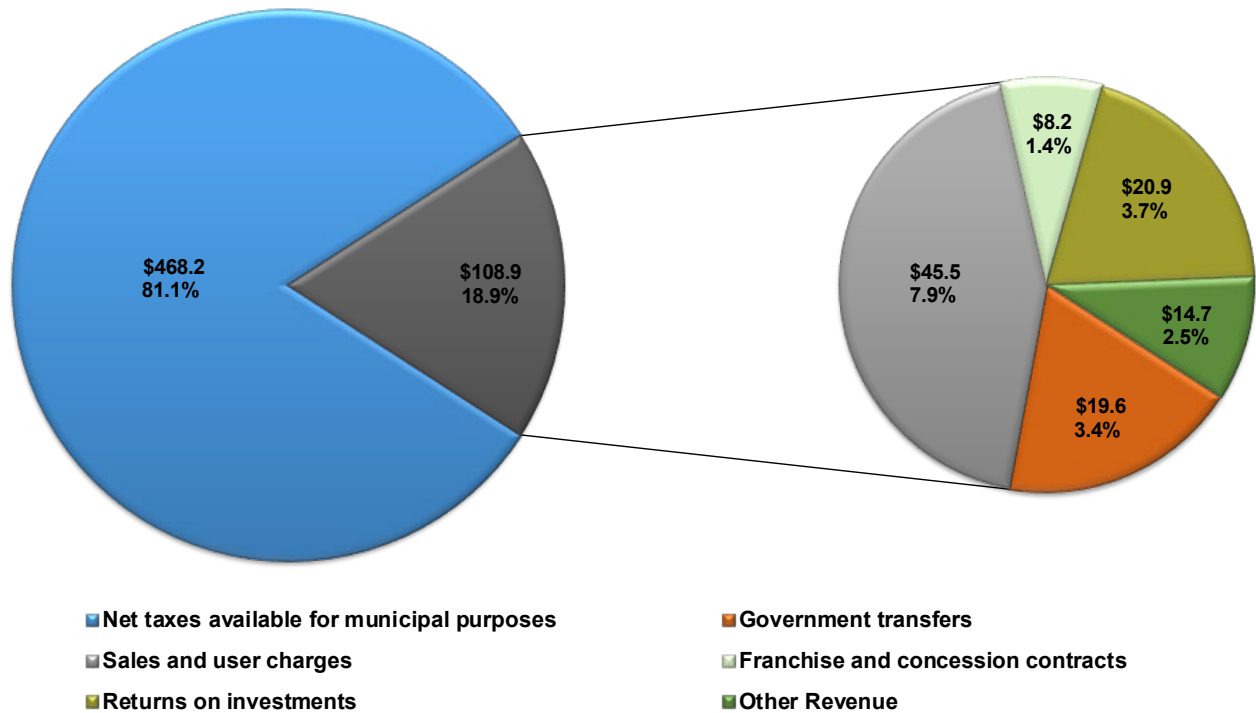
Year to date operating expenses to June 30, 2020 are \$203.2 million. On an annual basis the expense projection is \$422.1 million, a decrease of \$2.2 million below budget. This is shown primarily in:

- Salaries, Wages and Benefits – decrease of \$4.1 million due to vacant positions and leave of absences.
- Contracted and General Services – decrease of \$0.5 million includes \$0.3 million savings in insurance premiums and \$0.1 million in lower than budgeted business travel.
- Purchases from Other Governments – decrease of \$0.5 million due to lower than budgeted RCMP personnel costs.
- Provision for Allowances – increase of \$2.1 million mainly due to higher than budgeted overdue property tax accounts.
- Transfers to Individuals and Organizations – increase of \$1.1 million to support the homeless community (see the above Note with regards to the offsetting Government Transfers revenue).

Municipal Operating Revenues and Expenses (continued)

Operating Revenues

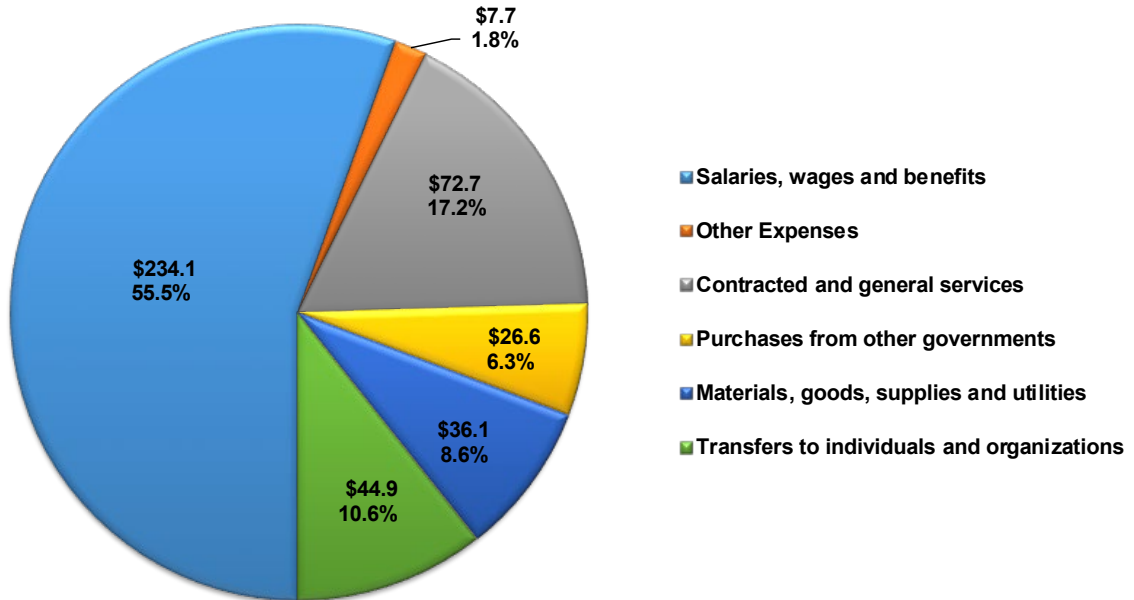
2021 Revenue - Annual Projections
(In Millions)



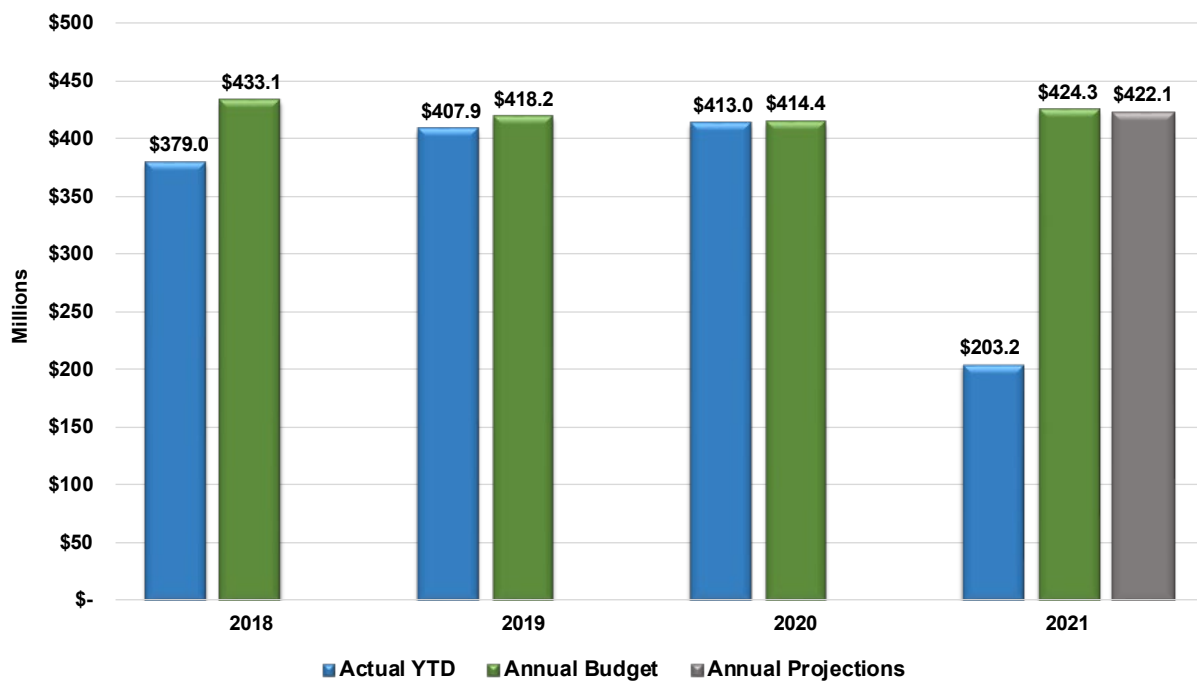
Municipal Operating Revenues and Expenses (continued)

Operating Expenses

**2021 Expenses (excluding reserves)
Annual Projections (in Millions)**



Municipal Expenses (excluding reserves)





FINANCIAL POSITION

Attachment: 2021 Q2 Financial Performance Report (2021 Q2 Financial Performance Report)

Capital

Capital Project Spending

For the Period Ending June 30, 2021

Project Name	2021 Actual YTD \$
Top 20	
Flood Mitigation - Design/Build	10,404,586
Rural Water/Sewer Servicing Construction	7,768,679
Jubilee Center Renovation - Construction	5,465,048
Rural Broadband	4,393,334
Fort McKay Fire Hall - Construction	3,578,685
Abasand Heights Pumphouse - Construction	3,456,193
Fort Chipewyan Lift Station Upgrades - Construction	3,165,899
Land Acquisition 2021	1,772,869
Confederation Way Sanitary Sewer - Contract 3	1,390,962
Rural Infrastructure Rehabilitation 2015-2017 - Construction	1,074,292
1A Lift Station Hoist Systems	924,754
Urban Infrastructure Rehabilitation Construction 2019	890,684
Fire Training Multi-Use Tower	886,226
Confederation Way Sanitary Sewer - Contract 2	872,891
Secondary Egress Road - Construction	828,863
Fort McMurray Animal Control Centre	693,933
Fort McMurray Water Treatment Plant PACL Tank Design/Build	631,091
Waterfront Park	571,636
Center Fire Arena Roof Structure Reinforcement	562,489
Franklin and Main Park Project	530,218
All Other Project Costs	10,430,226
Total Capital Spending	\$ 60,293,560

**Spending equals total Settlement for the month driven by Service Entry Sheet entries on capital internal orders*

Note: June 2020 YTD spending = \$36.2 million.

The Municipality approved the 2021 capital budget of \$156.0 million. As of June 30, 2021, the capital budget has been revised to \$155.7 million stemming from 2021 capital amendment net decreases of \$0.3 million. As of June 30, 2021, \$60.3 million has been spent on the delivery of capital projects.

Top three projects by spending - Flood Mitigation, Rural Water and Sewer Servicing, and Jubilee Centre Renovation account for 39% of the total spend.

Bank and Investments

Bank
As of June 30, 2021
(in millions)

Cash	
Operating - Bank Balance	\$ 224.2
Investments	1,017.1
Total Cash	1,241.3
Committed Funds	
Operating Requirements	320.0
Deferred Revenue	
Grants	33.2
Developer Agreements	3.3
Offsite Levies	2.8
	39.3
Reserves	
Committed Funds	
Capital	430.5
Emerging Issues	149.4
Operating	62.2
	642.1
Total Committed Funds	1,001.4
Remaining	\$ 239.9

The current amount of cash in the bank plus investments total \$1.2 billion as of June 30, 2021. The commitments against this balance include \$320.0 million for operating requirements, \$39.3 million in deferred revenues, which is money the Municipality has received in advance but is committed to spend in the future and \$642.1 million in committed reserves.

Bank and Investments (continued)

Investments

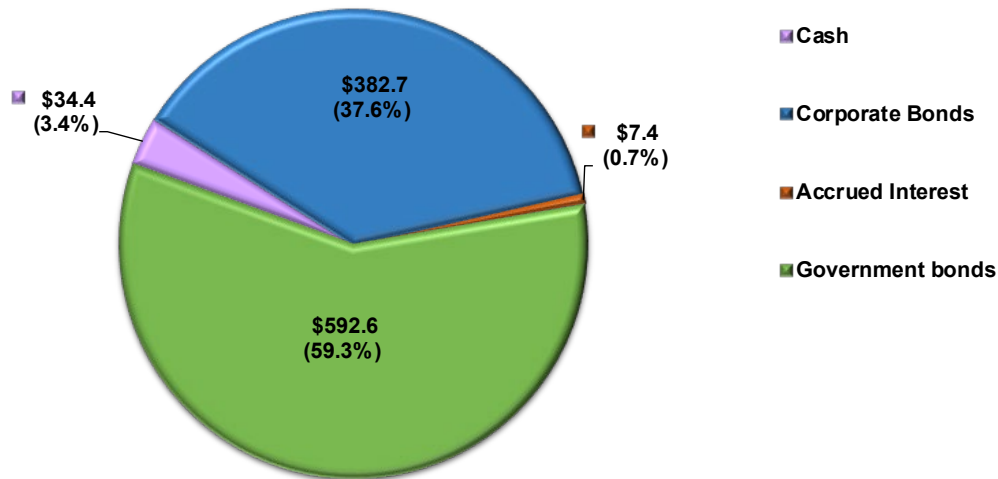
The Municipality has \$1.0 billion in investment holdings as of June 30, 2021, of which \$182.9 million are short-term investments with maturity dates under one year. Returns on investments to June 30, 2021 total \$11.8 million with \$10.8 million from investment income and \$1.0 million from interest income.

In June 2021, the Municipality transferred \$50 million from cash in bank holdings to an investment account.

Investment Holdings (In Millions)

Type:	Cost Value @ December 31, 2020	Cost Value @ June 30, 2021	Market Value @ June 30, 2021
Cash	\$ 53.6	\$ 34.4	\$ 34.4
Government bonds	540.5	592.6	586.3
Corporate bonds	359.2	382.7	385.7
Accrued interest	5.3	7.4	7.4
Total	\$ 958.6	\$ 1,017.1	\$ 1,013.8

Investment Holdings by Type - Book Values
(in Millions)



Grants

Capital grants totaling \$55.7 million have been awarded within the first two quarters:

- Municipal Sustainability Initiative (MSI) - \$31.6 million for various projects,
- Gas Tax Fund (GTF) – \$13.1 million for various projects, and
- Airports Capital Assistance Program (ACAP) - \$11.0 million for Fort Chipewyan Airside Pavement Rehabilitation

Capital grant applications totaling \$83.2 million have been submitted for consideration with the government, including the following:

- Alberta Municipal Water/Wastewater Program (AMWWP) - \$70.8 million for various projects,
- GreenTRIP Grant - Round 2 for \$3.4 million, and
- Investing in Canada Infrastructure Program for up to \$8.9 million.

Research into grant opportunities is an on-going process.

Grants (continued)

Summary of Capital and Operating Grants Awarded As At May 31, 2021

Past & Current Capital Grants	2021	2020	2016-2019	Information
Provincial and Federal Allocations				
Federal Gas Tax Fund (FGTF)	\$ 13,077,286	\$ 6,388,689	\$ 26,336,574	2021 amount is a preliminary allocation and includes a one-time funding top-up.
Federal Gas Tax Fund (FGTF) - one-time top-up 2019			6,121,681	In 2019, there was a one-time payment from Canada to Alberta, in addition to the 2019 funding transfer. The top-up is intended to be directed towards municipal infrastructure needs.
Municipal Sustainability Initiative (MSI)	31,614,597	25,832,442	96,659,741	2021 amount is a preliminary allocation
MSI Additional			23,571,422	
Engineering				
Airports Capital Assistance Program (ACAP)	11,021,416			Transport Canada approved of grant funding for Fort Chipewyan Airside Pavement Rehabilitation.
Alberta Community Resilience Program (ACRP)			6,590,000	2019 - Funding awarded for Flood Mitigation Projects - Reaches 7,8,9 (Lower Townsite)
Alberta Municipal Water/Wastewater Partnership (AMWWP) - Conklin WTP Phase 1 Expansion			4,286,347	Original approval in 2004 was for a \$922,500 contribution under the AMWWP program. A cost revision funding request was submitted in 2016 which resulted in additional AMWWP contribution of \$4,286,347 under AMWWP. Total grant \$5,208,847
AMWWP - Conklin WTP Phase 2 Upgrades - Construction			764,354	Application submitted Nov 2015. Revised November 2016. Approved for \$764,354 representing 27% of eligible costs.
AMWWP - Fort Chipewyan WTP Expansion			19,756,092	Application submitted Nov 2015. Revised January 21, 2016. Approved for \$19,756,092 representing 69.64% of eligible costs.
AMWWP - Fort Chipewyan Lift Station		5,134,368		Approved for \$5,134,368 representing 74.66% of eligible costs.
AMWWP - Conklin Lagoon Upgrade and Outfall		12,000,000		Approved for \$12,000,000 representing 75% of eligible costs.
AMWWP - Anzac/Conklin/Gregoire Lake/Janvier Water Services Project		4,091,756		Approved for \$4,091,756 representing 66.92% of eligible costs.
Canada 150 Program - Administered by Western Economic Diversification Canada			200,000	2017 - Anzac Community Centre Upgrades
Community Facility Enhancement Program (CFEP)			123,500	The Ptarmigan Nordic Ski Club with the support of the Regional Municipality of Wood Buffalo has secured a grant to offset 50% of the cost of the Furniture, Fixtures and Equipment required for the Doug Barnes Cabin Expansion - Construction project.
First Nations Water Tie-In Program		4,474	44,742	Funding was approved to conduct a Regional Water Transmission Line Extension Feasibility study. The study will look at a regional system from the Hamlet of Fort Chipewyan that will provide service to the Mikisew Cree First Nations in the Allison Bay area. An additional 10% was approved in 2020.
Investing in Canada Infrastructure Program (ICIP) Green Infrastructure		8,629,991		Green Infrastructure funding for the Lower Townsite Flood Mitigation Project Reaches 7 and 8. The total grant of \$8,629,991 consists of \$5,117,995 from the Government of Alberta and \$3,441,996 from the Government of Canada.
Municipal Stimulus Program (MSP)		13,276,133		Approved for capital spending up to December 31, 2021 for Waterline Extension from Parsons Creek to Taiganova (\$1,750,000), Waterline Extension to Millenium (\$1,725,000) and Flood Mitigation Reaches 5, 6 and 10 (\$9,801,133).
Strategic Transportation Infrastructure Program (STIP)			574,035	Fort Chipewyan Winter Road Culvert Replacement (\$765,380 total cost) 75% approved
Public Works				
Airport Capital Assistance Program (ACAP) Funding			1,588,208	Airfield Lighting Rehabilitation Project at Fort Chipewyan Airport
Fort McMurray Fire Relief Fund				
Rotary District 5370 Charitable Foundation			75,000	Fort McMurray Port of Entry Rebuild Project
Lions Club International Foundation			147,000	A donation/grant in the amount of \$147,000 has been approved for upgrades to the Lion's Park.
Adventurer Foundation and Fraserway RV			310,000	A donation towards the cost of construction of the Christina Gordon Playground was provided by the Adventurer Foundation, a donor advised fund at The Foundation Office.ca, is the official giving foundation of Fraserway RV LP and the Adventurer Group of Companies.
Recreation Energy Conservation Program		26,152	-	Casman Centre Heating Controls Upgrade
Regional Emergency Services				
9-1-1 Grant		360,874	566,753	The grant runs from July 1st to June 30th annually. 9-1-1 Grants are calculated quarterly based on 9-1-1 revenue and population served by the Public Safety Answering Point (PSAP).
Total Capital Grants	\$ 55,713,299	\$ 75,744,880	\$ 221,315,290	

Grants (continued)

Operating Grants	2021	2020	2016-2019	Information
Provincial and Federal Allocations				
Municipal Operating Support Transfer (MOST)		\$ 12,350,057		The MOST provides funding to support municipalities for additional expenses and foregone revenues directly resulting from the COVID-19 pandemic.
Community Services				
Coalitions Creating Equity Program (CCE)			133,000	2018 - Community Services has developed an application for funding to the Alberta Human Rights and Multiculturalism Grant Program for the Wood Buffalo Equity Coalition Program which will be delivered by the Regional Advisory Committee on Inclusion, Diversity and Equality (RACIDE). 2019 - Community-based Response Model to Acts of Discrimination, Racism and Hate Project Funded Alberta Justice and Solicitor General - Human Rights, Education and Multicultural Fund
Community Inclusion Grant			30,000	2016 - Diversity Plan 2016 and Beyond 2018 - Diversity and Inclusion Business Recognition Program 2018 - Diversity & Inclusion Employee Census 2019
Conoco Phillips			5,000	\$5,000 for Green Teen Program in 2016.
Covid-19 Community Response Fund for Vulnerable Population Fund		40,000	-	Provided by the Canadian Medical Association Foundation.
Family & Community Support Services	1,924,513	1,924,513	7,698,052	Provincial level program through Alberta Human Services. Payment is based on population.
Family and Community Safety Program (Children and Youth Service Grant)			150,000	Funded by Minister of Human Services to provide advocacy services in the community.
Labour Market Partnerships (LMP) Grant - Inclusive Business Project			51,000	Funding is being provided through the Labour Market Partnerships (LMP) Grant by the Alberta Department of Labour. The project will address the evidenced need for increased workplace education and awareness about inclusion and diversity, develop inclusive workplace evaluation, consultation policies and feedback practices. The overall cost of the project, including in-kind contributions, will be \$84,500.
Municipal Cannabis Transition Program (MCTP)			222,764	The MCTP is a program that will support eligible Alberta municipalities with increased enforcement and other implementation costs related to the legalization of cannabis.
Municipal Policing Assistance Grant (MPAG)		1,209,840	4,922,224	Funding agreement is for one year from April 1, 2020 to March 31, 2021. Payment is based on a per capita calculation.
Point in Time Count			50,000	Community Services was successful securing funding from Employment and Social Development Canada (ESDC) for the "Everyone Counts: the 2018 Coordinated Point-in-Time Count.
Police Officer Grant (POG)		300,000	1,200,000	Funding agreement is for one year from April 1, 2020 to March 31, 2021.
Reaching Home: Canada's Homelessness Strategy Indigenous Homelessness (Federal)		401,134	401,134	2019/2020 - \$401,134 2020/2021 - \$401,134
Reaching Home: Canada's Homelessness Strategy Designated Communities (Federal)			1,688,760	2019/2020 - \$321,219 2020/2021 - \$321,219 2021/2022 - \$348,774 2022/2023 - \$348,774 2023/2024 - \$348,774
Reaching Home: Canada's Homelessness Strategy Designated Communities (Federal) Community Capacity and Innovation Fund			306,900	2019/2020 - \$71,180 2020/2021 - \$61,180 2021/2022 - \$61,180 2022/2023 - \$56,580 2023/2024 - \$56,580
Reaching Home: Canada's Homelessness Strategy Indigenous Homelessness (Federal) Covid-19 Supplement		413,708	-	2020/2021 - \$413,708 Covid-19 Supplement
Reaching Home: Canada's Homelessness Strategy Designated Communities (Federal) Covid-19 Supplement		331,289	-	2020/2021 - \$331,289 Covid-19 Supplement
Victims and Survivors of Crime Week 2019		7,500	6,000	RCMP and Bylaw Support Services received grants towards their Victims and Survivors of Crime Week project in 2019 and 2020.
Victims of Crime Fund - Grant to Victims Services			1,011,962	Grant to provide services that benefit victims or a class or classes of victims during their involvement with the criminal justice process. 2017 - 3 year grant for Victims Services for 2018-2020. 2019 - Additional Funding to 2018-2020 agreement (2019 - \$35,788, 2020 - 33,572)
Victims of Crime Fund - Indigenous Victims Outreach Specialist (IVOS)			300,000	2019 - 3 Year grant for Indigenous Victims Outreach Specialist for 2019-2021

Grants (continued)

Operating Grants (continued)	2021	2020	2016-2019	Information
Communications, Stakeholder, Indigenous and Rural Relations				
Alberta Indigenous Relations			\$ 50,000	Grant to assist with the Urban Aboriginal Connection Initiative project - Wood Buffalo Pan Aboriginal Connection project.
Local Food Week Grant			2,442	Recreation and Culture applied for a Local Food Week grant to assist with costs of a special event to highlight local food week 2019 at the August 14th, 2019 Urban Market.
Human Resources				
Canada Summer Jobs			92,938	2017 - 17 students 2016 - 29 Students.
Careers - The Next Generation			4,500	A grant to offset the costs of summer students employed at the Water Treatment Plant. \$15 per hour x 100 hours x 3 students.
Green Job Initiative - Summer Work Experience			22,848	2019 - 2 students 2018 - 2 students
Summer Temporary Employment Program (STEP) Program			56,100	2017 - 10 Students - \$4,200 per student - \$42,000 total. 2016 - 5 Labourer Positions.
Public Works				
Alberta Recycling Municipal Demonstration Grant			30,000	Grant awarded for \$30,000 towards a pour-in-place recycled tire project at the Syncrude Athletic Park.
Alberta Recycling Municipal Electronics and Paint Round-up Grant			85,952	Alberta Recycling Grant to offset cost to advertise and run the round-up activities. 2019 - Awarded grant of up to \$13,000 (actual payment will be based on expenses incurred) towards the June 1, 2019 round-up event
Alberta Recycling Tire Marshalling Area (TMA)			90,000	Awarded funding of \$30,000 each for Tire Marshalling Areas in Conklin, Janvier and Fort Chipewyan.
Celebrate Canada Grant		32,000	37,548	Canadian Heritage provides financial support for Canada Day activities.
FCM's Municipal Asset Management Program (MAMP)			50,000	Funding has been awarded from the FCM's Municipal Asset Management Program (MAMP) to offset the cost of conducting condition assessments of (50) municipal building facilities.
Forest Resource Improvement Association of Alberta (FRIAA) FireSmart Program			750,000	The FRIAA FireSmart Program is separate and independent from the Government of Alberta's FireSmart Community Grant Program. Maximum amount of funding for a single project will be \$400,000 over the life of the project. The RMWW applied for funding for the following Hazard Reduction activities. \$400,000 Birchwood/Conn Creek, \$400,000 Anzac, \$125,000 Mitigation strategy, \$40,000 public education. Applications totaled \$965,000. Actual funding awarded \$750,000.
Recreation Energy Conservation (REC) Program			10,000	The Recreation Energy Conservation (REC) program will be providing funding towards Scoping Audits of two municipal recreation facilities. Future applications will be considered for Engineering Studies or Implementation Projects. REC helps municipally-owned recreation facilities reduce energy use and GHG emissions by providing financial incentives to help identify energy-saving opportunities and implement energy-saving projects. A single municipality is capped at \$750,000 over the program lifespan.
TD Friends of the Environment			22,019	Eligible projects include Community Gardens, Environmental Education Projects, Outdoor Classrooms, Protection of Endangered Species/Wildlife, Recycling/Composting Programs, Tree Planting and Urban Naturalization Projects, Energy Conservation/Renewable Energy, Research Projects, Habitat restoration. 2017 - Pacific Park Community Garden (Timberlea), 2016 - 20 trees for Dr. Clark School.

Grants (continued)

Operating Grants (continued)	2021	2020	2016-2019	Information
Public Works (continued)				
TD Tree Days	\$ -	\$ -	\$ 10,200	2017 - Planting of approximately 150 potted trees and shrubs at Vista Ridge on September 24, 2017. 2018 - Planting of approximately 300 trees and shrubs at Beaconhill Lookout in September 16, 2018.
Tree Canada		7,000		2020 - Awarded \$3,500 under Tree Canada's Edible Tree program and \$3,500 awarded under Greening Canada School Grounds Program
Regional Emergency Services				
911 Grant		\$ 123,970	1,422,916	The objective of the 911 Grant Program is to strengthen and support local delivery of 911. This is being done using funding generated from a monthly 911 levy on cellphones, and by developing provincial standards for 911. All of this is being done in close collaboration with Alberta's 911 centres. A portion of the 2016 grant was transferred from Capital.
Enbridge Safe Community Grant			7,500	The funds will be used to purchase an extrication tool for the Janvier Fire Department.
Emergency Management Preparedness Program (EMPP)			11,525	The objective of the Emergency Management Preparedness Program (EMPP) is to provide an effective and cost-efficient grant program for increased emergency management capacity that resulted in an increased number of trained emergency management practitioners. 2016/2017 grant - \$11,525.
Fire Services Training Program (FSTP) (Formerly Fire Services and Emergency Preparedness Program)			5,800	This program supports the expansion and enhancement of regional fire service training. The objective is to provide an effective and cost-efficient mechanism for increased training capacity that results in a greater number of trained fire service personnel.
RMWB FireSmart Grant Budget includes approximately \$2.5 M for capital projects			10,500,000	The Minister of Agriculture and Forestry has recently committed \$10.5M to the FireSmart program in the RMWB over the next 3 years. This funding will be provided in the form of an Agriculture and Forestry Development Grants and the Regional FireSmart Committee will have oversight over its spending. An application has been completed with input from the RMWB, the Regional FireSmart Committee and Agriculture and Forestry. Funding was approved August 2017.
Wood Buffalo Recovery Committee				
Canadian Red Cross - Recovery Gift (Includes \$3.8 M for FireSmart activities)			10,000,000	The Canadian Red Cross Society will provide these funds to further the Alberta Wildfire relief and recovery. Included in the \$10M is \$3.8 M for FireSmart activities.
Wildfire Community Preparedness Day			5,200	Wildfire Community Preparedness Day is held annually in May. FireSmart Canada offers up to \$500 funding awards to implement neighborhood projects. 2019 - The RMWB received 6 awards of \$500 each for events held in Gregoire Lake, Saprae, Ft. Chipewyan, Conklin, Anzac and Janvier 2018 - The RMWB received 4 awards of \$500 each plus \$200 towards the cost of refreshments for events held in Gregoire Lake, Saprae, Ft. Chipewyan and Conklin.
Wood Buffalo Economic Development Corp				
Canadian Red Cross -Disaster Response Services Agreement Small Business Program (Phase 3B)			992,472	For Support to Small Business Program (Phase 3B) programming for small businesses impacted by the May 2016 Horse River Wildfire disaster in the Regional Municipality of Wood Buffalo
Community and Regional Economic Support (CARES) Program			845,000	2016 - To support the Back to Business Resource Centre and Business Recovery Expositions. 2018 - To support the development of a five-year Economic Development Strategic Plan
Invest Canada - Community Initiatives (ICCI)			5,500	An application submitted by the Economic Development Department for funding for Foreign Direct Investment Tools and Material Development has received approval for \$5,500.
Total Operating Grants	\$ 1,924,513	\$ 17,141,011	\$ 43,287,256	

Grants (continued)

Capital Grant Applications in Progress	Amount	Information
Engineering		
Alberta Municipal Water/Wastewater Program (AMWWP)	\$ 70,780,367	<p>a) Application for funding of the Rural Water and Sewer Servicing (RWSS) Project was originally submitted in 2015 and updated for the 2019 AMWWP program. Estimated eligible costs, excluding amounts awarded to date, are \$39.4M. If successful, the program could fund up to 75% of these costs;</p> <p>b) Additional grant funds of \$11,031,017 have been requested for the Fort Chipewyan Water Treatment Expansion Project. This project was awarded a grant in 2016 of approximately \$19.7M based on estimated costs;</p> <p>c) In 2020 applications were submitted for Fort McMurray Wastewater Treatment Process Improvements, Fort McMurray Water Treatment Plant Rehabilitation, Timberlea Reservoir and Pumphouse Construction and Fort Chipewyan Water and Sanitary Sewer Construction. Total estimated costs are \$40.3M from 2021 to 2016, of which up to 75% can be funded if successful.</p>
Public Works		
GreenTRIP Grant - Round 2	3,401,870	Application submitted in GreenTRIP Grant Round 2 for 66 2/3 % of project costs. Funding requested - Transit Terminal - \$3,401,870. Consideration of application is on hold until location of transit terminal has been determined.
Investing in Canada Infrastructure Program - Public Transit Stream and COVID-19 Resilience Stream	8,920,000	Under the Investing in Canada Infrastructure Program (ICIP), the RMWB has been advised of an allocation of \$17.9M over the next 10 years under the Public Transit Stream. In 2020, RMWB was advised of the option to allocate a portion, or all, of its ICIP allocation to the new COVID-19 Resilience Stream. To date, four projects have been submitted for re-allocation: Franklin and Main Park, Saprae Creek Trail Rehabilitation Contract #2, UIRP Real Martin Drive Improvements and UIRP Wood Buffalo Rehabilitation. If successful, the program can fund up to \$8,920,000 of costs.
Canada Healthy Communities Initiative	100,000	Application submitted for the Franklin and Main project under round 2. If approved, grant funding of up to \$100,000 may be awarded.
Total Capital Grant in Progress	\$ 83,202,237	

Grants (continued)

Operating Grant Applications in Progress	Amount	Information
Community Services		
Measuring Municipal Inclusion Grant (MMIG)	\$ 10,000	The Alberta Urban Municipalities Association (AUMA) is currently offering funding to support Alberta municipalities to use AUMA's Measuring Inclusion Tool for Municipal Governments to evaluate the inclusiveness of their organization and to advance strategies that will propel the municipal government to be a more inclusive employer, service provider, and community leader. This application of \$10,000 is for phase 1 of the project. An additional \$40,000 may be available for subsequent phases depending on the outcome from Phase 1.
Financial Services		
Connect to Innovate	3,041,055	The Connect to Innovate program will invest up to \$500 million by 2021, to bring high-speed Internet to rural and remote communities in Canada. This program will support new "backbone" infrastructure to connect institutions like schools and hospitals with a portion of funding for upgrades and "last-mile" infrastructure to households and businesses. Application was submitted by IT April 2017. Estimated project costs \$6,486,432. Funding requested \$3,041,055.
Regional Emergency Services		
AgriSpirit Fund	25,000	Regional Emergency Services submitted two applications for funding: <ul style="list-style-type: none"> ▪ \$12,000 request - Janvier Dire Department Protection Sprinkler Kits ▪ \$13,000 request - Fort McKay Fire Department Extrication Tool
Public Works		
Municipal Asset Management Program (MAMP) Grant	50,000	Round 2 of the MAMP program has been announced and an application is being developed requesting \$50,000 from the program. Additional details will follow.
Total Operating Grant in Progress	\$ 3,126,055	



COVID-19

As of June 30, 2021, COVID-19 pandemic expenses are at approximately \$4.0 million.

The Province has advanced \$12.4 million under the Municipal Operating Support Transfer (MOST) grant to reimburse for pandemic expenses and lost revenues up to March 31, 2021. Lost revenues are approximately \$15.4 million, consisting of tax revenue of \$10 million, transit revenue of \$1.9 million and sales and user fees (does not include transit) of \$3.5 million.

COVID-19 Expense Summary

March 1, 2020 to June 30, 2021

Expenses:	2020 Actual	2021 Actual	Total
Wages and benefits (regular)	\$ 412,856	\$ 873,432	\$ 1,286,288
Overtime wages	538,567	275,459	814,026
Salaries, wages and benefits	951,423	1,148,891	2,100,314
Computer software	94,883	-	94,883
Consultant fees	14,378	-	14,378
Equipment rental and lease	15,488	11,383	26,871
Janitorial Services	352,161	114,599	466,760
Media Broadcasting	188,512	13,052	201,564
Network equipment repair and maintenance	13,447	-	13,447
Printing and binding	51,566	3,417	54,983
Rapid Flow Through Vaccination Clinic	-	112,205	112,205
Security	42,451	18,963	61,414
Virtual Town Hall service	114,116	27,267	141,383
Other contracted services	47,291	8,968	56,259
Contracted and general services	934,292	309,854	1,244,146
Consumables	172,182	26,726	198,907
Janitorial supplies	83,399	4,071	87,470
Medical supplies	217,822	21,681	239,502
Other equipment and supplies	69,725	29,747	99,472
Materials, goods, supplies and utilities	543,128	82,224	625,352
Total Expenses	\$ 2,428,844	\$ 1,540,969	\$ 3,969,812

2020 River Break Up

The Municipality has spent \$29.2 million in recoverable RBU costs since April 2020. To date, the Province has advanced \$20.0 million for reimbursable expenses under the Disaster Recovery Program and our insurance provider has advanced \$0.5 million.

Administration is working with the Province to quantify claims. The Disaster Recovery Program (DRP) project summary estimate is \$37.9 million. As of June 30, 2021, submissions in progress total \$28.6 million.

2020 River Break Up Recoverable Costs

April 24, 2020 to June 30, 2021

	DRP	Insurance	Total
Approved Submissions	\$ -	\$ (500,000)	\$ (500,000)
Submitted - Not Yet Approved	(5,099,797)	-	(5,099,797)
In Preparations	(23,473,835)	(137,000)	(23,610,835)
Total 2020 River Break Up Recoverable	(28,573,632)	(637,000)	(29,210,632)
Advances Received and Interest	20,000,000	500,000	20,500,000
Total 2020 River Break Up Costs			
Advanced (Unrecovered)	\$ (8,573,632)	\$ (137,000)	\$ (8,710,632)

2020 River Break Up Project Summary

April 24, 2020 to June 30, 2021

	RMWB Project Estimate	Actuals To Date	Remaining
DRP Response (Operations and Infrastructure)	\$ 10,000,000	\$ 9,970,696	\$ 29,304
DRP Recovery (Operations and Infrastructure)	26,892,760	18,602,936	8,289,824
Insurance	1,000,000	637,000	363,000
Total 2020 River Break Up Project Summary	\$ 37,892,760	\$ 29,210,632	\$ 8,682,128

2016 Wildfire

The Municipality has spent \$268.1 million in recoverable wildfire costs since May 2016. To date the Province has advanced \$209.3 million for reimbursable expenses under the Disaster Recovery Program, FireSmart has advanced \$7.0 million, our insurance provider has paid \$29.6 million and closed the file as all claims are complete and Red Cross has advanced \$9.0 million.

Administration is continuing to work with the Province to quantify claims. The Disaster Recovery Program (DRP) project summary estimate is \$250.9 million. As of June 30, 2021, \$224.6 million has been submitted to DRP or is a submission in progress.

The Red Cross has entered into an agreement with the Municipality to cover \$10.0 million of certain wildfire related costs and has advanced \$9.0 million, of which \$3.5 million has been spent on operating expenses, \$2.2 million has been received for permits not charged to residents and \$1.5 million has been spent on capital expenses towards this initiative.

The Municipality has an agreement with Government of Alberta Agriculture and Forestry to cover \$8.5 million of certain FireSmart wildfire related costs and has advanced \$7.0 million, of which \$5.5 million has been spent on operating expenses and \$1.2 million has been spent on capital expenses for this agreement.

2016 Wildfire Recoverable Costs

May 1, 2016 to June 30, 2021

	DRP	FireSmart	Insurance	Red Cross	Total
Approved Submissions	\$ (186,029,387)	\$ (3,049,360)	\$ (21,469,614)	\$ (5,715,044)	\$ (216,263,405)
Submitted - Not Yet Approved	(496,075)	-	-	-	(496,075)
In Preparations	(38,094,455)	(2,475,691)	-	(5,133)	(40,575,279)
Total 2016 Wildfire Operating Recoverable	(224,619,917)	(5,525,051)	(21,469,614)	(5,720,177)	(257,334,759)
Capital Spending	-	(1,157,269)	(8,160,401)	(1,463,927)	(10,781,597)
Total 2016 Wildfire Recoverable	(224,619,917)	(6,682,319)	(29,630,015)	(7,184,104)	(268,116,356)
Advances Received and Interest	209,282,632	7,019,070	29,630,015	9,000,000	254,931,717
Total 2016 Wildfire Costs					
Advanced (Unrecovered)	\$ (15,337,285)	\$ 336,751	\$ -	\$ 1,815,896	\$ (13,184,638)

2016 Wildfire Project Summary

May 1, 2016 to June 30, 2021

	RMWB Project Estimate	Actuals To Date	Remaining
DRP Response (Operations and Infrastructure)	\$ 152,447,615	\$ 136,980,728	\$ 15,466,887
DRP Recovery (Operations and Infrastructure)	97,891,355	87,032,927	10,858,428
DRP Miscellaneous funding	606,263	606,263	-
Total DRP	250,945,233	224,619,917	26,325,316
Insurance	29,630,015	29,630,015	-
Red Cross	10,000,000	7,184,104	2,815,896
FireSmart	8,500,000	6,682,319	1,817,681
Total 2016 Wildfire Project Summary	\$ 299,075,248	\$ 268,116,356	\$ 30,958,892



Subject: 2021 Q2 Capital Budget Fiscal Amendments Update

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the 2021 Q2 Capital Budget Fiscal Amendments update, as summarized on Attachment 1 (2021 Capital Budget Fiscal Amendments, dated June 30, 2021), be accepted as information.

Summary:

This report provides a summary of capital budget amendments implemented by Administration within the provisions of the Fiscal Responsibility Policy (FIN-160) for the second quarter ending June 30, 2021.

There were three (3) capital projects amended in this quarter as listed on Attachment 1, resulting in a net increase of \$100,000 to the capital budget. None of these amendments are due to scope changes, and therefore the nature and type of capital projects are not altered.

These amendments were reviewed and recommended by the Capital Projects Steering Committee.

Background:

There are three (3) capital project amendments: one (1) requiring a funding change; one (1) for additional funding; and, one (1) requesting a cash flow change:

Fund Change: Conklin Sewage Lagoon - Design

- Grant funding of \$750,000 was approved for this project and will be exchanged with the current budgeted Community Investment Reserve (CIR) funds.

Additional Funding: Recycle Chamber

- The bids received came in higher than the consultant estimate and required an additional \$100,000 to proceed with awarding the contract.

Cash Flow Change: Waterfront Park

- The postponement of the Arctic Winter Games allowed for some flexibility in the project schedule. This amendment is to move the construction funds to 2022.

Within the Fiscal Responsibility Policy (FIN-160), Administration is authorized to re-allocate capital budget funds provided that:

- the change will result in efficient administrative and project delivery process;
- the change will not result in addition or cancellation of the capital project;
- there are no scope changes, and therefore the nature and type of capital projects are not altered; where additional funding is required, funds available from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects will be utilized; and
- Council set debt and debt service limits are not exceeded.

Budget/Financial Implications:

Attachment 1 shows the net budget impact of these amendments. The original approved budget and the revised budget are presented with the net budget impact by project and funding source.

Attachment 2 summarizes the impact of cash flows and the source of funding from the proposed amendments by years.

Rationale for Recommendation:

The second quarter 2021 Capital Budget Fiscal Amendments satisfy all the above conditions as stated in the Fiscal Responsibility Policy (FIN-160) with a net increase of \$100,000 to the 2021 approved capital budget and prior capital budgets approved by Council.

Strategic Priorities:

Responsible Government

Attachments:

1. 2021 Capital Budget Fiscal Amendments – June 30, 2021

2. 2021 Cash Flow by Year – June 30, 2021

3-5. Capital Budget Amendment Sheets

Regional Municipality of Wood Buffalo
2021 Capital Budget Fiscal Amendments June 30th

Attachment 1


Project Description	Nature of Amendments	Total Project Cost	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources	Debenture	Att.
Original Project Budget								
1 Conklin Sewage Lagoon – Design	Original Budget	1,000,000	-	-	1,000,000	-	-	3
2 Recycle Chamber	Original Budget	200,000	-	-	200,000	-	-	4
3 Waterfront Park	Original Budget	30,000,000	-	-	30,000,000	-	-	5
Total Original Project Budget		\$ 31,200,000	\$ -	\$ -	\$ 31,200,000	\$ -	\$ -	
Revised Project Budget								
1 Conklin Sewage Lagoon – Design	Fund Change	1,000,000	-	750,000	250,000	-	-	3
2 Recycle Chamber	Additional Funding	300,000	-	-	300,000	-	-	4
3 Waterfront Park	Cash Flow	30,000,000	-	-	30,000,000	-	-	5
Total Revised Projects		\$ 31,300,000	\$ -	\$ 750,000	\$ 30,550,000	\$ -	\$ -	
NET INCREASE/(DECREASE) IN CAPITAL FUNDING REQUIRED		\$ 100,000	\$ -	\$ 750,000	\$ (650,000)	\$ -	\$ -	

Regional Municipality of Wood Buffalo
2021 Cash Flow by Year - June 30th


Attachment 2

	Funding Sources					
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources	Debenture
Original Funding Sources						
2020 and prior	6,075,000	-	-	6,075,000	-	-
2021	4,125,000	-	-	4,125,000	-	-
2022 and thereafter	21,000,000	-	-	21,000,000	-	-
Original Funding Sources Total (a)	\$ 31,200,000	\$ -	-	\$ 31,200,000	\$ -	\$ -
Revised Funding Sources						
2020 and prior	5,325,000	-	-	5,325,000	-	-
2021	1,975,000	-	750,000	1,225,000	-	-
2022 and thereafter	24,000,000	-	-	24,000,000	-	-
Revised Funding Sources Total (b)	\$ 31,300,000	\$ -	750,000	\$ 30,550,000	\$ -	\$ -
Revision / Difference (b) - (a)	\$ 100,000	\$ -	\$ 750,000	\$ (650,000)	\$ -	\$ -


Attachment 3

 REGIONAL MUNICIPALITY OF WOOD BUFFALO		CAPITAL BUDGET AMENDMENT Fiscal				
CURRENT PROJECT NAME:		Conklin Sewage Lagoon - Design and Construction				
AMENDED PROJECT NAME:		Conklin Sewage Lagoon - Design				
		Group I/O	Revenue I/O	Expense I/O	Project Amendment	
ORDER CODES (if assigned):		0102018	700986	601684		
CURRENT PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2020 & Prior	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
2021	-	-	-	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
CURRENT COST AND COMMITMENT						
As at	Current Budget	Actual to Date	Commitments	Available		
4/8/2021	\$ 1,000,000	\$ 252,109	\$ 680,866	\$ 67,025		
DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT						
<p>This amendment is to adjust the funding sources for the Conklin Sewage Lagoon Design Budget. Alberta Municipal Water/Wastewater Partnership (AMWWP) grants funds of \$750,000 has been approved for this project and will be allocated to this budget in exchange for CIR funds that are currently allocated, thereby reducing the overall CIR.</p>						
THIS IS A REQUEST TO USE CONTINGENCY FUNDS - <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No						0
AMENDED PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2020 & Prior	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -
2021	750,000	-	750,000	-	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 1,000,000	\$ -	\$ 750,000	\$ 250,000	\$ -	\$ -
Budget Change						
TOTAL	\$ -	\$ -	\$ 750,000	\$ (750,000)	\$ -	\$ -
FISCAL RESPONSIBILITY POLICY CRITERIA:						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						n/a
Will the change result in Council set debt and debt service limits being exceeded?						No
In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.						

Attachment 4

 REGIONAL MUNICIPALITY OF WOOD BUFFALO		CAPITAL BUDGET AMENDMENT Fiscal				
CURRENT PROJECT NAME: Recycle Chamber						
AMENDED PROJECT NAME:						
		Group I/O	Revenue I/O	Expense I/O	Project Amendment	
ORDER CODES (if assigned):		0492019	701007	601885		
CURRENT PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2020 & Prior	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -
2021	125,000	-	-	125,000	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -
CURRENT COST AND COMMITMENT						
As at	Current Budget	Actual to Date	Commitments	Available		
4/8/2021	\$ 200,000	\$ -	\$ -	\$ 200,000		
DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT						
<p>This work is to upgrade the second Backwash Recycle pump and associated piping, electrical and structural components at the Fort McMurray Water Treatment Plant. All equipment was purchased during 2011 plant upgrade. Without this pump there is no flexibility to maintain the primary pump. Previously the budget was adjusted to \$200,000 based on the Consultant's cost estimate. The project has since been tendered and one bid was received in the amount of \$288,008.64. This budget amendment is required to proceed with awarding the work.</p>						
THIS IS A REQUEST TO USE CONTINGENCY FUNDS - <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No						0
AMENDED PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2020 & Prior	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -
2021	225,000	-	-	225,000	-	-
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -
Budget Change						
TOTAL	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -
FISCAL RESPONSIBILITY POLICY CRITERIA:						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
<i>In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.</i>						

Attachment 5

 <div style="display: inline-block; vertical-align: middle;"> REGIONAL MUNICIPALITY OF WOOD BUFFALO </div>		CAPITAL BUDGET AMENDMENT Fiscal				
CURRENT PROJECT NAME: Waterfront Park AMENDED PROJECT NAME:						
		Group I/O	Revenue I/O	Expense I/O	Project Amendment	
ORDER CODES (if assigned):		0092020	701166	601993		
CURRENT PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2020 & Prior	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -
2021	4,000,000	-	-	4,000,000	-	-
2022	8,000,000	-	-	8,000,000	-	-
2023	12,000,000	-	-	12,000,000	-	-
2024	1,000,000	-	-	1,000,000	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 30,000,000	\$ -	\$ -	\$ 30,000,000	\$ -	\$ -
CURRENT COST AND COMMITMENT						
As at	Current Budget	Actual to Date	Commitments	Available		
5/31/2021	\$ 30,000,000	\$ 371,938	\$ 5,902,676	\$ 23,725,386		
DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT						
<p>The schedule for the Waterfront Park project included detailed design, tendering and construction in 2021 and was driven by a Council motion to deliver an outdoor event space for the 2022 Arctic Winter Games. In March of 2021, the Arctic Winter Games were postponed until 2023, allowing some flexibility in the Waterfront Park project schedule. The project team was still planning to tender construction work for the project this year and as the detailed design progressed, a considerable number of new risks were identified. The risks included; COVID-19 impact on access to contractors/labor/trades/materials, coordination with overlapping projects (Flood Mitigation, Underground Services and other projects), inflated unit rates due to late construction season start, and continue to work towards unanimous support from stakeholders on the preferred design. To mitigate these risks the design team has recommended delaying 2021 construction until 2022.</p>						
THIS IS A REQUEST TO USE CONTINGENCY FUNDS - <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No						0
AMENDED PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2020 & Prior	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -
2021	1,000,000	-	-	1,000,000	-	-
2022	11,000,000	-	-	11,000,000	-	-
2023	13,000,000	-	-	13,000,000	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 30,000,000	\$ -	\$ -	\$ 30,000,000	\$ -	\$ -
Budget Change						
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FISCAL RESPONSIBILITY POLICY CRITERIA:						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
<i>In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.</i>						



Subject: Council Appointed Advisory Board/Committee Meeting Minutes

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the Minutes from Council Appointed Advisory Board/Committee meetings, as outlined in Attachments 1- 4, be accepted as information.

Summary and Background:

Administrative Directive No. GOV-060-D, Council Appointed Committee Meetings and Reporting, was approved by Administration on October 25, 2019 and was established to govern the core democratic principles of openness and transparency by ensuring that Council Committees, which are advisory in nature, are managed and administered consistently.

A mechanism to ensure alignment with the provision of transparency is to ensure that all advisory committee minutes are appropriately forwarded to Council through a public agenda for information to Council members as well as residents and the general public.

In accordance with Administrative Directive No. GOV-060-D, Council - Appointed Committee Meetings and Reporting, Administration is providing Minutes from Council Appointed Committee meetings, for Council's information.

Strategic Priorities:

Responsible Government

Attachments:

- 1. 2021-06-24 Community Standards Appeal Committee Minutes**
- 2. 2021-07-07 Wood Buffalo Development Advisory Committee Minutes**
- 3. 2021-07-14 Public Art Committee Minutes**

4. 2021-08-04 Wood Buffalo Development Advisory Committee Minutes

Minutes of a Meeting of the Community Standards Appeal Committee, held via Electronic Communications in Fort McMurray, Alberta, on Thursday, June 24, 2021, commencing at 6:00 PM.

Present:

Sean Schaffer, Chair
David Secord, Vice Chair
Michelle Landsiedel
Alex McKenzie

Absent:

Kulwinder Arora

Administration:

Jade Brown, Chief Legislative Officer
Sonia Soutter, Manager, Senior Legislative Officer
Heather Fredeen, Legislative Officer
Kathleen Elhatton-Lake, Legal Counsel, Community Standards Appeal Committee

1. Call to Order

Chair S. Schaffer called the meeting to order at 6:10 p.m.

2. Adoption of Agenda

MOTION:

That the Agenda be adopted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Michelle Landsiedel
SECONDER:	Alex McKenzie
FOR:	Schaffer, Secord, McKenzie, Landsiedel
ABSENT:	Arora

3. Minutes Approval

3.1. Community Standards Appeal Committee Meeting - June 3, 2021

MOTION:

THAT the Minutes of the June 3, 2021, Community Standards Appeal Committee be approved as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Alex McKenzie
SECONDER:	Michelle Landsiedel
FOR:	Schaffer, Secord, McKenzie, Landsiedel
ABSENT:	Arora

4. Appeal Hearings

4.1. Community Standards Appeal Committee Appeal Hearing – CSAC 2021-001

Appeal: Approval of Hen License Application No. 2021-009

Civic Address: 137 Hinge Road, Fort McMurray, AB

Legal Address: Lot 13, Block 47 Plan 7620092

Parties Appearing before the Committee:

Sheri Raike, Appellant

Sabrina Caterini, Manager, Community and Protective Services, Bylaw Services

Caitlin Hanly, Municipal Legal Counsel

Camille Goodheart, Municipal Legal Counsel

Rebecca Turner, Hen License Applicant

Following introductions of the Committee Members and the parties in attendance, Chair, S. Schaffer confirmed with the parties that there were no objections to the constitution of the Committee. No objections were raised.

The hearing proceeded with submissions made by the Municipality, the Appellant, and the Hen License Applicant.

MOTION:

THAT Rick Turner, property owner, 137 Hinge Road, be granted five-minutes to make a verbal submission.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Alex McKenzie
SECONDER:	David Secord
FOR:	Schaffer, Secord, McKenzie, Landsiedel
ABSENT:	Arora

Following the verbal submission from Rick Turner who spoke in opposition to the appeal, the following written submissions were received and acknowledged by the Committee:

- Edward and Theresa Portugie – In favour of the Appeal
- Brian and Rena Rott– In favour of the Appeal
- Dale Hannigan– In favour of the Appeal
- KC Hutchins – Opposed to the Appeal
- Ella Rankin– Opposed to the Appeal
- Annie Legris– Opposed to the Appeal
- Barry Waller– Opposed to the Appeal
- Monique Web– Opposed to the Appeal
- Nicole Funk– Opposed to the Appeal
- Christa Warren– Opposed to the Appeal
- Nolan Metzler – Opposed to the Appeal

Following closing comments from the parties, Chair S. Schaffer asked the parties present, if they felt that the hearing was conducted in a fair manner. No issues were brought to the Committee's attention.

MOTION:

THAT the Committee Standards Appeal Committee close deliberations pursuant to section 23(1)(b) of the *Freedom of Information and Protection of Privacy Act*, and section 42 of the Community Standards Appeal Committee Bylaw No. 19/001

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Alex McKenzie
SECONDER:	David Secord
FOR:	Schaffer, Secord, McKenzie, Landsiedel
ABSENT:	Arora

The Community Standards Appeal Committee deliberated in a closed session from 8:19 p.m. to 9:06 p.m.

MOTION:

THAT the Community Standards Appeal Committee reconvene in public.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	David Secord
SECONDER:	Michelle Landsiedel
FOR:	Schaffer, Secord, McKenzie, Landsiedel
ABSENT:	Arora

MOTION:

THAT Appeal No. CSAC 2021-001, filed in relation to the approval of Hen License Application No. 2021-009, at 137 Hinge Road, legally known as Lot 13, Block 47, Plan 7620092 be denied; and

THAT Hen License Application No. 2021-009 for 137 Hinge Road be approved.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Michelle Landsiedel
SECONDER:	Alex McKenzie
FOR:	Schaffer, Secord, McKenzie, Landsiedel
ABSENT:	Arora

Chair S. Schaffer announced that a written decision providing the Committee's reasons for their decision would be issued to all parties following the hearing.

Adjournment

The meeting adjourned at 9:08 p.m.

Chair

Minutes of a Meeting of the Wood Buffalo Development Advisory Committee held via Electronic Communications in Fort McMurray, Alberta, on Wednesday, July 7, 2021, commencing at 9:00 AM.

Present:

Bryce Kumka, Chair
 Bilal Abbas, Public-At-Large
 Jessica Bowles, Health and Wellness Field
 Steven Hale, Education Sector
 Scott Jackson, Oil and Gas Industry
 David Secord, Business Community
 Dan Soupal, Land Development Industry
 Ijeoma Uche-Ezeala, Public-At-Large
 Beverley Tjarera, Community Development

Absent:

Diana Noble, Public-At-Large
 Jin Li, Public-At-Large
 Curtis Williams, Community Development
 Justin MacNeil, Arts, Culture and Recreation Sector
 Bruce Inglis, Councillor

Administration:

Matthew Hough, Deputy Chief Administrative Officer
 Christopher Booth, Acting Director, Planning and Development
 Kelly Hansen, Director, Strategic Planning and Program Management
 Monica Lance, Manager, Special Projects
 Sonia Soutter, Manager, Senior Legislative Officer
 Heather Fredeen, Legislative Officer

1. Call to Order

Chair Bryce Kumka called the meeting to order at 9:02 a.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT: CARRIED [UNANIMOUS]
MOVER: Dan Soupal, Land Development Industry
SECONDER: Beverley Tjarera, Community Development
FOR: Soupal, Kumka, Jackson, Secord, Tjarera, Uche-Ezeala, Abbas, Bowles, Hale
ABSENT: Noble, Li, Williams, Macneil

3. Minutes of Previous Meetings

3.1. Wood Buffalo Development Advisory Committee Meeting - June 2, 2021

MOTION:

THAT the Minutes of the Wood Buffalo Development Advisory Committee Meeting held on June 2, 2021, be approved as presented.

RESULT: ACCEPTED [UNANIMOUS]
MOVER: David Secord, Business Community
SECONDER: Scott Jackson, Oil and Gas Industry
FOR: Soupal, Kumka, Jackson, Secord, Tjarera, Uche-Ezeala, Abbas, Bowles, Hale
ABSENT: Noble, Li, Williams, Macneil

4. New and Unfinished Business

4.1. Council Strategic Plan Progress Update

Christopher Booth, Acting Director, Planning and Development provided a progress update on Council's Strategic Plan as it relates to the Planning and Development Department, including the status of the new Land Use Bylaw, permitting statistics and the Downtown Redevelopment project.

4.2. Red Tape Reduction - Planning and Development Process Review Project Update

Christopher Booth, Acting Director, Planning and Development, provided an update on the Red Tape Reduction - Planning and Development Process Review Project, noting that a proponent has been selected to oversee the project. It was also noted that a Public Hearing will be held on July 13, 2021, for the Change of Use process improvements as it relates to Permitted Uses.

4.3. Red Tape Reduction - Brainstorm Session

The Committee discussed their upcoming meeting regarding Red Tape Reduction with the Honourable Prasad Panda, Minister of Infrastructure scheduled for later in the day.

Action

Administration committed to providing an update on regulations and jurisdiction of land around the water ways.

4.4. Committee Presentations to Council Follow-up

Chair Bryce Kumka provided a briefing on recent presentations to Council on behalf of the Committee, regarding support for a National Flood Insurance Strategy resolution to the Alberta Urban Municipalities Association and the Federation of Canadian Municipalities, as well as support for the Planning and Development Red Tape Reduction - Process Review Project, noting that the presentations were well received by Council.

4.5. Summer Meeting Schedule

With consensus of the Committee, no changes were made to the Committee's summer meeting schedule.

Action

S. Jackson requested that the Committee have a discussion at an upcoming meeting, regarding a municipal infrastructure project to assist small businesses.

Adjournment

The meeting adjourned at 10:12 p.m.

Chair

Minutes of a Meeting of the Public Art Committee held via electronic communications in Fort McMurray, Alberta, on Wednesday, July 14, 2021, commencing at 6:00 p.m.

Present:

Nabil Malik, Vice Chair
Waverly Muessle
Todd Hillier
Krista Balsom, Councillor

Absent:

Sharon Heading, Chair
Paul Cooke

Administration:

Jade Brown, Chief Legislative Officer, Legislative Services
Toni Elliott, Senior Manager, Community and Protective Services
Caitlin Downie, Manager, Community and Protective Services
Isela Contreras-Dogbe, Supervisor, Community and Protective Services
Karen Puga, Lead Coordinator, Community and Protective Services
Theresa Buller, Department Administrator, Community and Protective Services
Caitlin Sheaves, Clerk, Legislative Services

1. Call to Order

Nabil Malik, Vice Chair, called the meeting to order at 6:05 p.m.

2. Adoption of Agenda

MOTION:

THAT the agenda be adopted as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Todd Hillier
SECONDER:	Waverly Muessle
FOR:	Malik, Muessle, Hillier
ABSENT:	Heading, Cooke

3. Minutes of Previous Meetings

3.1. Public Art Committee - Meeting - June 9, 2021

THAT the minutes of the Public Art Committee meeting held on June 9, 2021 be accepted as presented.

RESULT:	ACCEPTED [UNANIMOUS]
MOVER:	Waverly Muessle
SECONDER:	Todd Hillier, Safety and Security Sector
FOR:	Malik, Muessle, Hillier
ABSENT:	Heading, Cooke

4. New and Unfinished Business

4.1. Mural Installation Option

Todd Hillier, Committee Member, spoke to the opportunity to include a mural on the underpass located at the intersection of C.A Knight Way and Franklin Avenue as a project for 2022. It was noted that this would align with the Wood Buffalo Downtown Revitalization Advisory Committee and Wood Buffalo Waterfront Advisory Committee. The Committee provided feedback on pursuing this as an option for a project in 2022. Administration noted that the 2022 workplan will be reviewed and will be brought forward for Council's consideration in Q1 2022.

4.2. Alberta Professional Planner's Institute Conference Update

Nabil Malik, Vice Chair, advised that he will be making a presentation at the Alberta Professional Planners Institute Conference, being held in October 2021 on the development of the Wood Buffalo Public Art Plan. It was noted that the presentation will be a panel style including Sharon Heading Chair of the Public Art Committee along with a Representative from Fort McMurray Wood Buffalo Economic Development and Tourism.

The Committee expressed their support of this presentation and requested to view the application.

4.3. 2021 Workplan Review and Updates

Theresa Buller, Department Administrator, provided an update on various Public Art programs including the Temporary Public Art Program, Public Sites Program, Acquisitions Program and the Artists and Community Program. It was noted that projects within each program are moving forward as anticipated.

4.4. Committee Skills Matrix

Caitlin Sheaves, Legislative Coordinator, Legislative Services provided an overview of the matrix noting that it will be reviewed by the Department Administrators prior to the matrix being shared with the Public Art Committee.

4.5. Review of Action Items

Theresa Buller, Department Administrator, advised that Administration has reached out to both the Wood Buffalo Waterfront Advisory Committee and the Wood Buffalo Downtown Revitalization Advisory Committee to set up a meeting with the Public Art Committee when they reconvene in September.

4.6. Committee Summer Meeting Schedule

MOTION:

THAT the regular Public Art Committee meeting for the month of August be cancelled.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Waverly Muessle
SECONDER:	Todd Hillier
FOR:	Malik, Muessle, Hillier
ABSENT:	Heading, Cooke

Adjournment

The meeting adjourned at 6:55 p.m.

Chair

Minutes of a Meeting of the Wood Buffalo Development Advisory Committee held via Electronic Communications in Fort McMurray, Alberta, on Wednesday, August 4, 2021, commencing at 9:00 AM.

Present:

Bryce Kumka, Chair
 Jessica Bowles, Health and Wellness Field
 Steven Hale, Education Sector
 David Secord, Business Community
 Dan Soupal, Land Development Industry
 Beverley Tjarera, Community Development
 Ijeoma Uche-Ezeala, Public-At-Large
 Curtis Williams, Community Development

Absent:

Diana Noble, Public-At-Large
 Scott Jackson, Oil and Gas Industry
 Jin Li, Public-At-Large
 Bilal Abbas, Public-At-Large
 Justin MacNeil, Arts, Culture and Recreation Sector
 Bruce Inglis, Councillor

Administration:

Jade Brown, Chief Legislative Officer
 Kelly Hansen, Director, Strategic Planning and Program Management
 Brad McMurdo, Director, Planning and Development
 Monica Lance, Manager, Special Projects
 Sonia Soutter, Manager, Legislative Services
 Heather Fredeen, Legislative Officer

1. Call to Order

Chair Bryce Kumka called the meeting to order at 9:11 a.m.

2. Adoption of Agenda

MOTION:

THAT the Agenda be adopted as presented.

RESULT: CARRIED [UNANIMOUS]
MOVER: David Secord
SECONDER: Dan Soupal
FOR: Soupal, Kumka, Secord, Tjarera, Williams, Uche-Ezeala, Bowles, Hale
ABSENT: Noble, Jackson, Li, Abbas, MacNeil

3. Minutes of Previous Meetings

3.1. Wood Buffalo Development Advisory Committee Meeting - July 7, 2021

MOTION:

THAT the Minutes of the Wood Buffalo Development Advisory Committee Meeting held on July 7, 2021, be approved as presented.

RESULT: CARRIED [UNANIMOUS]
MOVER: Dan Soupal
SECONDER: Curtis Williams
FOR: Soupal, Kumka, Secord, Tjarera, Williams, Uche-Ezeala, Bowles, Hale
ABSENT: Noble, Jackson, Li, Abbas, MacNeil

4. Presentation

4.1. Rachel Orser, Supply Chain Management, re: Regional Municipality of Wood Buffalo Procurement Process

Rachel Orser, Director, Supply Chain Management, provided a presentation on the Municipality's procurement process and indicated that amendments to the Social Procurement Council Policy, which is intended to provide support to local vendors including local indigenous vendors, would be brought forward for Council consideration at their September 14, 2021, Council Meeting

5. New Unfinished Business

With consensus of the Committee, agenda item 5.3 was discussed before agenda items 5.2 and then 5.1.

5.3. Meeting with Ministers re: Red Tape Reduction

Chair B. Kumka provided an overview of the Committee's meeting with the Associate Minister, Red Tape Reduction, on July 7, 2021

Action

Due to the cabinet shuffle on July 8, 2021, Administration will connect with the office of the new Associate Minister of Red Tape Reduction to arrange for a meeting with the Committee.

5.2. Municipal Development Plan Update

Such Chandhiok, Supervisor, Planning and Development provided an update on the status of the Municipal Development Plan project, noting that the project team is awaiting engagement results regarding the draft goals and vision for the plan.

5.1 Red Tape Reduction - Planning and Development Process

Amanda Haitas, Senior Manager, Planning and Development, provided a status update on the Red Tape Reduction - Process Review Project, noting that negotiations with the selected proponent are ongoing; however, internal preparation work is underway.

5.4. Roundtable

There were no updates provided during roundtable discussions.

Adjournment

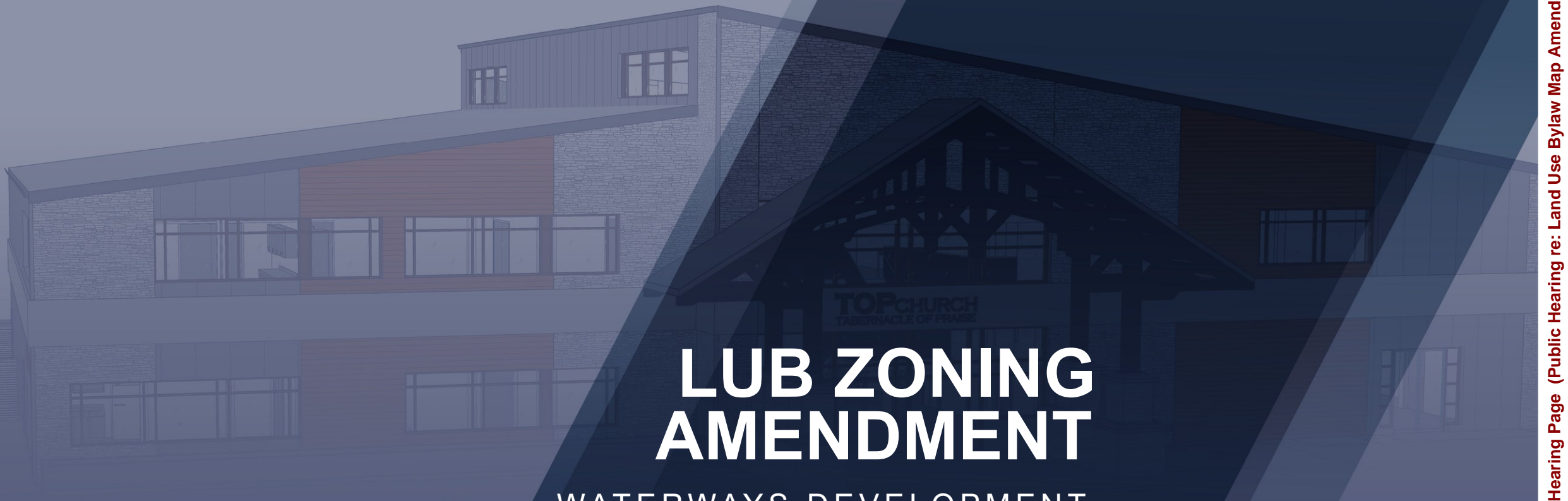
The meeting adjourned at 10:48 a.m.

Chair

- 6.1. Public Hearing re: Land Use Bylaw Map Amendment - Redesignation of lands legally described as Lot 17, Block 2, Plan 212 1294 from Community Commercial (C1) District to Mixed/Transitional Commercial (C2) District.**
- A. Introduction from Administration
- Brad McMurdo, Director, and Christopher Booth, Manager, Planning and Development
- B. Opening Statement from Applicant
- Mat Espinoza, Corcoda Inc., Marlon and Cheryl Alexander, Tabernacle of Praise Church
- C. Written Presentations
- Mat Espinoza, Corcoda Inc. PowerPoint Presentation
 - Marlon Alexander, Illustration
 - Cheryl Alexander, Illustration
- D. Verbal Presentations
None received
- E. Other Verbal Presentations (Time Permitting and with Consent of Council)
- F. Questions of Council
- G. Closing Statement from Applicant
- Mat Espinoza, Corcoda Inc.
- H. Closing Statement from Administration

6.1 Public Hearing re: Land Use Bylaw Map Amendment - Redesignation of lands legally described as Lot 17, Block 2, Plan 212 1294 from Community Commercial (C1) District to Mixed/Transitional Commercial (C2) District.

Mat Espinoza, Corcoda, Inc. (Applicant) -
PowerPoint Presentation



LUB ZONING AMENDMENT

WATERWAYS DEVELOPMENT
7305 Railway Ave

TOPCHURCH
TABERNACLE OF PRAISE

CORCOSA
INCORPORATED

S E P T E M B E R 1 4 , 2 0 2 1

1.0 DEVELOPMENT HISTORY

TOP CHURCH HAS BEEN IN THE COMMUNITY FOR OVER 40 YEARS



1980

Dr. & Mrs. Neil arrived
in Fort McMurray, AB



1986

Donated original church
building in Waterways to
Heritage Park
Built new building on
existing lot 7211 Bulyea Ave



1996

Purchased larger
building at
7308 Bulyea Ave

1998

Added a Gym and
Family Life Centre
extension



2014

Updated exterior
of building



2016

Lost building in
Wildfire

2019

Purchased
128 Garden Lane



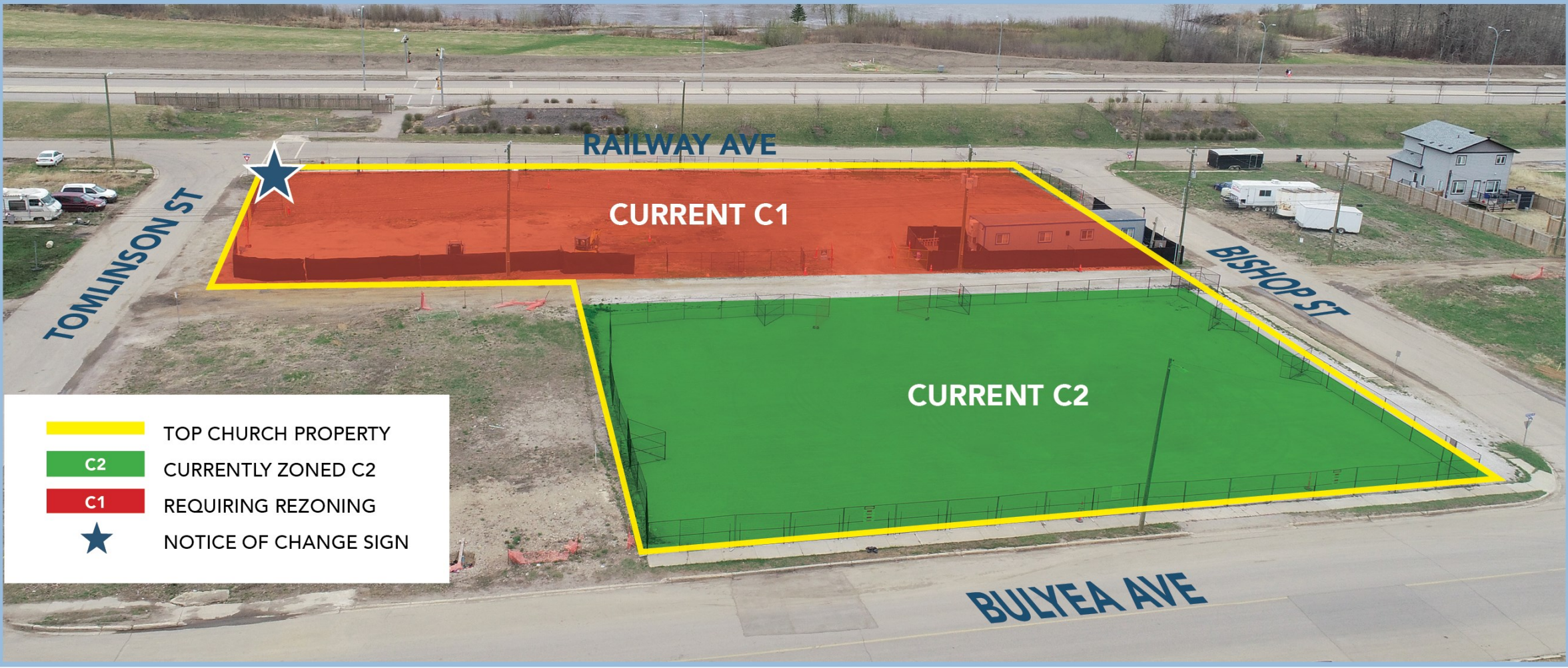
2020

Spring Flood

TOPCHURCH
TABERNACLE OF PRAISE

TOP Church has been a member of the Waterways community since 1980, but lost their building in the 2016 Wildfire and have been trying to rebuild ever since.

2.0 DOCUMENT COMPLIANCE



Attachment: Public Hearing Page (Public Hearing re: Land Use Bylaw Map Amendment -

3.0 COMMUNITY ENGAGEMENT



4.0 INFORMED RESIDENTS

PROPOSED DEVELOPMENT CONCEPT



BULYEA AVE / BISHOP ST

Attachment: Public Hearing Page (Public Hearing re: Land Use Bylaw Map Amendment -

THANK YOU

ON BEHALF OF

TOPCHURCH
TABERNACLE OF PRAISE

CORCOSA
INCORPORATED

Attachment: Public Hearing Page (Public Hearing re: Land Use Bylaw Map Amendment -

6.1 Public Hearing re: Land Use Bylaw Map Amendment - Redesignation of lands legally described as Lot 17, Block 2, Plan 212 1294 from Community Commercial (C1) District to Mixed/Transitional Commercial (C2) District.

Marlon Alexander, Pastor, Tabernacle of Praise Church (Applicant) – Illustration

TOPCHURCH
TABERNACLE OF PRAISE

**BUILT
LIVE
HOPE**

community

IN WHOM ALL THE BUILDING FITLY FRAMED TOGETHER
GROWETH UNTO AN HOLY TEMPLE IN THE LORD:
EPHESIANS 2:21

VISION 2021

6.1 Public Hearing re: Land Use Bylaw Map Amendment - Redesignation of lands legally described as Lot 17, Block 2, Plan 212 1294 from Community Commercial (C1) District to Mixed/Transitional Commercial (C2) District.

Cheryl Alexander, Tabernacle of Praise Church (Applicant) - Illustration

TOP CHURCH HAS BEEN IN THE COMMUNITY FOR OVER 40 YEARS

6.1.a



1980

Dr. & Mrs. Neil arrived
in Port McMurray, AB



1986

Donated original church
building in Waterways to
Heritage Park
Built new building on
existing lot 7211 Buljee Ave



1996

Purchased larger
building at
7308 Buljee Ave

1998

Added a Gym and
Family Life Centre
extension



2014

Updated exterior
of building



2016

Lost building in
Wildfire

2019

Purchased
120 Garden Lane



2020

Spring Flood

TOP CHURCH
TABERNACLE OF PRAISE

TOP Church has been a member of the Waterways community since 1980, but lost their building in the 2016 Wildfire and have been trying to rebuild ever since.

Attachment

Packet Pg. 80

Subject: Bylaw No. 21/018 - Land Use Bylaw Amendment - Lot 17, Block 2, Plan 212 1294**APPROVALS:****Jamie Doyle**_____
Director_____
Chief Administrative Officer**Recommended Motion:**

1. THAT Bylaw No. 21/018, being a Land Use Bylaw Amendment specific to Lot 17, Block 2, Plan 212 1294 be read a second time.
2. THAT Bylaw No. 21/018 be read a third and final time.

Summary:

An application has been submitted by the Tabernacle of Praise Church (Church) for a Land Use Bylaw amendment to re-district Lot 17, Block 2, Plan 212 1294 from Community Commercial (C1) District to Mixed/Transitional Commercial (C2) District, as shown in Attachment 1. Religious Assembly is not an available land use in the C1 District, but is available in C2, thereby accommodating the rebuild and expansion of Tabernacle of Praise Church. The adjacent property, Lot 15, Block 2, Plan 182 1781 is also owned by the Church and is already designated C2. Together, both lots will enable a comprehensive redevelopment, providing space for a new building, parking, and green space.

The authority to amend the Land Use Bylaw is vested with Council under the *Municipal Government Act*. Planning and Development recommends that the proposed amendment be approved.

Background:

The Tabernacle of Praise Church began operations as a Religious Assembly at 7308 Bulyea Avenue (Lot 15, Block 2, Plan 182 1781) in 1996. When the current Land Use Bylaw came into effect in 1999, the subject property was designated Community Commercial (C1). Religious Assembly is not included as a use in that district, making the Church legally non-conforming until the building was destroyed in the 2016 Horse River Wildfire. Initially, the Church intended to rebuild at 7308 Bulyea Avenue and successfully re-districted that property in July 2017 (Bylaw No. 17/019) to Mixed/Transitional Commercial (C2) to accommodate the Religious Assembly use. A

Development Permit (2018-DP-00719) was approved for the rebuild in 2018, but in 2019, the Church made the decision to relocate to a larger parcel in Draper, purchasing 128 Garden Lane. However, following the April 2020 flood, they opted to return to the original location at 7308 Bulyea Avenue.

To better facilitate their planned development and provide more room for their operations, the Church purchased the adjacent Lot 17 along Railway Avenue. The expanded site comprising Lots 15 and 17 allows for more green space, and a more favourable orientation for the main building. The southeast portion of Lot 17 is below the 250m elevation, but both properties are to be protected by the Municipality's structural flood mitigation, currently under construction. The Church has committed to working to further mitigate flood risks through a future development permit application.

The COVID-19 pandemic made an in-person public open house undesirable and impractical. The Church instead advertised the proposed amendment in the Fort McMurray Today for two (2) weeks, delivered pamphlets to adjacent neighbours, and held a drive-through open house on the subject property. The Municipality also notified landowners within 60m of the property by mail, resulting in two (2) comments being received. One requested more information about the development and the second submitted concerns about the rebuild and flooding. Both were supplied with additional information and no further concerns were raised.

Rationale for Recommendation:

The proposed C2 - Mixed/Transitional Commercial District allows Religious Assembly as a Permitted Use, thereby accommodating a redevelopment of the Tabernacle of Praise Church. The C2 district also provides more flexibility for building setbacks and height, making it easier to situate the planned building. The enlarged and newly designed site offers enhanced curb appeal, more space for an adjacent gathering area for celebrations, and adequate parking.

The proposed amendment is consistent with the directions and principles of the Municipal Development Plan, including U.4.1.1 (Encourage a mix of land uses) and U.5.1.1 (Celebrate cultural diversity). The re-introduction of religious uses in Waterways promotes more complete and diverse communities, which is also consistent with the vision of the City Centre Area Redevelopment Plan (CCARP). Section 5.5.8.3 of the CCARP identifies Bulyea and Railway Avenues as a mixed-use corridor that enhances "small-town character." Development of the site can be supported thanks to the Municipality's structural flood mitigation, which is expected to be complete by October, 2022.

Administration supports the proposed Land Use Bylaw text amendment and recommends that Bylaw No. 21/018 be given first reading to allow for scheduling of a public hearing.

Strategic Priorities:

Downtown Revitalization
Regional Economic Development

Attachments:

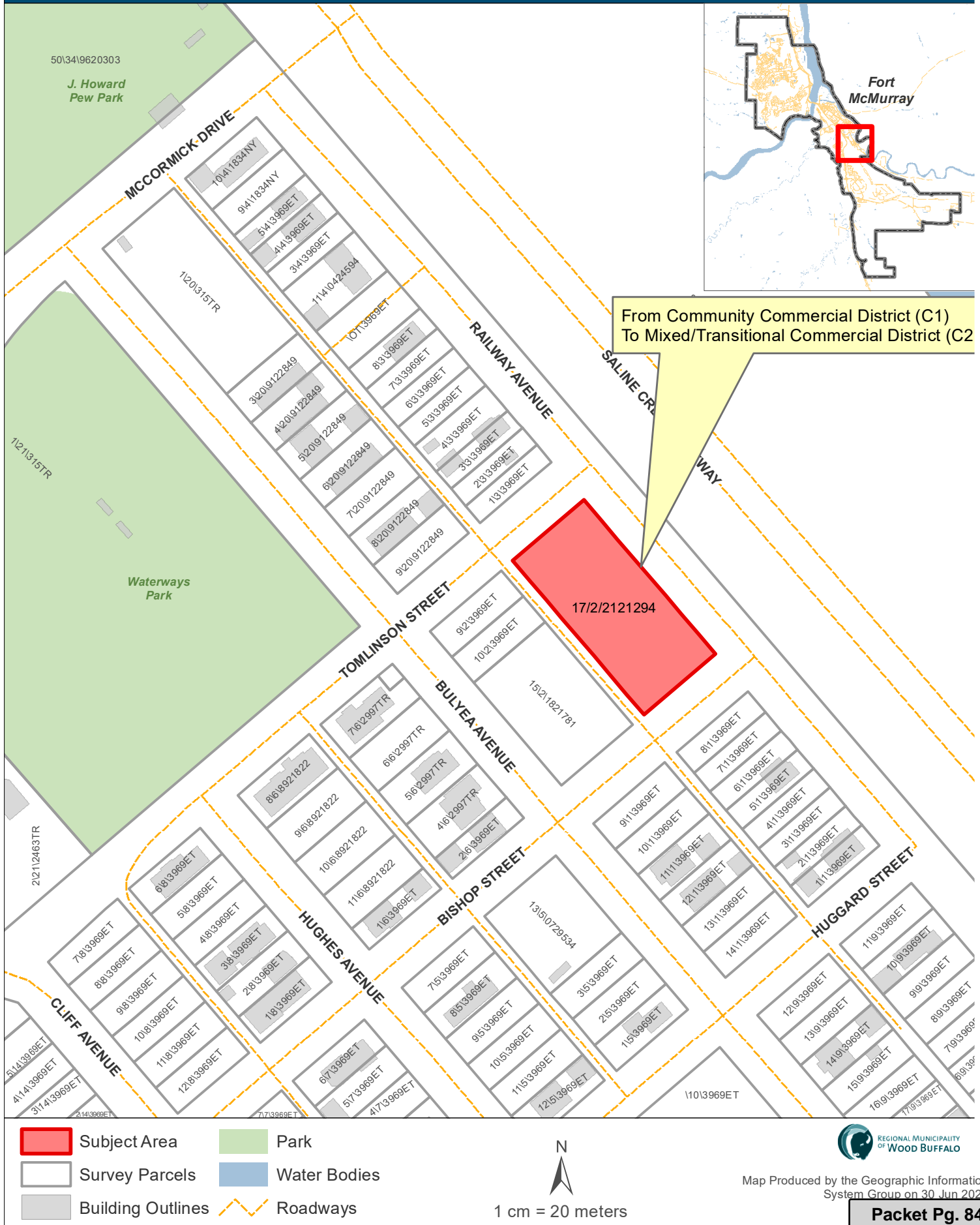
1.Subject Area Map

2.Bylaw No. 21/018 Land Use Bylaw Amendment C1 to C2

SUBJECT AREA MAP

Lot 17, Block 2, Plan 2121294

Attachment



Attachment: 1. Subject Area Map (Bylaw No. 21/018 - Land Use Bylaw Amendment C1 to C2)

BYLAW NO. 21/018**A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND THE LAND USE BYLAW NO. 99/059**

WHEREAS pursuant to Sections 639 and 191(1) of the *Municipal Government Act*, RSA 2000, c. M-26 a Council may pass and amend a land use bylaw;

NOW THEREFORE the Regional Municipality of Wood Buffalo, in Council duly assembled, enacts as follows:

1. Land Use Bylaw No. 99/059 as amended, is hereby further amended by re-designating lands legally described as Lot 17, Block 2, Plan 212 1294 from Community Commercial (C1) District to Mixed/Transitional Commercial (C2) District.
2. This Bylaw comes into effect this when it is passed.

READ a first time this 13th day of July, 2021.

READ a second time this _____ day of _____, 2021.

READ a third and final time this _____ day of _____, 2021.

SIGNED and PASSED this _____ day of _____, 2021.

Mayor

Chief Legislative Officer



Subject: Strategic Plan Progress Report - Summary of Progress (2018-2021)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the Strategic Plan Update, dated September 14, 2021, be accepted as information.

Summary and Background:

The 2018-2021 Strategic Plan was approved by Council on January 30, 2018. Work supporting the four (4) strategic priorities is ongoing. The Strategic Plan (the Plan) update (Attachment 1) details the progress to date.

The Plan includes organizational vision, mission, and values, four (4) strategic priorities, strategies and initiatives to advance those priorities and key performance indicators.

Directors have been identified to lead each of the strategies and initiatives, and these individuals have described milestones, implementation timelines, and an associated budget. The 2020 Operating Budget approved by Council, contained the resources necessary to accomplish the activities scheduled throughout 2021.

The Plan continues to guide the work of Administration and the work will be continued until all initiatives are complete. In some instances, this will require continuation of work beyond the Plan timeline. The Strategic Planning and Program Management Department will ensure continued reporting, monitoring, and coordination with the responsible departments.

Budget/Financial Implications:

There are no budget or financial implications as all work associated with the Strategic Plan have been accounted for within the Council approved Operating Budget.

Strategic Priorities:

Responsible Government
Downtown Revitalization
Regional Economic Development
Rural and Indigenous Communities and Partnerships

Attachments:

1. Strategic Plan Progress Report Summary of Progress (2018-2021)

Strategic Plan PowerPoint

Attachment 1 – Strategic Plan Progress Report - Summary of Progress (2018-2021)

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
Strategic Priority #1: Responsible Government					
1a	Fiscal Responsibility	Finance	<ul style="list-style-type: none"> 2020 Audited Consolidated Financial Statements presented to Council. 2021 Tax Rate Bylaw presented to and approved by Council. 	<ul style="list-style-type: none"> Present quarterly financial updates to Council and Public. 	🎯
1b	Shared Services	Finance	<ul style="list-style-type: none"> Agreements for Arctic Winter Games, Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT) and Wood Buffalo Regional Library in place. Services are being delivered with existing staff and no fulltime equivalent staff additions are required. 	<ul style="list-style-type: none"> Review agreements annually. 	🎯
1c	Budgets and Financial Plans	Finance/CAO	<ul style="list-style-type: none"> 2021 Budget approved by Council. 	<ul style="list-style-type: none"> Prepare 2022 Budget and plans. 	🎯
1d	Asset Management	Engineering/ Public Works	<ul style="list-style-type: none"> Completed the procurement process to retain a consultant for the uploading of approximately 75 as-built project drawings into Geographic Information System (GIS). The uploading will provide asset inventory database of these already completed projects. 	<ul style="list-style-type: none"> Targeted to be complete uploading by August 2021. To date, 65 as-built project drawings have been uploaded and completed. The remaining projects are in process of upload or Quality Assurance/Quality Control. 	🕒
			<ul style="list-style-type: none"> Consultant has been on board and working on uploading completed contracts since Q4 2020. 	<ul style="list-style-type: none"> Targeted to be completed by end of January 2021 and overall project is planned to be completed by Q3 2021. 	🎯
			<ul style="list-style-type: none"> Completed the procurement process of retaining a consultant to provide inventory and create a database for mechanical equipment related to water and wastewater facilities such as Water Treatment Plant, Wastewater Treatment Plant, Lift Stations, Pump Houses, etc. The product of this contract would provide asset database of these pieces of equipment. 	<ul style="list-style-type: none"> To complete the asset inventory data collection on High Lift Pump Station and Administration building. Continue identifying and assessing critical assets and asset useful life cycle. 	🎯
			<ul style="list-style-type: none"> Continue working on the Asset Management implementation plans across municipal departments. 	<ul style="list-style-type: none"> Asset Management Improvement and Reporting tool has been developed and currently being reviewed with functional groups. Functional working groups have been identified. CMMS (Computerized Maintenance Management System), System Application and Product in Processing (SAP) Asset Management and Plant Maintenance Module Corporate Working Group have been identified and requirements definition is being conducted. Continue preparing Tangible Capital Asset reports for completed capital projects. 	🎯

Attachment: 1. Strategic Plan Progress Report Summary of Progress (2018-2021) (Strategic Plan







On Target



Delayed



Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1d	Continued		<ul style="list-style-type: none"> Support for asset registry development, growth and improvement across multiple departments. 	<ul style="list-style-type: none"> Determine requirements for ongoing municipal Asset Management initiatives, adjust data mining when deemed valuable, and provide support as required by stakeholders. 	
			<ul style="list-style-type: none"> Initiating development of processes and procedures to create synergies regarding asset acquisition, disposal, and refurbishment. This effort will help close gaps that affect operation and maintenance of municipal assets, improving our return on investment and ensuring municipal assets reach expected life expectancy. 	<ul style="list-style-type: none"> Working groups have been created and working sessions are ongoing. This is a cross-functional effort to ensure the process is working for all stakeholders. 	
1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> Continue 2021 goal setting and roll-out. Working with leaders regarding business continuity and workforce planning during the Coronavirus Disease 2019 (COVID-19) pandemic. Creation of a leadership development program for 2021. 	<ul style="list-style-type: none"> 2021 mid-year performance reviews are in the process of being completed for all exempt employees. Continue to roll out the leadership development program. 	
1f	Foster equality, diversity and inclusion in the region	Community & Protective Services	<ul style="list-style-type: none"> The Coordinated Access System (CAS) continues to run with 13 access points in the community where individuals and families experiencing or at risk of homelessness can be assessed, access referrals for supports, and be added to the centralized waiting list for Community Plan on Homelessness (CPH) programs. As of August 4, 2021, there were 56 people on the wait list for housing program supports. Of the 56, 52 are active – 29 chronic and 23 episodic. From January 1 to July 31, 2021 the Community Plan on Homeless programs transferred 39 new individuals from the By-Name List into a housing program and had 168 individuals and families on caseload. As of June 30, 2021, 62 individuals were diverted out of shelter into alternate safe housing options through the Diversion Program (funded through the federal COVID-19 grant). Reaching Home Funding allotted through Homelessness Initiatives Strategic Committee (HISC) to Council with a focus on Indigenous Housing, a Graduate program, and Diversion and Outreach programs. The funding was allotted with the intent of reaching Functional Zero; ending chronic homelessness and aligning with the Truth and Reconciliation Commission (TRC) Calls to Action. 	<ul style="list-style-type: none"> Agencies and CPH to work together to move and support individuals from the Housing First program to the Graduate program. Making room for more chronic individuals to be housed in the appropriate program. 	
			<ul style="list-style-type: none"> In collaboration with Indigenous and Rural Relations (IRR), completed review of the Community Impact Grant to integrate the TRC Call's to Action as foundational to the grant and not a separate goal. This enables Community Investment Program (CIP) review clear data on the progress 	<ul style="list-style-type: none"> Ongoing collaboration with IRR to ensure Indigenous perspective is maintained in Community Investment Program funding. 	





On Target







Delayed



Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1f	Continued		<p>as we work toward reconciliation in the region and support identification of areas for improvement.</p> <ul style="list-style-type: none"> • Development of a CIP logic model with an outcome focused on diversity and inclusion. Outcome and measurement can be used by nonprofits receiving a CIP grant. This will support our data collection on community outcomes around diversity and inclusion within the grants CIP allocates. • Diversity and Inclusion Community Plan 2017-2022 progress report completed and presented to Council in Q4 2020. • Administration continues to sit on the Canadian Commission for the United Nations Education, Scientific, and Cultural Organization (CCUNESCO) Coalition of Inclusive Municipalities and is a continued signatory. • The Advisory Committee On Aging (ACOA) Work Plan has been completed and adopted as a guiding document by Council. • The Snow Angels program was a success serving more than 80 households during the winter of 2021. • Poverty profile and snapshot have been completed. RMWB joined the Alberta Living Wage Network Council and have completed the 2021 living wage calculation. • An Equity & Inclusion Office supported by interdepartmental staff members has been created to support continued progress on equity and inclusion within the organization. 	<ul style="list-style-type: none"> • One-to-one support is provided to nonprofit organizations for outcome measurement. • Social Planning working to complete outstanding actions within the Diversity & Inclusion Community Plan by end of 2022. • Involvement to continue. • Culture and Social Development (CSD) will work collaboratively with ACOA and partner organizations to implement the ACOA Work Plan. • Recruitment is underway for volunteers for 2021/22. • Launch of annual Poverty and Homelessness Awareness Week. • Results of the Employee Census will be released in Q3 and will include an action plan to address recommendations from the census results. 	
1g	Accessibility	Engineering/ Public Works	<ul style="list-style-type: none"> • Progress has been delayed due to COVID-19 and employee resources. • Technical drawings are being developed. 	<ul style="list-style-type: none"> • Issuance of Scopes of Work for vendors to tender on Q3 2021. 	
1h	Intergovernmental Relations	Communications & Engagement	<ul style="list-style-type: none"> • Impactful communications through different levels of government supporting numerous advocacy topics: COVID-19, flood recovery and mitigation funding, jurisdictional responsibilities, Emergency Medical Services (EMS) dispatch, rural taxation, the energy industry, insurance accessibility, Highway 881 impacts, Métis cultural center, early learning and child care plan, and shovel ready infrastructure projects. • Secured a third party to support government relations and have begun to work on intergovernmental relations strategy. 	<ul style="list-style-type: none"> • Continue providing support through advocacy on important Municipal topics. • Continue tracking issues and monitoring areas of interest to the region. • Preparation of information package for meetings with government as required. • Development and refinement of government relations strategy as it relates to priority advocacy issues and outcome of Federal Election and Provincial By-Election. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1i	Partnerships with Social Profits	Community & Protective Services	<ul style="list-style-type: none"> Co-Leading with the Centre of Hope in the planning and implementation of the 2021 Heading Home BBQ. The Community Plan on Homelessness staff and agency staff participated in a Built for Zero-Canada (BFZ-C) East Meets West information series in July sharing information and making presentations on Coordinated Access System and Landlord relations. The Federal Government announced a third allotment of the Reaching Home – COVID-19 funding (\$1.1M for RMWB); request for proposals closed in June 2021, with the eligible projects of Housing First, Graduate Program, Diversion Program, Outreach Program. Each agency received funding for client cultural needs. Continued engagement and collaboration with local agencies that serve individuals experiencing homelessness, including regular sector meetings, quarterly meetings with funded CPH agencies, training for staff at the funded CPH agencies. Motivational Interviewing (MI) Training Community Team planning and implementation. Each of the funded agencies (1 representative trained in MI, the Community Based Organizations (CBO) and the Canadian Alliance to End Homelessness are collaborating to work on a training system for all funded agency staff. 2021 Point In Time (PiT) Count was conducted in the community with the support and collaboration of funded agencies, AHS and homeless serving agencies. For the 2021 Point in Time count, the Regional Municipality of Wood Buffalo worked with 7 Cities, the Province, and a data consultant on a 7 Cities sub-committee to ensure consistency in collecting the administrative data. The original plan was to conduct a street count with unsheltered individuals and a shelter count for sheltered individuals. Due to the increase of COVID-19 positive cases, it was decided at the 7 Cities leadership table to collect administrative and systems data only. This decision was based on minimizing risk to agencies and ensuring staff remain safe, while still collecting data to satisfy Reaching Home 	<ul style="list-style-type: none"> Working with Alberta Health Services (AHS) permitting, internal safety department, parks and recreation, Transit, Council and management. Royal Canadian Mounted Police (RCMP) and Bylaw are attending. Focus on the Indigenous Liaison Officer. A bus from Transit to be onsite for a ridership etiquette activity. Continue to attend East Meets West Information sessions to share information and to obtain information from other communities across Canada. Continue working with Built for Zero and aim to drive reductions in chronic and veteran homelessness. Reach the next milestone of a 50% reduction in chronic homelessness with 21 or fewer active chronic homeless individuals for 3 months consecutively. As of August 4, 2021, Fort McMurray had 29 active chronic homeless individuals on the By-Name List (BNL). Continue to engage and collaborate with local agencies in the same capacity. Develop training program with slide deck presentation, pre- and post- participant assessments and training surveys. Development of participant certificates. Establish the training for the funded agency staff. Continue to meet, evaluate the program and debrief after each training session. 7 Cities to review and vet reporting being developed by the contract. Discuss next steps with the contract compiling the information. RMWB leadership to review the local PiT Count report being developed by 7 Cities. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1i	Continued		<p>requirements, and providing a baseline understanding of homelessness in the province.</p> <ul style="list-style-type: none"> On April 20, 2021, the 2021 Point in Time Count took place. The administrative and system data is currently being evaluated and reviewed. 		
			<ul style="list-style-type: none"> The department has been working closely with social profit organizations through delivery of direct programs and support to funded organizations delivering external programs. Over \$64M was allocated through the Community Investment Program (CIP) in 2020 to programs and services that enhance the wellbeing of individuals, families, parents, seniors, children, youth and the community at large. Nonprofit organizations have been engaged through one-on-one meetings, larger discussion forums, surveys and small group discussions with the goal of strengthening partnerships and moving forward to effectively ensure residents have access to social services they need. 	<ul style="list-style-type: none"> Annual surveys to collect feedback and data from nonprofit organizations on the CIP processes and relations. Continue to engage and have open dialogue with nonprofit organizations to better understand how we can work together and what a strong partnership looks like. 	
1j	Implement Lessons Learned (2016 Wildfire Review)	Regional Emergency Services	<ul style="list-style-type: none"> Community Resiliency Strategy, Phase II Operationalizing Resilience. 	<ul style="list-style-type: none"> The final Phase II of the Community Resiliency Strategy has been started. Final items have been delayed for completion until Q3 2021 due to COVID-19 and staffing changes: <ul style="list-style-type: none"> Administrative Procedure <i>Emergency Management Program ADM-240</i> will be updated. Complete the Disaster Risk Management structure and planning process. Develop a Recovery Plan for Municipal Essential Services. 	
			<ul style="list-style-type: none"> Implement Lessons Learned (2016 Horse River Wildfire). 	<ul style="list-style-type: none"> Implement Lessons Learned in conjunction with final phase II of Community Resiliency Strategy end of Q1 2021. 	
			<ul style="list-style-type: none"> Business Continuity Planning. <ul style="list-style-type: none"> Various Business Continuity Plans for critical services are being updated and finalized: <ul style="list-style-type: none"> Completed tabletop walkthrough of the Water Treatment Plant Business Continuity Plan. Completed lessons learned exercise and report from the Boil Water Advisory Event, following the 2020 River Breakup. 911 Services Continuity Plan. 	<ul style="list-style-type: none"> Water Treatment Plant & Wastewater Treatment Plant Business Continuity Plans have been developed and tested. <ul style="list-style-type: none"> Underground Services Plan was developed, tabletop exercise in Q1. Rehearsal of Concept Exercise was developed and completed for River Breakup Preparations in Q1. 911 Services Continuity Plan was developed, and walkthrough completed. Completed failover and failback continuity plan in Q2. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1k	Wildfire Recovery	Recovery Task Force	<ul style="list-style-type: none"> Assessment of damage to municipal greenspace has been completed by the Government of Alberta's (GOA) consultant. Project has been tendered and awarded. 	<ul style="list-style-type: none"> Construction portion of project is 80-85% complete as of July 31, 2021. Forecast 98% completion by end of Q3 2021, and full completion by Q4 2021. 	🎯
			<ul style="list-style-type: none"> Assessment of damage to sidewalks, roads, curbs and gutters has been completed and the GOA have accrued \$10M for this project. 	<ul style="list-style-type: none"> Project is 85% complete as of July 31, 2021. Forecast 95% completion by end of Q3 2021, and full completion by Q4 2021. 	🕒
			<ul style="list-style-type: none"> Work on Firebreak and Trail Restoration project deficiencies to be completed by end of Q4 2020. 	<ul style="list-style-type: none"> Seasonal deficiencies for Firebreak and Trail Restoration are 95% complete. Full completion is projected by Q4 2021. 	🕒
			<ul style="list-style-type: none"> Erosion Control Project still has some outstanding areas to complete in 2020 and 2021. Approximately 10 areas that must be completed. 	<ul style="list-style-type: none"> Erosion Control to be completed by Q4 2021. 	🎯
			<ul style="list-style-type: none"> Comprehensive Firebreak Program (CFBP) will continue into 2021. More engineering is required to verify some claims. 	<ul style="list-style-type: none"> CFBP is complete and has been closed. 	☑
			<ul style="list-style-type: none"> Hazardous tree removal to be continued into Q4 of 2019 and Q1 of 2020. 	<ul style="list-style-type: none"> All areas have been completed. 	☑
			<ul style="list-style-type: none"> Resurvey project of Priority 1 areas has been completed. Priority 2 areas will be completed in Q1 and Q2 of 2020. 	<ul style="list-style-type: none"> Priority 2 resurvey reports and staking is complete. 	☑
			<ul style="list-style-type: none"> Soil Stockpiling has been ongoing and was been requested to continue to the end of 2021. 	<ul style="list-style-type: none"> Soil Stockpiling is now complete. 	☑
1l	Public Engagement Strategy	Communications & Engagement	<ul style="list-style-type: none"> Public Engagement Framework has been completed and posted online. Created diverse, inclusive, and community tailored engagement approaches for projects throughout region. Numerous new initiatives have been introduced to the community to provide virtual engagement opportunities throughout the pandemic. For example, virtual open houses and meetings. Success in educating the community on the connection of public engagement and Participate Wood Buffalo. Continued Community Conversation on Flood Risk engagement and providing transparent reporting on Participate Wood Buffalo. 	<ul style="list-style-type: none"> Strengthen internal understanding and opportunities of Public Engagement department. Continue meaningful dialogue with residents and key community groups and stakeholders. Continue using different online tools available on Participate Wood Buffalo. Continue supporting public engagement campaigns needing community input. 	☑
1m	Youth	Community & Protective Services	<ul style="list-style-type: none"> Mayor's Advisory Council On Youth's (MACOY) year (September 2020-June 2021) was a success, producing several initiatives that had a positive impact in the community such as: <ul style="list-style-type: none"> Social Equity – advocacy work with regards to the draft school curriculum. Arts and Culture – Word on the Street implemented in Q2 2021. Engagement and Outreach - virtual Art and Culture workshops. 	<ul style="list-style-type: none"> 120 applications have been received for the 2021-2022 program year. 	☑



On Target






Delayed



Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1m	Continued		<ul style="list-style-type: none"> Regional Planning – ongoing engagements with Downtown Revitalization and Municipal Development Plan. Health and Wellness - Community Helpers Program with Some Other Solutions. 		
1n	Whistleblower Initiative	Human Resources	<ul style="list-style-type: none"> The Whistleblower Program, including <i>Whistleblower Policy LEG-150</i>, has been successfully implemented. 	<ul style="list-style-type: none"> Complete. 	☑
Strategic Priority #2: Downtown Revitalization					
2a	Encourage Development in the Downtown	DCAO office / Planning & Development	<p>Downtown Revitalization Incentive Program (DRIP):</p> <ul style="list-style-type: none"> Phase 1 of the Program (June 29 to December 31, 2020) was a success. By the December closing date over 200 inquiries had been received, some 85 pre-application meetings had been held and 100 applications submitted, 70 being received in the final month. On December 8, 2020, Council approved extending the closing date to January 31, 2021. In total, under Phase 1, out of the 100 applications received, 79 applications were approved, amounting to \$3.2M of grant monies and a total investment in the downtown of \$9.4M. Of the remaining applications, 15 were refused and 6 were withdrawn. At their meeting on December 8, 2020, Council also required Administration to report back with an updated Program (Phase 2), based on stakeholder feedback. Phase 2 of the Program was approved by Council on April 13, 2021 and launched on April 19. This Phase 2 Program closes on March 31, 2022. It offers 5 grant streams for façades, interior improvements, patios, beautification projects and murals, and a new grant for the premises surrounding eligible buildings. Almost 6 months after being launched, the Phase 2 Program appears to equal the success of Phase 1. To date Administration has received 84 inquiries, held 46 pre-application meetings, received 20 grant applications and approved 13 (with 6 under review and 1 has been withdrawn). Approved applications amount to \$377,188 in grants, and a total investment in the downtown of \$1.06M. With some Phase 1 projects now nearing completion, Administration has begun providing re-imbursements. To date, 22 Phase 1 projects have requested re-imbursements. Just over \$605,864 has already been paid out for 14 projects, with eight more currently under review (5 façade grants, 8 interior improvement grants, and 1 beautification grant). 	<ul style="list-style-type: none"> Monitoring and review of the DRIP will occur in the near future to understand the impact of the grants on the downtown's revitalization. Information from Program recipients, in addition to stakeholder feedback, will help determine whether the Program should be updated and extended for a further period (Phase 3). Pending this feedback, Administration will consider whether additional recommendations or extensions must be brought before Council for approval. 	🎯

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
2a	Continued		<ul style="list-style-type: none"> Stakeholder engagement is ongoing to ensure all downtown businesses are aware of the Program. 		
			Property Tax Exemption Program: <ul style="list-style-type: none"> This program offers exemptions on the municipal portion of property taxes for newly constructed commercial properties and for additions to existing commercial premises. It is regulated by Downtown Tax Exemption Bylaw No.20/018, approved by Council on June 23, 2020. The closing date for applications is December 31, 2021. Over the 14 months of the Program, approximately 7 inquiries have been received, but no applications yet submitted. 	<ul style="list-style-type: none"> Administration will review the Program and identify reasons for low uptake, and report back to Council with recommendations on whether to update/amend Downtown Tax Exemption Bylaw No.20/018, after the Program concludes on December 31, 2021. 	
			Downtown Area Redevelopment Plan (ARP): <ul style="list-style-type: none"> Public engagement on the Downtown ARP took place late November – December 2020. The engagement focused on the Plan’s vision and principles and included 8 targeted stakeholder sessions and virtual open house for the general public. Feedback was positive overall, with residents and stakeholders supporting the direction of the Plan. Primary components of the Plan have been drafted, including vision, goals, and guiding principles, along with supporting maps. A draft action plan has also been developed identifying the specific actions needed to implement the plan, broken down into short, medium, and long-term time horizons. Key topics or theme areas have been established for the Plan, including place-making, open spaces, movement, arts and culture, and land use and growth. Focus districts have also been established throughout the downtown, each with their own unique set of uses, functions and opportunities. Following submission of the first draft ARP in April/May 2021, comments were provided and incorporated. Administration is currently reviewing the second draft received in August 2021. 	<ul style="list-style-type: none"> Internal stakeholders will be engaged on the draft document, with discussions focused on the policies and actions relevant to their role and operations. Comments from internal stakeholders will be considered and incorporated into a final draft of the ARP which will then be presented to council advisory committees. Targeted public engagement will then occur on the final draft in late 2021/early 2022. The completed ARP is expected to be presented to Council for first reading in Q2 of 2022. 	
			Kiyām Community Park <ul style="list-style-type: none"> Planning and Development supported the creation of this park by refining the concept with other municipal departments and the landscape architect and facilitating the development approval process. Construction is now underway, with the park anticipated to attract 	<ul style="list-style-type: none"> Once the park is complete, Planning & Development will review trade permit applications, conduct inspections and issue licenses to businesses locating within the planned pop-up shops. 	



On Target






Delayed



Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
2a	Continued		residents and activities to the downtown core and help stimulate businesses in the surrounding area.		
2b	Establish Municipal Land Inventory	Planning & Development	<ul style="list-style-type: none"> Land Administration compiled a comprehensive list of properties owned and or titles held by the RMWB in June 2018. The Municipal Land Inventory is comprised of data maintained by three departments: Geographic Information Systems, Planning and Development, and Tax and Assessment. The Municipal Land Inventory includes attributes for each property (legal address, civic address, current assessed value, zoning, service areas, and land/building leases) The goal for the Municipal Land Inventory is to provide a comprehensive inventory that can be used to: <ul style="list-style-type: none"> Understand specific land uses of municipal lands to identify conflicts/opportunities relating to municipal operations, public access, recreation, and environmental resource protection. Determine what properties (if any) are deemed surplus. Identify existing municipal land that could be used to facilitate capital projects prior to acquiring land. Track municipal land to allow for: organization of land information, spatial representation (maps), statistical analyses, queries to retrieve information quickly. 	<ul style="list-style-type: none"> When the Municipal Land Inventory was completed, Land Administration used the inventory to determine lots with development potential that are surplus for exposure to the open market. To determine properties with development potential Land Administration performed a query using the Municipal Land Inventory and selected properties that are not leased, developed, zoned parkland/environmental protection, reserve properties, designated open space/parkland in the Area Structure Plan (ASP), etc. This list was used to create an interactive mapping tool that displays land owned by the Regional Municipality of Wood Buffalo with site specific information for each property. The Municipal Land Inventory mapping tool allows users to identify property that may be available for development/surplus. The online mapping tool was made available to the public in January 2021, and is accessible via the RMWB webpage (Municipal Land (arcgis.com)) Land Administration and Communications are working together on developing a strategy to create public awareness on the site. 	🎯
2c	Incentives to Update Store Fronts	DCAO office / Planning & Development	<ul style="list-style-type: none"> The update for Incentives to Update Store Fronts is included above in Strategy/Initiative 2a – DRIP. 	<ul style="list-style-type: none"> The update for Incentives to Update Store Fronts is included above in Strategy/Initiative 2a – DRIP. 	🎯
2d	Clear Land Use Plans and Regulations	Planning & Development	<p>Land Use Bylaw Re-Write:</p> <ul style="list-style-type: none"> The proposed Land Use Bylaw went to a public hearing on April 27, 2021 where residents, businesses and stakeholders provided additional feedback. Council directed Administration to re-engage with the community and bring forward an updated Land Use Bylaw for first reading for consideration before the 2021-2025 Council. Administration has developed a comprehensive re-engagement strategy to address community feedback on major items of interest, including land use provisions relating to signage, Quarry Ridge, and the community of Draper, along with re-visiting discussions on the bylaw with Indigenous partners. 	<ul style="list-style-type: none"> In the near-term, Administration will re-engage with Indigenous partners and targeted stakeholders on issues such as signage, provisions relating to Quarry Ridge. In-depth engagement with the community of Draper will occur once Council has set the direction for flood recovery in the community. Engagement is anticipated to occur in late 2021 or early 2022. Administration will continue development of flood provisions and engage with the public prior to bringing them forward as part of the broader Land Use Bylaw re-write. 	🎯

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
2d	Continued		<ul style="list-style-type: none"> As a prelude to conducting in-depth engagement with Draper residents, a dedicated webpage was launched on the Participate Wood Buffalo website on July 26, 2021 thanking residents for their contributions to the project and providing a forum for online discussion. Administration has developed an approach for enhanced flood provisions and is now working on draft language and a public engagement plan to seek feedback on the proposed language. 		
			Draper Area Structure Plan (ASP): <ul style="list-style-type: none"> A final version of the ASP has been developed based on many years of community engagement. In 2019, two open houses were conducted to seek public feedback on the policies and land uses and re-affirm support for the Plan's direction prior to proceeding to Council. The ASP was planned to be brought forward for first reading in early 2020 but was put on hold pending Council's direction for flood recovery in the community. 	<ul style="list-style-type: none"> Administration will re-engage residents once Council has set direction for flood recovery in the community. This is anticipated to occur in late 2021 or early 2022. 	
2e	Riverfront Master Planning & Revitalization	DCAO office / Planning & Development	<ul style="list-style-type: none"> 90% Detailed Design for Snye Point Outdoor Event Space (the foremost priority for waterfront revitalization) is in progress and will be complete by early Fall 2021. Preferred concept design has been created for the remainder of the waterfront area (deemed the second priority after Snye Point), with public engagement on the design beginning August 30, 2021. Project team has been coordinating with Flood Mitigation and Environmental Services with facilitation through the Strategic Planning and Program Management Department. 	<ul style="list-style-type: none"> Administration will provide an update to Council on the final design for the Snye Point Outdoor Event Space and post it publicly on Participate Wood Buffalo in the near term. The design is expected to be tendered in late Fall or early Winter 2021. 	
2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> Phase 1-4 are complete, with Phase 5 now underway. <ul style="list-style-type: none"> Phase 1 - Background Research: This phase included a review of the 2011 Municipal Development Plan (MDP), a best practice review through studying 18 MDPs from various Canadian cities, and a review of RMWB's existing plans and policies. Phase 2 - First Round of Public Engagement: This Phase included two open houses, 35 workshops, and in-person meetings with rightsholders, key stakeholders, Council committees, Councillors, Steering Committee, public, etc., where about 700 participants provided feedback through the online survey or in-person engagement. 	<ul style="list-style-type: none"> Phase 6 - Third Round of Public Engagement: <ul style="list-style-type: none"> This will begin following the preparation of the draft MDP and is slated to occur in October-November of 2021. In this phase, the draft MDP policies will be discussed with rightsholders, key stakeholders, Council Committees, Council members, steering committee, public, etc. At least 40 meetings and in-person workshops are anticipated, along with two open houses to discuss the proposed MDP policies. The engagement numbers are expected to be higher than previous engagements because of the amount of content the new draft will entail. 	



#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
2f	Continued		<ul style="list-style-type: none"> Phase 3 - Analysis of Public Feedback and Preparation of Draft Vision, Goals, and Big-Moves: This phase included compiling and analyzing the public feedback and creating a draft vision, goals, and big moves based on public input and background research. Phase 4 - Second Round of Public Engagement: This Phase included presenting the draft vision, goals, and big moves to rightsholders, key stakeholders, council committees, members of the council, steering committee, public, etc. It included two virtual open houses (one for urban and another for the rural areas) and 41 workshops and in-person meetings wherein about 1250 participants were engaged. Phase 5 is now underway and consists of analyzing the responses received through Phase 4 and preparing a draft MDP. Once prepared, the internal stakeholders and the Steering Committee will review the document. 	<ul style="list-style-type: none"> Phase 7 - Finalization of the MDP: <ul style="list-style-type: none"> After analyzing and incorporating the feedback from the third round of engagement in Phase 6, the document will be finalized. Phase 8 - Preparation of the Council Report Package and First Reading at Council: <ul style="list-style-type: none"> This is slated to occur in March 2022. 	
2g	Aging in Place Facility	Community & Protective Services	<ul style="list-style-type: none"> Willow Square Continuing Care Centre (WSCCC) was open on June 23, 2021. Seniors residing at the Hospital were moved to the WSCC and supported by volunteers. 	<ul style="list-style-type: none"> Wood Buffalo Housing and Development continues to pursue funds from the GOA to create a seniors housing master plan to identify needs of seniors for the next 10-20 years. 	🎯
Strategic Priority #3: Regional Economic Development					
3a	Work with Industry and Suppliers – Fly In, Fly Out	DCAO office / Planning & Development	<ul style="list-style-type: none"> Following Council's referral back to Administration, LUB amendments regulating project accommodations were brought before Council and unanimously approved on January 26, 2021. 	<ul style="list-style-type: none"> Complete. 	☑
3b	Business Attraction and Incentives	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		
3c	Small Business Incubator	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		
3d	Economic Gardening and Pop Up Stores	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		
3e	Shop Local Program	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		





On Target










Delayed



Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
3f	Support Arts and Culture	Community & Protective Services	<ul style="list-style-type: none"> The Culture Plan continues to be implemented including the following important actions: <ul style="list-style-type: none"> The Public Art Plan and 2021 Work Plan was approved by Council in Q2 2021. Implementation of the 2021 Work Plan is underway including creation and placement of reconciliation artwork in Council Chambers, IgNIGHT, banner program, artwork in several public sites including Birchwood Trails, Waterfront Park, and Kiyām Park. The latter includes a mural installation for which a partnership with FMWBEDT includes pop-up photography tours throughout the region to capture stories of residents. The Culture Infrastructure Needs Assessment project is underway and will provide information about current state, needs, and opportunities for cultural infrastructure in the region. The project completion date is tentatively Q3 2022. The Heritage Management Plan project is underway and will provide guidance on identification and management of heritage resources in the region. The project completion date is tentatively Q3 2022. 	<ul style="list-style-type: none"> Culture and Social Development continues to work collaboratively with art and culture organizations to complete the Culture Plan. This includes: <ul style="list-style-type: none"> Completing the Public Art 2021 Work Plan including finalizing and placing the artwork in council chambers, launching IgNIGHT, hanging selected banners in the program, installing the mural, benches, and fencing in Kiyām Park, and finalizing artwork for Waterfront. Developing the Artist in Community program which will provide capacity building support for local artists. Continue to develop the Heritage Resources Management Plan and Cultural Infrastructure Needs Assessment. Engagement will be launched in Q3 2021. Following Council approval, implement the recommendations within the RMWB TRC Report which includes the Reconciliation Action Plan and additional Calls to Action. Annually support events and collaborate with Indigenous partners to meaningfully commemorate the National Day for Truth and Reconciliation on September 30. 	
Strategic Priority #4: Rural and Indigenous Communities and Partnerships					
4a	Truth and Reconciliation Commission Calls to Action	Indigenous & Rural Relations	<ul style="list-style-type: none"> Drafted and finalized the Municipality's official response Report to the TRC Calls to Action and Principles of Reconciliation, scheduled for Council on September 14, 2021. Conducted and completed Indigenous engagement on the Flag Policy in May 2021, particularly inclusions of Indigenous flags, helping to inform a new Flag Policy released July 6, 2021. Engaged Indigenous communities in Spring 2021 on proposed Moccasin Flats Memorial design concepts, per Council's December 2020 Motion. Finalized and confirmed Memorial design elements through engagement, including a survey with several respondents. Flag raising ceremony in Anzac and in partnership with the Willow Lake Métis Nation. Launched the 6 Week Reconciliation Challenge. Launched National Indigenous History Month. 	<ul style="list-style-type: none"> Following Council approval, implement the recommendations with the RMWB's TRC Report which includes the Reconciliation Action Plan and additional Calls to Action. Annually support events and collaborate with Indigenous partners to meaningfully commemorate the National Day for Truth and Reconciliation on September 30. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4a	Continued		<ul style="list-style-type: none"> Created an engagement strategy and facilitated Visioning sessions with Indigenous partners including NAABA for an Indigenous Procurement Policy. 		
4b	Indigenous Consultation	Indigenous & Rural Relations	<ul style="list-style-type: none"> Transition from focus on an Indigenous Consultation Policy to the collaborative development of Protocol Agreements with Indigenous communities. Engagements completed with majority of Indigenous communities focused on a Discussion Guide- Protocol Agreements with Indigenous communities Engagements completed on a draft Protocol Agreement with majority of Indigenous communities. Collaborative discussions with Indigenous communities focused on finalizing Protocol Agreements for RMWB Council review/approval. 	<ul style="list-style-type: none"> Continuing collaborative discussions with Indigenous communities focused on finalizing Protocol Agreements for RMWB Council review/approval. 	
4c	Delivery of Water and Sewer Servicing	Engineering	Design Phase: <ul style="list-style-type: none"> Virtual Open House for the installation of service connection on private lots in Saprae Creek Estate held on May 10, 2021. The recording of the Open House is posted on the web site along with answers to various questions. 	<ul style="list-style-type: none"> Answer questions on the guidelines and legal documents to continue. Further communication and engagement planning to enhance participation is ongoing with a focus on Conklin and Janvier. 	
			<ul style="list-style-type: none"> Service connections opened for hook up in Janvier. Since September 2020, no applications have been received. 	<ul style="list-style-type: none"> Review of Service Connection Applications to continue for Janvier. 	
			<ul style="list-style-type: none"> Service connections opened for hook up in Saprae Creek Estates. Since September 2020, 50 Applications received. 	<ul style="list-style-type: none"> Review of Service Connection Applications to continue for Saprae Creek Estates. 	
			<ul style="list-style-type: none"> Service connections opened for hook up for all streets in Conklin except Christina Lake Drive and Father Mercredi's Trail. Since September 2020, no applications have been received. 	<ul style="list-style-type: none"> Review of Service Connection Applications to continue for Conklin. 	
			<ul style="list-style-type: none"> Service connection in Conklin for Christina Lake and Father Mercredi's Trail will start following the installation of water and sewer lines currently scheduled for November 2021 - November 2023 construction. 	<ul style="list-style-type: none"> Tenders for Christina Lake Drive and Father Mercredi's Trail Conklin Water and Sewer Project is scheduled for November 2021. 	
			<ul style="list-style-type: none"> Service connection in Anzac and Gregoire Lake Estates (GLE) is currently scheduled for June 2022. 	<ul style="list-style-type: none"> Anzac and GLE - to complete the ongoing construction before opening the service connection. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4c	Continued		ANZAC, GREGOIRE LAKE ESTATES, JANVIER AND SAPRAE CREEK: • Design completed.	ANZAC, GREGOIRE LAKE ESTATES, JANVIER, DRAPER AND SAPRAE CREEK: • Construction to continue in these communities.	🎯
			• Draper Road Phase II design is completed. • Garden Lane and Riverbend Close road design is 95% complete, land acquisition is in progress.	• Construction started. First lift of asphalt is to be placed by the end of September 2021. Second or top lift of asphalt in 2022. • Prepare for Tenders for Garden Lane and River Bend Close.	🎯
			Construction Phase: • Contract # 1 in Anzac - Two engineered Lift Stations (LS 1, 4) and three packaged Lift Stations (LS 2, 3 & 5): • All five Sanitary Lift stations have been commissioned and are fully operational.	Construction Phase: • Contractor is in the process of completing final site grading and landscaping activities across the five lift stations. • This includes final asphalt paving works, concrete curbs, fencing, topsoil placement and seeding.	🎯
				• Target contract completion of September 2021.	🎯
			• Contract #2 and #3 in Anzac – Sanitary and Water installations and road rehabilitation on the North and South half of Anzac: • Base lift asphalt paving works have been completed on Singer Drive, Gilmore Drive, Oak Court, Willow Lake Road and portions of Stony Mountain Road. • Water and sewer installation works completed on Park Drive, Donovan Drive, and portions of Cheecham Drive, inclusive of service connections for the residential properties	• All water and sewer work under the Contract #3 scope of work is expected to be completed, as well as the bottom lift of asphalt across the community, by end of 2021.	🎯
				• Top lift of asphalt and seasonal deficiencies tied to Contract #3 work activities will be completed in 2022.	🎯
				• There are a considerable amount of deficient items that stem from work related to Anzac Contract #2 that will need to be resolved during the 2022 Construction season. This includes but is not limited to: • Road settlement issues. • Sanitary service sag and ponding issues. • Ditching and landscaping issues.	🕒
			• Contract# 2 in Conklin - Lift Stations, WTP Upgrade, service stubs to Northland Drive: • Commissioning both lift stations has been completed.	• Deficiency works have been rectified. Project is completed.	☑



On Target



Delayed



Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4c	Continued		<ul style="list-style-type: none"> Contract #3 in Conklin - Poplar Drive, Pine Lane and Spruce Point. <ul style="list-style-type: none"> Asphalt Paving completed for Wapos Lane, Poplar Lane, Conklin Drive, Pine Lane and Poplar Drive. Underground services (water and sanitary) and road work is completed on Pine and Poplar Drive including service road between Pine and Poplar Drive is completed. 	<ul style="list-style-type: none"> All deficiency works have been rectified. Project is completed. 	☑
			<ul style="list-style-type: none"> Contract #1 in Draper - Draper Road Phase 1: <ul style="list-style-type: none"> Construction is complete. 	<ul style="list-style-type: none"> To complete deficiencies and the respective documentations for project closure by Oct 2021. 	🎯
			<ul style="list-style-type: none"> Contract #2 in Draper - Draper Road Phase 2: <ul style="list-style-type: none"> Construction is in progress. 	<ul style="list-style-type: none"> First lift of asphalt is to be placed by the end of September 2021. Top lift of asphalt is to be placed in 2022. 	🎯
			<ul style="list-style-type: none"> Contract #1 in Gregoire Lake Estates (GLE) - Water, Sanitary and Storm pipe installation and paving the roads in GLE. <ul style="list-style-type: none"> Contract #1 substantially completed. 	<ul style="list-style-type: none"> Completed the investigation/ assessment to determine the cause of the sanitary pipe settlement in the easement. Remove and reinstall the settled section of the Sanitary line as per the design grade. Expected completion in February 2022. 	🕒
			<ul style="list-style-type: none"> Contract #2 in GLE - Lift Station, Water Reservoir and Lift Station on Crown Land behind Poplar Crescent: <ul style="list-style-type: none"> Substantially completed. 	<ul style="list-style-type: none"> Deficiencies completed and facility in operation. 	🎯
			<ul style="list-style-type: none"> Contract #3 in GLE - Forcemain GLE to Anzac – in South Utility Corridor (SUC): <ul style="list-style-type: none"> Estimated to be 90% completed as of August 2021. All horizontal directional drilling works completed within the utility corridor. 12.3 kilometers of sanitary force main has been pressure tested and passed. 	<ul style="list-style-type: none"> Horizontal Directional Drilling activities completed. Contractor working to install, and pressure test the final 185 meters of sanitary force main. Final construction of the six maintenance access roads located off Highway 881 will take place from August 2021 to October 2021. These roads will provide access to the Environmental Services Operations team to conduct routine maintenance on the new infrastructure. 	🎯
			<ul style="list-style-type: none"> Contract #2 in Janvier - Janvier Lagoon and Outfall Pipe: <ul style="list-style-type: none"> Contract is partially substantially completed. 	<ul style="list-style-type: none"> Landscaping, minor deficiencies, commissioning, and remaining part of the STEP system will be completed by Summer 2021. Tender to build the outfall extension will be posted by January 2022 and will require a new budget request. Construction of the outfall extension will start by June 2022 and be completed by September 2022. 	🎯

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4c	Continued		<ul style="list-style-type: none"> Contract #1 in Saprae Creek - Water and Sewer and Road Rehabilitation: <ul style="list-style-type: none"> Water and Sewer Lines are installed and commissioned. Closing Deficiencies and carrying out inspections for substantial completion. Second lift of paving is in progress. 	<ul style="list-style-type: none"> Remaining work such as ditching, landscaping, top layer of Asphalt and seasonal deficiencies will be completed by October 2021. Some of the seasonal deficiencies will be completed in Summer 2022. 	🎯
			<ul style="list-style-type: none"> Contract #3 in Saprae Creek - Lift Stations: <ul style="list-style-type: none"> Substantial completion achieved October 9, 2020. 	<ul style="list-style-type: none"> Contractor is working to close deficiencies. 	☑
4d	Amalgamation Review	Indigenous & Rural Relations	<ul style="list-style-type: none"> Conversations and feedback with the Indigenous and Rural Communities are ongoing. 	<ul style="list-style-type: none"> The process of working through the Amalgamation Review has resulted in discussions that align to deliverables associated with the protocol agreements and the RMWB TRC Report. All these matters will continue to proceed in collaboration with Rural and Indigenous communities for the duration of the Strategic Plan and into the future work of the organization. 	🕒
4e	Emergency Management	Regional Emergency Services	<ul style="list-style-type: none"> Community Emergency Management Plans. 	<ul style="list-style-type: none"> Complete. 	☑
4f	Inclusion and Partnerships (Rural Coalition)	Indigenous & Rural Relations	<ul style="list-style-type: none"> Regular meetings with Indigenous communities to discuss community priorities, issues, and solutions (e.g., Traffic/Community Safety; Infrastructure projects; etc.). Event strategy, news release and flag raising ceremony completed in partnership with Willow Lake Métis Nation. 	<ul style="list-style-type: none"> Continue to meet regularly with rural and Indigenous communities to discuss priorities and mitigate concerns. Continue partnership with Reconciliation Advisory Circle to advance reconciliation in Wood Buffalo. 	🎯
4g	Advocate for Rural and Indigenous communities	Indigenous & Rural Relations	<ul style="list-style-type: none"> Support the sharing of information from internal departments and external non-profit groups through the Rural Newsletters. Support the rural residents through the community contact offices. Set up to work from home and manage the calls and emails. Continue to support virtual programs through direct delivery methods where appropriate, virtually, or through external resources. Support Engineering in the Saprae Creek Community Hall Capital Project (currently at 90% final design). Creation of the IRR Email address to send relevant News Releases and other information to Community Associations. Confirmed approach with Indigenous communities for the development of protocol agreements to define a better relationship between the RMWB and Indigenous communities, including identification of 	<ul style="list-style-type: none"> Continue to encourage information sharing via submissions into the newsletters through external non-profit group connections. Contact Offices in rural communities (Anzac, Conklin, Janvier) reopen with safety protocols and in alignment with organizational re-opening plans and timeline. Deliver monthly Seniors Packages in Janvier. Move to in person programming when appropriate as per the plan. Continue to support non-profit agencies with virtual program or in person programs as required. Present Saprae Creek Community Hall business case. Continue to advocate to other orders of government for Calls to Action that are being led at the provincial and/or federal level. 	🎯



On Target



Delayed



Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4g	Continued		community priorities, engagement processes and processes to advance solutions. • Updated internal IRR processes to support communities in their Covid-19 safety initiatives.		
4h	Transportation Strategy	Engineering/Public Works	• Transit Bus Bay Turnout & Transit Shelters (Thickwood & Confederation) are complete.	• Complete.	☑
			• Bus Barn is complete.	• Complete.	☑
			• Rural Egress Road Anzac and Janvier - This project is deferred to 2022 pending land acquisition.	• Design and land acquisition are simultaneously in progress and planned to be completed by Q3 2022.	🕒
			• Secondary Egress Road (Saline Creek Parkway) - Design complete.	• Construction will commence after land acquisition in 2023.	☑
			• East Clearwater Highway (ECH): Administration received the second draft for the ECH report from the Province on November 30, 2020.	• Construction deferred to 2023 as per Council Motion. • Waiting on the final report from the Province.	🕒
4i	Rural Operational Efficiencies & Cost Savings	Engineering/ Public Works	• Anzac Wastewater Treatment Plant (WWTP) has been transferred to Facilities for sustainment. • Study has been commissioned and is underway regarding alternate uses of the Anzac WWTP. • Trailer vendor selection has occurred as has site layout design, and permitting processes are complete.	• Report on alternate uses of the Anzac WWTP will be complete Q3 2021, options will be reviewed and assessed for course of action. • Rural trailer complex is anticipated to be completed and turned over Nov 2021.	🎯



On Target



Delayed



Complete

Strategic Plan 2018-2021 Summary Progress Report

Presenter: Kelly Hansen, Director

Department: Strategic Planning and Program Management

Meeting Date: September 14, 2021

Strategic Plan: Introduction and Overview



Strategic Plan: Initiatives

14	Responsible Government Initiatives
7	Downtown Revitalization Initiatives
6	Regional Economic Development Initiatives
9	Rural and Indigenous Communities and Partnerships Initiatives
36	Initiatives in Total *

* A total of four (4) initiatives were transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism

Strategic Plan: Progress

Strategic Priority		On Target 🎯	Delayed 🕒	Completed ✅
1	Responsible Government	8	3	3
2	Downtown Revitalization	6	1	0
3	Regional Economic Development	1	0	1
4	Rural and Indigenous Communities and Partnerships	4	4	1

75% *The proportion of the remaining 32 initiatives that are either completed or on target for completion*

Successes: Responsible Government

- Implementation of Community Investment Online Grant Portal
- Adjustment of user fees to align with other municipalities within the Province
- Establishment of the Vulnerable Persons Registry which has received the Minister's Award for Municipal Excellence
- Completion of all field work associated with the 2016 Horse River Wildfire recovery and construction scheduled for November 30, 2021

Successes: Responsible Government

(continued)

- Support for intergovernmental advocacy efforts across all levels of government
- Municipality's unconsolidated debt was addressed, and the organization is debt free.
- Update of multiple business continuity plans for critical municipal services

Successes: Downtown Revitalization

- Introduction of the Downtown Revitalization Incentive Program (Phases 1 and 2)
- Establishment of a Municipal Land Inventory
- Launch of Kiyām Community Park's design and construction phases

Successes: Regional Economic Development

- Adoption of the Wood Buffalo Public Art Plan for 2021-2030
- Continued support for those initiatives that were transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism, as required

Successes: Rural and Indigenous Communities and Partnerships

- Completion of the *Responding to the Truth and Reconciliation Commission's Calls to Action: Principles for a Collaborative Pathway Forward in Wood Buffalo* report
- Ongoing implementation of the Municipality's response to the Truth and Reconciliation Commission's Calls to Action
- Collaborative discussions with Indigenous governments toward finalizing Protocol Agreements with Indigenous communities
- Formation of the Reconciliation Advisory Circle

Successes: Rural and Indigenous Communities and Partnerships

(continued)

- Completion of Community Emergency Management Plans (translated in Cree and Dene)
- Completion of key projects related to the Transportation Strategy
- Design and ongoing construction of water and sanitary mains, lift stations, and hydrants for Rural Water and Sewer Servicing

Next Steps

- Continue to monitor and report on the progress of initiatives which require additional time to complete
- Complete closeout report for the current Strategic Plan
- Prepare for the development of the next Strategic Plan

Questions



Subject: Responding to the Truth and Reconciliation Commission's Calls to Action - A Collaborative Pathway Forward

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

1. THAT the attached report *Responding to the Truth and Reconciliation Commission's Calls to Action: Principles for a Collaborative Pathway Forward in Wood Buffalo*, be accepted as information.
2. THAT the *United Nations Declaration on the Rights of Indigenous Peoples* (Call to Action 43), be endorsed as the Municipality's framework for reconciliation, and that Administration bring forward a Policy in 2022 for Council's consideration.
3. THAT the additional calls to action including Call to Action 1 (Child Welfare), Calls to Action 13 and 14 (Language and Culture), Call to Action 82 (Commemoration), and Call to Action 92 (Business and Reconciliation), be adopted by Council.
4. THAT Administration provide an annual update on the status of the municipal response to Truth and Reconciliation in Wood Buffalo with an additional report provided every four years to coincide with the Council term.
5. THAT Administration be directed to include funding in the annual budgeting process to support the meaningful commemoration of the National Day for Truth and Reconciliation each year on September 30.

Summary:

The 2018-2021 Strategic Plan identifies Rural and Indigenous Communities and Partnerships as a priority, of which implementation of the Truth and Reconciliation Commission's (TRC) Calls to Action is identified as a key initiative. The Regional Municipality of Wood Buffalo (Municipality) has made progress in strengthening relationships with Indigenous communities while remaining committed to advancing reconciliation. Implementation of an Action Plan and the Recommendations outlined in the Municipality's official response to the TRC Calls to Action (Attachment 1) will continue to further the Municipality's reconciliation efforts and build stronger relations

with Indigenous communities, people, and organizations.

Background:

The TRC was established to uncover the truth about Canada's Indian Residential Schools and to guide and inspire a process of healing and reconciliation. From the 1870s to the 1990s, at least 150,000 First Nations, Métis, and Inuit children in Canada were forcibly taken from their families and placed in residential schools, creating an enduring legacy of trauma and disconnection. Between 2008-2014, the TRC researched official records and visited communities across Canada, including Wood Buffalo, to hear from thousands of survivors and their families about the impacts of residential schools.

In 2015, the TRC published its Final Report - *Honouring the Truth, Reconciling for the Future*. A total of 94 Calls to Action for all levels of Canadian government, Indigenous governments, the country's citizens and residents, policing agencies, private and public institutions, religious organizations, and other interested parties were identified. The Calls to Action are intended to redress the intergenerational trauma that was caused by residential schools and advance the Canadian reconciliation process.

Based on a 2017 Administrative Review, and informed by Indigenous community engagement, a total of 23 Calls to Action were collectively identified as within municipal jurisdiction or viewed as areas the Municipality could influence. Since early 2019, Indigenous and Rural Relations (IRR), in collaboration with Indigenous communities and organizations and other municipal departments, has worked to implement the 23 Calls to Action and incorporate Truth and Reconciliation into the Municipality's organizational structure. Major milestones have been outlined in the attached Appendix 1 - Timeline and Milestones (Attachment 2).

Budget/Financial Implications:

Administration is seeking funds by way of annual operational budget requests to support report development and the annual commemoration of the National Day for Truth and Reconciliation.

Rationale for Recommendation:

Partnerships with Indigenous Peoples, communities, and organizations in Wood Buffalo are built on continuing efforts to establish trust through meaningful and measurable reconciliation efforts over time. The Report's Action Plan and Recommendations initiate the next phase of relationship renewal and reconciliation with Indigenous Peoples and communities and continue implementation of the current Strategic Plan's priority Truth and Reconciliation actions and initiatives. This includes continuing to address the already identified 23 Calls to Action, responding to the additional Calls set out in the report's Action Plan, and future Council consideration of the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples* as the municipal framework for Reconciliation.

Strategic Priorities:

Responsible Government
Rural and Indigenous Communities and Partnerships

Attachments:

1. Responding to the TRC's Calls to Action - Principles for a Collaborative Pathway Forward

2. Appendix 1 - TRC Response - Timelines and Milestones

RMWB Presentation - TRC Response - Principles for a Collaborative Pathway Forward



A COLLABORATIVE PATHWAY FORWARD

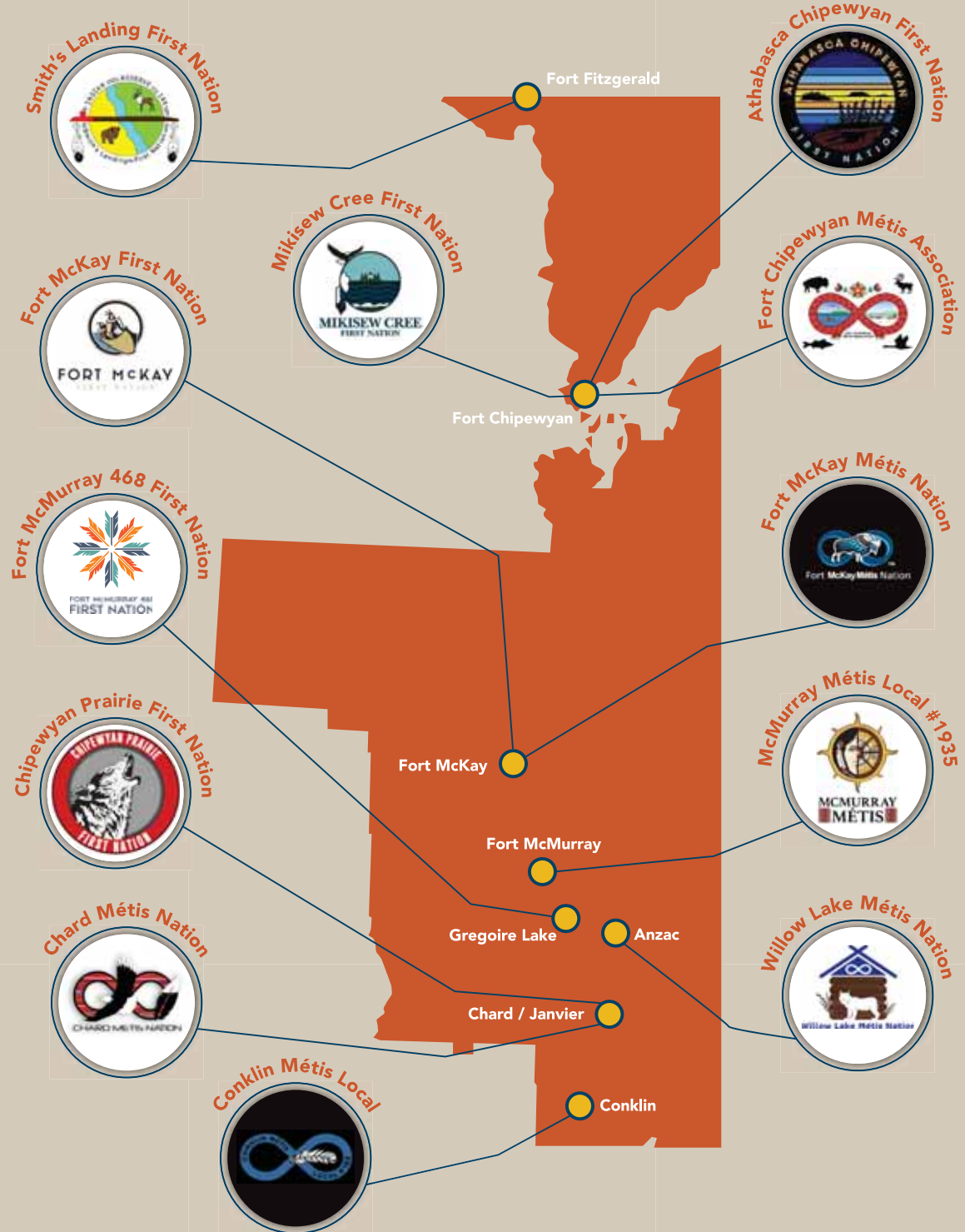
Attachment: 1. Responding to the TRC's Calls to Action - Principles for a Collaborative Pathway Forward (TRC Response)

Responding to the Truth and Reconciliation Commission's Calls to Action:
Principles for a Collaborative Pathway Forward in Wood Buffalo



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

LAND ACKNOWLEDGEMENT



With gratitude, the Regional Municipality of Wood Buffalo acknowledges this land is Treaty 8 Territory, the traditional lands of the Cree, Dene, and the unceded territory of the Métis people.

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Responding to the Truth and Reconciliation Commission's Calls to Action: *Principles for a Collaborative Pathway Forward in Wood Buffalo*

A Note on Terminology

This Report uses the term "Indigenous" to describe the original Peoples of the land (First Nations, Inuit, and Métis). The term "Indigenous" has been adopted by the provincial and federal government and used around the world and in key documents such as the United Nations Declaration on the Rights of Indigenous Peoples. At the time of publishing its Final Report, the Truth and Reconciliation Commission of Canada (TRC) used the term Aboriginal. Where the work of the TRC is quoted, the term Aboriginal is left as is. The term "Indian" is used to align with official federal documents and systems, such as the Indian Act and the Indian Residential School System. In this Report, when a specific Indigenous group within Wood Buffalo is discussed, that group's preferred name is used. In all other instances, the term Indigenous will be used.

One of the largest municipalities by area in Canada, the Regional Municipality of Wood Buffalo (RMWB) includes a substantial and vibrant urban and rural Indigenous population. The not-so-distant history of residential schools, as evidenced by the recent confirmation of unmarked graves in several provinces, the Sixties Scoop, and the numerous attempts by governments to assimilate Indigenous Peoples into Euro-Canadian culture, has had devastating consequences.

Multiple generations of Indigenous Peoples and communities in this country have endured racist, colonial, and genocidal practices at the hands of the government and the churches. Federal assimilation policies and residential schools were developed to eliminate Indigenous cultures from existence. The legacy of residential schools and these policies systematically undermined Indigenous Peoples and communities across Canada, disrupting and harming families for generations, and contributing to a profound and sustained loss of language, land, culture, and humanity.

A recent Memorial Gathering and Walk in Solidarity stood as a stark reminder of the impact that residential schools have had on Indigenous people in Wood Buffalo and the need for collective action. Hosted by the Athabasca Tribal Council, the event honoured residential school survivors and included five First Nation Chiefs, the Treaty 8 Grand Chief, and Métis community leaders as they led a walk into Fort McMurray. In an act of solidarity and support, approximately 350 Indigenous and non-Indigenous participants joined the seven-day, 130 kilometer walk as it began in the community of Janvier, Alberta on July 1, 2021 and concluded at Fort McMurray's Snye Point Park on July 7, 2021. It was here that over 1000 people gathered to listen and learn from residential school survivors, hear their stories, and memorialize the children who never made it home. The Municipality stands in solidarity with the region's residential school survivors, supporting a path to healing for survivors and their families as the truth of this terrible legacy continues to be unveiled.

The Truth and Reconciliation Commission of Canada and the Indian Residential School System

The Truth and Reconciliation Commission (TRC) was established to uncover the truth about Canada's Indian Residential School System, and to guide and inspire a process of healing towards reconciliation. From the 1870s to the 1990s, at least 150,000 First Nations, Métis, and Inuit children in Canada were forcibly taken from their families and housed in residential schools, with Alberta having the most residential schools in operation. Many students experienced poor living conditions that included malnutrition, disease, and physical, psychological, emotional, and sexual abuse. These children were forbidden to speak their languages or even acknowledge and practice their cultures. The last residential school in Canada closed in 1996, and the negative impacts on Indigenous Peoples, throughout Canada and here in Wood Buffalo, continue to be experienced today.

Between 2008 – 2014, the TRC researched official records and visited communities across the country to hear from thousands of survivors and their families about the impacts of residential schools. The Commission's work and the strength of the survivors acted as a catalyst for the creation of the TRC's 94 Calls to Action. Highlighted in the Commission's 2015 Summary Report, these Calls urge all levels of government – federal, provincial, territorial, and municipal – to work together to change policies and programs in a concerted effort to repair the harm caused by residential schools in Canada.

Central to the TRC's findings was the statement that "knowing the truth about what happened in residential schools in and of itself does not necessarily lead to reconciliation." All levels of government in Canada, including many municipalities and cities, have taken active steps to reconcile and strengthen relationships with Indigenous Peoples and communities.

Spirits are With Me #2, 2010



Attachment: 1. Responding to the TRC's Calls to Action - Principles for a Collaborative Pathway Forward (TRC Response)

The Calls to Action, the TRC's Ten Principles of Reconciliation, and the United Nations Declaration on the Rights of Indigenous Peoples form the core of the Municipality's efforts and initiatives to reconcile and renew relationships with Indigenous Peoples and communities in Wood Buffalo.

Repairing and restoring relationships is central to reconciliation and improved relations between Indigenous and non-Indigenous Peoples, both across the country and here in Wood Buffalo. Considering the recent confirmations of unmarked gravesites, honest dialogue on reconciliation is more critical and urgent than ever. This ongoing process requires listening, learning and acknowledging the true history of Canada. Mutual trust and respect from all involved parties is required, and most importantly, collective action must be taken. As such, this Report captures the detailed reconciliation work the Municipality has undertaken over the past five years with Indigenous community partners. Beginning with the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation - the Report lays out a path forward to strengthen the Municipality's response to the Calls to Action and its overall relationships with Indigenous Peoples in Wood Buffalo.

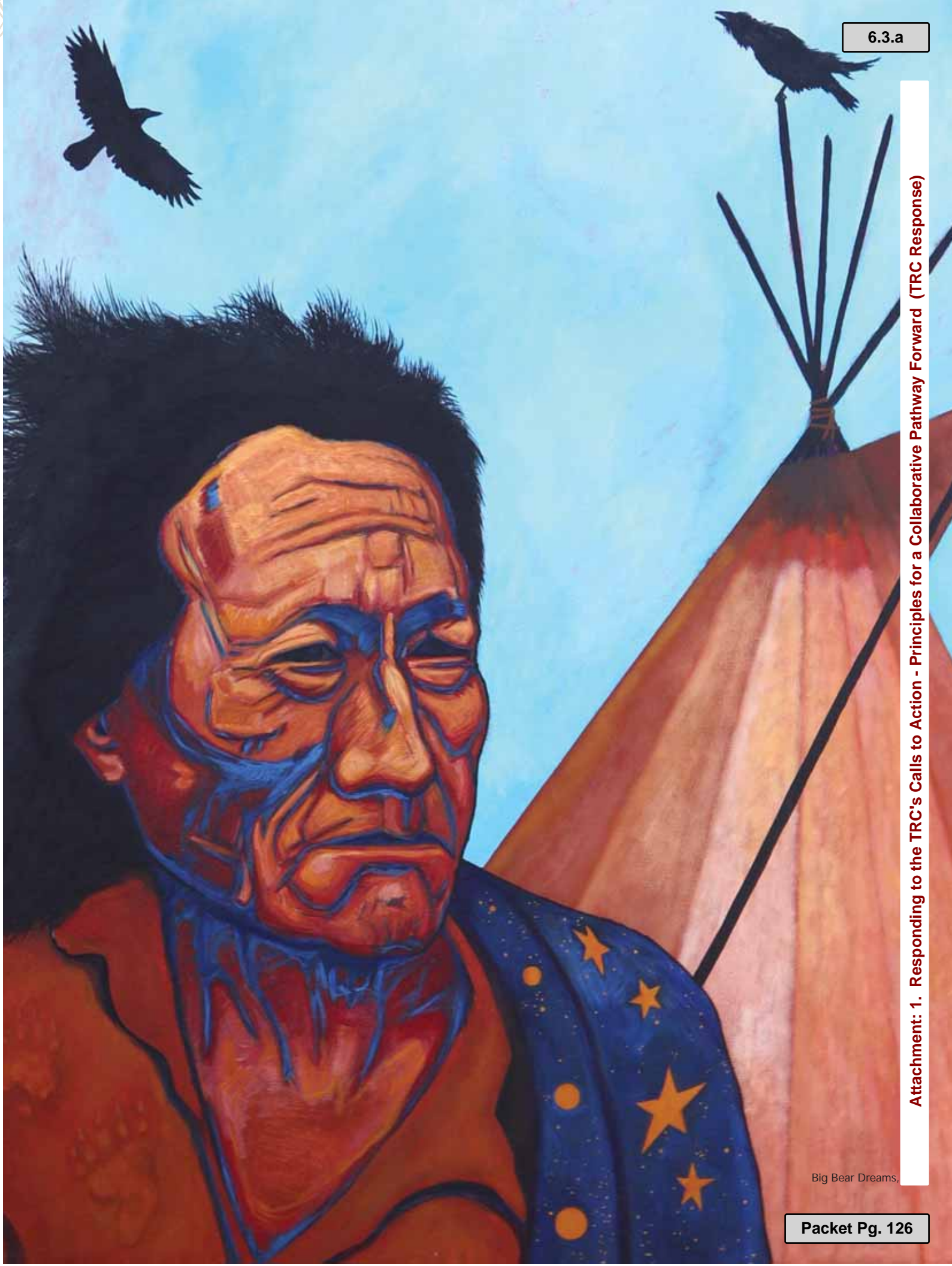


The United Nations Declaration on the Rights of Indigenous Peoples

The United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) is an international instrument that was the product of almost 25 years of deliberation between UN member states and Indigenous groups. Containing 46 articles and adopted by 148 countries, the UN Declaration establishes a universal framework to enshrine the minimum standards for the survival, dignity, and well-being of Indigenous Peoples of the world.

The Municipality has identified Call to Action 43 as one of the 23 Calls to Action it can implement or influence. Call to Action 43 calls upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations *Declaration on the Rights of Indigenous Peoples* as the framework for reconciliation. Through this lens, the UN Declaration is the document providing the foundation for all the Municipality's reconciliatory efforts in Wood Buffalo.

Utilizing the UN Declaration, the TRC's ten Principles of Reconciliation, the current 23 Calls to Action and additional Calls the Municipality is seeking to adopt, this Report describes in detail the Municipality's actions and responses to reconciliation in actively working toward improved relationships with Indigenous Peoples and communities in Wood Buffalo. Accompanied by a series of recommendations, the Report lays out a pathway forward, to advance and strengthen reconciliation in a way that is meaningful, achievable, and measurable; as the organization continues this important and necessary work, today and into the future.



A WORD FROM **MAYOR DON SCOTT**

"The Municipality is deeply committed to working closely with Indigenous communities and partners in moving the region further on the path to Reconciliation. Indigenous leaders, communities and those that live within them, as well as the Reconciliation Advisory Circle are fundamental to this process. They are the ones providing Indigenous perspectives and recommendations on Municipality projects and initiatives to help guide the Municipality's Reconciliation efforts.

We all have a responsibility to understand the true history of the region and the country. We all have a responsibility to work collaboratively to build a better future for the region. Together, let's move forward in a spirit of relationship that honours and commemorates the experiences of the past, while moving forward on the path of Reconciliation for a better tomorrow."

"If you're truly going to bring about healing, you've got to admit where the wrong occurred and you've got to apologize for wrongs that happened."

FROM **JUSTICE MURRAY SINCLAIR**, CHAIR, TRUTH AND RECONCILIATION COMMISSION

"There are among you those who will define the path to reconciliation with greater clarity than we can at present. We know the objective – a relationship of mutual respect – but like a marathon, we can't see the finish line yet, or the challenges along the way. We may not see them for a while, but like every marathoner, you have to believe there's a finish line and that you can get there with effort, or you will not even start. If you don't believe in the race you will not know the importance of continuing to the finish. You have to believe that doing something about this history is the right thing to do, and you have to be fearless in doing what you can."

MESSAGE FROM **THE RECONCILIATION ADVISORY CIRCLE AND ELDER ALICE MARTIN**

"I am honored to send this message to the Indigenous groups within the Regional Municipality of Wood Buffalo. I sincerely hope the work we will do, to guide the process in building a trusting relationship with the Municipality will produce positive results for the Indigenous people and the Municipality. We can ask ourselves, what is it that we want to reconcile? My belief is, first we want to tell the truth about what has happened to all Indigenous people across the country and then to us in Wood Buffalo, our local history.

The reconciliation of this truth is the work we want to set in motion as the Reconciliation Advisory Circle. This Advisory Circle is comprised of Indigenous people from the region, working beside non-Indigenous representation from the Municipality. With the objective to develop a strategy that will engage both parties to observe, evaluate and report to the communities of the Indigenous people and Wood Buffalo. An important component of this work is the commitment to be a champion of creative thinking and the willingness to take action."

ACKNOWLEDGING THE PAST TO BUILD A BETTER FUTURE

Since 2016, the Municipality has made efforts to improve relationships with Indigenous communities in Wood Buffalo. Starting with identifying the Calls to Action, considered in tandem with Indigenous community partners, and greatly informed by the 2017 TRC Symposium, the 2018 TRC Engagements, and the 2019 TRC Sharing Circle; the Municipality prioritizes making space for dialogue to co-create a path forward.

The Path

In 2016, Council directed Administration to identify areas where the Municipality had jurisdiction to implement the TRC Calls to Action. Engagement with Indigenous Nations, leaders, communities, and organizations led to the creation of a multi-partner Steering Committee. Once formed, the TRC Steering Committee had the objective to identify the specific Calls to Action and the procedural steps required for the Municipality to advance reconciliation efforts in Wood Buffalo.

Indigenous partners provided preliminary feedback in 2017 on what a reconciled relationship with the Municipality could look like and the ways to achieve

this vision. Later that year, Council approved further engagement with Indigenous partners on the TRC Calls to Action. This included a meeting with the Holy Angels Former Student Committee in Fort Chipewyan, the site of a former residential school, and a 2017 TRC Symposium that saw over 100 Indigenous and non-Indigenous participants.

In 2018, the Municipality adopted its *2018-2021 Strategic Plan*. The Plan specifically identified Rural and Indigenous Communities and Partnerships as one of four key priorities. Within this key priority, several strategies and initiatives were outlined as actionable steps the Municipality could take to advance partnerships with rural and Indigenous communities in the region. Strategy and initiative 4a in the Plan highlights implementation of the Calls to Action the Municipality has the jurisdiction to influence, laying the foundation for broader reconciliation efforts across the organization.

Heartbeat of Our Nation – Commissioned by the
Regional Municipality of Wood Buffalo, 2021



The Municipality's Identified 23 Calls to Action

Originally identifying 14 TRC Calls to Action as a priority for the region – those calling on municipal governments – guided by Indigenous community engagement, the TRC Steering Committee recommended that the Municipality pursue 9 more Calls. These additional Calls were ones that the Municipality felt it could help to influence by

advocating to the federal and provincial governments to assist with closing socio-economic gaps in critical areas. What resulted was a total of 23 Municipality identified Calls to Action.

As set out in Table 1 below, these included the Calls identified by the Steering Committee, those the TRC called on municipal governments to implement and the Calls to Action for all levels of government to action.

Table 1: 23 RMWB Calls to Action

Calls to Action identified by the Municipality Internal Steering Committee

5.	We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate parenting programs for Aboriginal families.
7.	We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.
8.	We call upon the federal government to eliminate the discrepancy in federal education funding for First Nations children being educated on reserves and those First Nations children being educated off reserves.
11.	We call upon the federal government to provide adequate funding to end the backlog of First Nations students seeking a post-secondary education.
12.	We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.
16.	We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal languages.
22.	We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.
31.	We call upon the federal, provincial, and territorial governments to provide sufficient and stable funding to implement and evaluate community sanctions that will provide realistic alternatives to imprisonment for Aboriginal offenders and respond to the underlying causes of offending.
40.	We call on all levels of government, in collaboration with Aboriginal people, to create adequately funded and accessible Aboriginal-specific victim programs and services with appropriate evaluation mechanisms.

57.	We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal Peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.
75.	We call upon the federal government to work with provincial, territorial, and municipal governments, churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration, and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of appropriate memorial ceremonies and commemorative markers to honour the deceased children.
77.	We call upon provincial, territorial, municipal, and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.
79.	<p>We call upon the federal government, in collaboration with Survivors, Aboriginal organizations, and the arts community, to develop a reconciliation framework for Canadian heritage and commemoration. This would include, but not be limited to:</p> <ul style="list-style-type: none"> i. Amending the Historic Sites and Monuments Act to include First Nations, Inuit, and Métis representation on the Historic Sites and Monuments Board of Canada and its Secretariat. ii. Revising the policies, criteria, and practices of the National Program of Historical Commemoration to integrate Indigenous history, heritage values, and memory practices into Canada's national heritage and history. iii. Developing and implementing a national heritage plan and strategy for commemorating residential school sites, the history and legacy of residential schools, and the contributions of Aboriginal Peoples to Canada's history.
88.	We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.



Calls to Action identified within the TRC Calls to Action Report that call on all municipal levels of government

43.	<i>We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.</i>
47.	<i>We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous Peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.</i>

Calls to Action identified within the TRC Calls to Action Report that call on all levels of government

3.	<i>We call upon all levels of government to fully implement Jordan's Principle.</i>
17.	<i>We call upon all levels of government to enable residential school Survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for a period of five years for the name-change process and the revision of official identity documents, such as birth certificates, passports, driver's licenses, health cards, status cards, and social insurance numbers.</i>
23.	<i>We call upon all levels of government to:</i> <i>i. Increase the number of Aboriginal professionals working in the health-care field.</i> <i>ii. Ensure the retention of Aboriginal health-care providers in Aboriginal communities.</i> <i>iii. Provide cultural competency training for all health-care professionals.</i>
53.	<i>We call upon the Parliament of Canada, in consultation and collaboration with Aboriginal Peoples, to enact legislation to establish a National Council for Reconciliation. The legislation would establish the council as an independent, national, oversight body with membership jointly appointed by the Government of Canada and national Aboriginal organizations, and consisting of Aboriginal and non-Aboriginal members. Its mandate would include, but not be limited to, the following:</i> <i>i. Monitor, evaluate, and report annually to Parliament and the people of Canada on the Government of Canada's post-apology progress on reconciliation to ensure that government accountability for reconciling the relationship between Aboriginal Peoples and the Crown is maintained in the coming years.</i> <i>ii. Monitor, evaluate, and report to Parliament and the people of Canada on reconciliation progress across all levels and sectors of Canadian society, including the implementation of the Truth and Reconciliation Commission of Canada's Calls to Action.</i> <i>iii. Develop and implement a multi-year National Action Plan for Reconciliation, which includes research and policy development, public education programs, and resources.</i> <i>iv. Promote public dialogue, public/private partnerships, and public initiatives for reconciliation.</i>

55.	<p><i>We call upon all levels of government to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation. The reports or data would include, but not be limited to:</i></p> <ul style="list-style-type: none"> <i>i. The number of Aboriginal children – including Métis and Inuit children – in care, compared with non-Aboriginal children, the reasons for apprehension, and the total spending on preventive and care services by child-welfare agencies.</i> <i>ii. Comparative funding for the education of First Nations children on and off reserves.</i> <i>iii. The educational and income attainments of Aboriginal Peoples in Canada compared with non-Aboriginal people.</i> <i>iv. Progress on closing the gaps between Aboriginal and non-Aboriginal communities in a number of health indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services.</i> <i>v. Progress on eliminating the overrepresentation of Aboriginal children in youth custody over the next decade.</i> <i>vi. Progress on reducing the rate of criminal victimization of Aboriginal people, including data related to homicide and family violence victimization and other crimes.</i> <i>vii. Progress on reducing the overrepresentation of Aboriginal people in the justice and correctional systems.</i>
64.	<p><i>We call upon all levels of government that provide public funds to denominational schools to require such schools to provide an education on comparative religious studies, which must include a segment on Aboriginal spiritual beliefs and practices developed in collaboration with Aboriginal Elders.</i></p>
87.	<p><i>We call upon all levels of government, in collaboration with Aboriginal Peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.</i></p>



Municipal Government and TRC Implementation

Municipal governments have faced the challenge of implementing the TRC's findings within their limited jurisdiction, compared to the federal and provincial governments. While Municipalities approach the Calls to Action in the context of their own unique circumstances, the TRC was clear in stating that governments must strive to resolve jurisdictional disputes when providing services to Indigenous communities. While municipalities have limited jurisdiction in several areas, including post-secondary education, health care, and justice, it is also true that they as organizations have a great deal of influence on the day-to-day lives of communities, and can affect positive change.

The Federation of Canadian Municipalities (FCM) provides some direction as to how municipalities might undertake this task. While the majority of the 94 Calls to Action are addressed to federal, provincial, and territorial governments, there are nine that reference "all levels of government," and five that specifically address municipal governments. The FCM thus recommended that municipal governments take a "pathways" approach that aligns with the TRC's Ten Principles of Reconciliation. Those Ten Principles are highlighted throughout this Report and are included within the five themes that consistently arose from the Municipality's TRC engagements taking place in 2017, 2018, and 2019.



Spirits are With Me #1, 2010

THEME 1 – Relationships Strengthened in Partnerships

“Reconciliation in Wood Buffalo requires a joint commitment from the Municipality and local Indigenous People. It has to be driven by both as an equal partnership.”

*~ Cree Elder Alice Martin,
Fort Chipewyan.*

Principle 6 – All Canadians, as Treaty Peoples, share responsibility for establishing and maintaining mutually respectful relationships.

Principle 7 – The perspectives and understandings of Aboriginal Elders and Traditional Knowledge Keepers of the ethics, concepts, and practices of reconciliation are vital to long-term reconciliation.

Relationships founded on mutual respect are central to advancing reconciliation in Wood Buffalo. At times, the fragility of these relationships can be felt, but the Municipality prioritizes work that looks to strengthen these relationships, while creating space for dialogue and understanding. As stated in Principle 6 - All Canadians, as Treaty Peoples, share responsibility for establishing and maintaining mutually respectful relationships. In other words, reconciliation is not someone else's responsibility. Reconciliation is the responsibility of all Canadians.

Sharing Circle Inspires the Reconciliation Advisory Circle's Creation

On October 23, 2019, the Municipality proudly hosted a Truth and Reconciliation Sharing Circle. Attended by Indigenous Elders, the Mayor, Municipal Councillors, Municipal Senior Leadership, Indigenous leaders in the region, and drawing over 100 community members, the Sharing Circle stimulated open and honest dialogue about truth and reconciliation in Wood Buffalo. As a direct outcome of this regional forum, the Municipality announced the formation of the Reconciliation Advisory Circle (RAC), bringing together Indigenous Elders, partners, and community leaders to share important perspectives while guiding municipal reconciliation efforts.

Comprised of a group of local Indigenous people and representatives from the Municipality, the RAC has become a critical partnership that has a vision to be a catalyst for creating positive change within the Indigenous communities and the Municipality. Close to two years later, the RAC offers a collaborative space for the Municipality and Indigenous community members to identify stewardship efforts towards reconciliation while honouring and working with Indigenous culture and traditions.



Business Development – Commissioned by David and Julie Tuccaro

Emphasizing the Indigenous way of knowing and the Seven Sacred Teachings, the RAC helps to develop meaningful engagement processes between the Municipality and local Indigenous communities on municipal projects and initiatives. The Circle serves to advise, guide, and provide Indigenous perspectives that have too often been excluded from important processes, discussions, and decisions. It is a grassroots collective; comprised of individuals who bring unique knowledge and skills that can support accountability and lead reconciliation efforts in Wood Buffalo. Fundamentally, this work is driven by both the Indigenous people and the Municipality in an equal partnership. The Circle complements the ongoing municipal practices and processes through providing Indigenous knowledge infused with stewardship and traditional teachings.

Offering a lens reflective of local Wood Buffalo history and culture, the RAC provides advice to collectively guide the Municipality's reconciliation actions. The scope of the RAC's roles and activities include, but are not limited to, the following:

- Act as a conduit between the region's Indigenous communities and the Municipality.
- Guide the Municipality in developing policies and processes that cooperatively involve and include Indigenous Peoples and communities in Wood Buffalo.
- Advise the Municipality on projects and programs to support and reflect local Indigenous culture, language, and history.
- Provide mutual accountability, in the spirit of collaborative partnership.

THEME 2 – Partnerships in Housing, Land, and Heritage Resources

Principle 2 – First Nations, Inuit, and Métis people, as the original Peoples of this country and as self-determining Peoples, have Treaty, constitutional, and human rights that must be recognized and respected.

Principle 3 – Reconciliation is a process of healing relationships that requires public truth sharing, apology, and commemoration that acknowledge and redress past harms.

Principle 8 – Supporting Aboriginal Peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential.

Housing

One of the most pressing issues facing Indigenous communities in Canada is a lack of adequate housing. Building on its commitment to reconciliation, the Municipality continues to seek out opportunities to strengthen relationships and create partnerships to address important issues such as housing shortages for Indigenous Peoples in Wood Buffalo. An opportunity for such partnership developed in early 2020, following Cenovus Energy's total commitment of \$50M over the next five years for an Indigenous Housing Initiative. This program addresses the lack of quality housing and homelessness in six Indigenous communities, including Chard, Janvier and Conklin.

Viewing this as an important opportunity to support Cenovus and local Indigenous communities in their efforts to build safe

and affordable housing, Municipal Council approved the nominal sale of residential lots in both Chard and Conklin. Through this initiative, Indigenous people will be able to secure safe, affordable housing in Wood Buffalo. With ongoing Municipal support, Cenovus hopes to inspire other companies, governments, and organizations to get involved, further reaffirming a commitment to reconciliation in the region.

While there has been progress, a distinct lack of housing supports for Indigenous Peoples in the region continues to persist. There is a need for more affordable and culturally appropriate housing, as many of the existing houses are in poor condition, or unable to accommodate larger families. There are also several barriers keeping Indigenous people from secure housing. Strategies developed to reduce Indigenous homelessness often do not account for the impacts of intergenerational trauma, the deep sense of loss of culture, and the need to include Indigenous world views. When examining the root cause of Indigenous homelessness, the lack of culturally appropriate policies and practices, unavailability of wrap around support services, and the inter-jurisdictional bureaucracy and confusion that often exists, only serve to perpetuate the problem. The Municipality continues to hold discussions with Indigenous communities and external organizations to explore opportunities for Indigenous-led housing initiatives.

The Tawâw Housing First Partnership is an example of a recent housing initiative dedicated to removing barriers for Indigenous people and families experiencing homelessness in Wood Buffalo. Tawâw (A Cree word meaning "Come in, Welcome"),

is a tri-partnership between the McMurray Métis, Wood Buffalo Housing & Development Corporation, and the Wood Buffalo Wellness Society. Supported with funding from the Municipality's Community Investment Program – under the 2020/2021 Community Plan on Homelessness, the project creates access to culturally appropriate housing with funds allocated by Council through the federal government's Reaching Home initiative.

Seeking to become a leader in addressing homelessness, including amongst Indigenous Peoples, the partnership is drawing on the expertise, experience, and networks of three established regional community organizations. Wood Buffalo Housing owned units will be converted into transitional and supportive housing spaces, and services will be guided by the leadership of McMurray Métis and the Wood Buffalo Wellness Society to serve residents. As self-sufficiency is achieved, residents may transition to other nearby Wood Buffalo Housing units as they continue along the path to wellness.

The Tawâw Partnership is supporting vulnerable populations, particularly during the Covid-19 pandemic, to help achieve the goal of eliminating chronic homelessness in the region. In doing so, the Partnership will also enable a unique, culturally sensitive environment to assist residents transitioning from lives of addiction, intergenerational trauma, impaired educational and employment outcomes, marginalization, and hopelessness into a place of support, dignity, structure, community, and cultural pride.

In addition, the Municipality works with the federal and provincial government and local non-profit and social profit organizations to address homelessness in the region. Agencies are supported in delivering intensive case management, housing support programs, assertive community treatment, outreach, and permanent supportive housing programs. The Municipality's Homelessness Initiative

Strategic Committee (HISC) is an action-focused group which stewards and advocates for the Municipality's Community Plan on Homelessness and includes Indigenous membership, reviewing housing applications to ensure they align with identified program priorities and funding criteria. Under the Municipality's 2021-2022 Community Plan on Homelessness Grant, local non-profits received \$3.9M in funding, including support for the Tawâw Housing First Partnership.

As well, during 2021, in another Indigenous housing-related initiative, the Municipality's Indigenous and Rural Relations department (IRR) has facilitated monthly meetings with the Fort Chipewyan Métis Association through a Housing Committee to create connections within the Municipality and with various partner agencies. The goal is to assist in addressing the housing needs and the persistent issue of homelessness for Métis people from Fort Chipewyan and those who have relocated to the urban service area. Collaborative partners participating in the Fort Chipewyan Housing Committee include the Municipality, McMurray Métis, Wood Buffalo Housing, and the Fort Chipewyan Métis Association. The Committee continues to collaborate with the Municipality, connect with local agencies and other levels of government, and liaise with Wood Buffalo Housing to determine further strategies and action to actively address housing and homelessness in the area.

Land

Absence of land from the broader reconciliation dialogue is a huge and persistent gap. While focusing on the residential school system and the Sixties Scoop and supporting survivors is vitally important, this is only part of the conversation. At the end of the day, justice for Indigenous Peoples and communities, and the path to reconciliation, is premised on the importance of the inherent connections the land has to

Indigenous Peoples' culture, sustainability, and overall well-being.

It should be noted that while Alberta is home to eight Métis Settlements and is the only province in Canada with a Métis land base, there are no Métis Settlements in Wood Buffalo. The Municipality is committed to addressing First Nations' and Métis' communities' rights in Wood Buffalo, building, and strengthening relationships, and meaningfully engaging with those communities on a wide variety of Municipal projects, programs, services, policies, and initiatives.

Following the signing of the Treaties, several outstanding land debts are still owed to First Nations across Canada. Additions to Reserve (ATRs) are an important way for First Nations to address historic and unjust loss of reserve and treaty land. ATRs are also important for accommodating growing populations, supporting strategic and economic development opportunities, and can contribute directly to advancing reconciliation and improving the treaty relationship. There has been extensive dialogue about what reconciliation means for both Indigenous and non-Indigenous people in Canada. While this dialogue is important, reconciliation requires much more than conversation; reconciliation requires action.

On January 23, 2018, Municipal Council unanimously supported the motion that the Mayor send a letter of support to the federal Minister of the Department of Indigenous and Northern Affairs Canada for the Athabasca Chipewyan First Nation (ACFN) ATR; and that Administration be directed to work with ACFN to enter into a Municipal Service Agreement (MSA). Later in 2020 marked the first time in Alberta's history that a fee simple parcel of land was converted into reserve land, drawing attention to the fact that Urban reserves and ATRs have a multitude of outcomes that are mutually beneficial to a municipality and a First Nation. Urban reserves create job opportunities, strengthen working

relationships, have a positive impact on local real estate markets, can create community construction activity, benefit local businesses, generate revenue, and increase economic self-sufficiency; all while improving living standards and quality of life.

As noted above, there can be no reconciliation without land, and that is as true in Wood Buffalo as it is across Canada. Recognizing the significance of land to reconciliation, in June 2020, Municipal Council unanimously approved the transfer of 7.8 acres of land on MacDonald Island Park in Fort McMurray to the McMurray Métis. The land transfer was completed to support the future construction of a Métis Cultural Centre. Council's action to transfer the land was in direct response to one of the recommendations for reconciliation set out in the McMurray Métis' September 2018 Report, titled *The Moccasin Flats Evictions: Home, Forced Relocation, and Resilience*. This seminal Report discusses the historical Moccasin Flats site evictions and makes a series of eight recommendations to redress the wrongdoings of the past and the negative Indigenous community-level impacts that continue to affect Indigenous people in Wood Buffalo.

Commemorating history with a monument to Moccasin Flats and a Métis Cultural Centre in Fort McMurray highlighted the Report's land-related reconciliation recommendations. On September 2, 2020, leadership from McMurray Métis, the Métis Nation of Alberta and Municipal Council members were joined by federal and provincial government Ministers at the McMurray Métis Cultural Centre groundbreaking ceremony on MacDonald Island. The facility will include an art gallery, museum, conference spaces and offices for child and family services, health care, employment training, smudging rooms, youth spaces, a community kitchen, and a rooftop greenhouse garden. Construction of the Cultural Centre commenced in spring 2021.

Moccasin Flats Memorial Initiative

Moccasin Flats is an area of land at the confluence of the Athabasca and Clearwater Rivers in Fort McMurray and was an important historical gathering place for both Métis and First Nations people. In the late 1970s and early 1980s, the Indigenous residents of Moccasin Flats were unjustly evicted to make way for Fort McMurray's urban development at the time. These evictions had many lasting and negative impacts that includes social fragmentation, a disconnection from the land, experienced racism, and intergenerational trauma. To acknowledge the history and those impacted, on December 3, 2020, Municipal Council passed a motion allocating \$200,000 for a Memorial to commemorate Moccasin Flats.

The Municipality fully acknowledges the Moccasin Flats evictions, the trauma this has caused, and is committed to commemorating this painful series of events in the region's history, so that the truth can be known, acknowledged, and never repeated. Informed by Indigenous community engagement, it is hoped that the Memorial initiative will serve to strengthen the Municipality's ongoing reconciliation efforts with Indigenous communities in the region. Through this lens, and in response to the call to action outlined in the Moccasin Flats Report, the Memorial and land transfer can be viewed as central to advancing reconciliation in Wood Buffalo. The Memorial is intended to commemorate and honour all those affected, helping to bring about healing and reconciliation that is rooted in awareness, atonement, and action.

Further to TRC Principle 3, a Memorial to Moccasin Flats acknowledges that reconciliation is a process of healing relationships which requires public truth sharing, apology, and commemoration to address and redress past harms. The Moccasin Flats Memorial will honour all those who were impacted by the evictions at this site, further advancing, and strengthening the Municipality's overall commitment to reconciliation.

Kiyām Community Park

Revitalization of downtown Fort McMurray is a key *2018-2021 Strategic Plan* priority. Committed to preserving, revitalizing, and strengthening Indigenous languages is part of its commitment to Truth and Reconciliation, Municipal Council approved the official naming of what was formerly known as the Franklin and Main Park, to Kiyām [key-yam] Community Park. With Kiyām being a Cree and Michif word meaning "Let it be", naming this park in local Indigenous languages was an opportunity to honour Indigenous heritage in Wood Buffalo, marking another important step forward in reconciliation.

The name Kiyām was supported by the Wood Buffalo Downtown Revitalization Advisory Committee and recommended by the Community Identification Committee, a Council-appointed Committee that makes recommendations to Council on the naming and renaming of public facilities within the region. It was also the result of extensive engagement and conversations with Indigenous community representatives on an appropriate name for the park in a traditional language spoken in the region and honouring and commemorating Indigenous heritage. Kiyām Community Park is currently under construction with completion expected in fall 2021.



Highway 63 and 881 Signs

Treaty 8, signed by several First Nations and the federal government on June 21, 1899 in Grouard, Alberta, covers a vast geographical area, encompassing portions of three provinces and one territory: Northwest Saskatchewan, Northern Alberta, Northeast British Columbia, and the Southern Northwest Territories. The Municipality falls within Treaty 8 boundaries.

In December 2020, Municipal Council passed a Motion directing that Indigenous communities be engaged on the design elements and wording for the placement of signs on Highways 881 and 63, respectfully acknowledging and recognizing Treaty 8 and Métis Territory. One sign would be erected on Highway 881 South, after the Highway 63 turnoff. A second sign would be erected along Highway 63 North upon entering Fort McMurray.

Both highway signs will include land acknowledgements recognizing and expressing gratitude to First Nations and Métis people and communities in Wood Buffalo. The signs will seek to further reconciliation efforts between Indigenous and non-Indigenous people in Wood Buffalo, honouring this land and Indigenous Peoples as its original caretakers.

Land Acknowledgement

Land acknowledgements honour and recognize Indigenous Peoples as the original stewards of the land as well as their inherent rights and strong kinship to the land. Inspired by the Calls to Action, the Municipality recognizes how institutional systems of power have been oppressive, negatively impacting the original inhabitants of this land and the generations who have followed them. The Municipality affirms through formal land acknowledgements that “the land on which we live, learn, work and play, is Treaty 8 Territory, the traditional lands of the Cree, Dene, and the unceded territory of the Métis people.”

In tandem with its reconciliation efforts, the Municipality’s land acknowledgements are intended to honour and respect Indigenous Peoples and communities in the region and their inherent connection to this land. The land acknowledgement is now delivered by the Mayor at the beginning of every Council meeting and at events held in the region.

In May 2021, the Municipality incorporated a land acknowledgement and Indigenous languages into its corporate signature organization-wide. The Municipality’s amended corporate signature includes a land acknowledgement, as well as translation of “Fort McMurray” into Cree, Dene, and syllabics. In a symbolic but impactful way, the Municipality’s land acknowledgements help confront the truth and realities of settler colonialism and create an improved environment to build better relationships with Indigenous Peoples and communities in Wood Buffalo.

Flag Policy

On July 13, 2021, Municipal Council approved a new Flag Policy and allocated up to \$250,000 from the Capital Infrastructure Reserve to fund the installation of flagpoles in alignment with the policy. The proposed Flag Policy repeals the Flag Protocol, initially established in 1987. Given the passage of 34 years without a review and update of the initial protocol, there have been multiple challenges over the years in the application of the Flag Protocol. In addition to the usage of terms that are no longer relevant, there was no consideration given to the flying of Indigenous flags or mechanisms for community groups to request the flying of their flags or the half-masting of flags to recognize a solemn occasion.

Over the years, Indigenous communities in Wood Buffalo have requested that Indigenous flags be flown throughout several areas in the region. To help inform the new Flag Policy’s development, the Municipality engaged with

Indigenous governments, and as a result, the Municipality's new Flag Policy includes both the Treaty 8 and Métis flags as well as the option to fly Indigenous community flags within specific communities. A necessary step in advancing reconciliation, the updated Flag Policy recognizes and honours the government-to-government relationship that is vital to improved relations.

Following the adoption of the updated Policy, and for the first time in municipal history, two Métis flags are now permanently flying in Anzac – at the gazebo park and at the Anzac Fire Hall – as a visual reminder to recognize and honour that the land upon which we live is the traditional lands of the Cree, Dene, and Métis people. The Willow Lake Métis Nation Flag Raising Ceremony was held on Wednesday, August 18, at the gazebo park in Anzac and included Municipal representatives and Willow Lake Métis Nation leaders as well as community members.

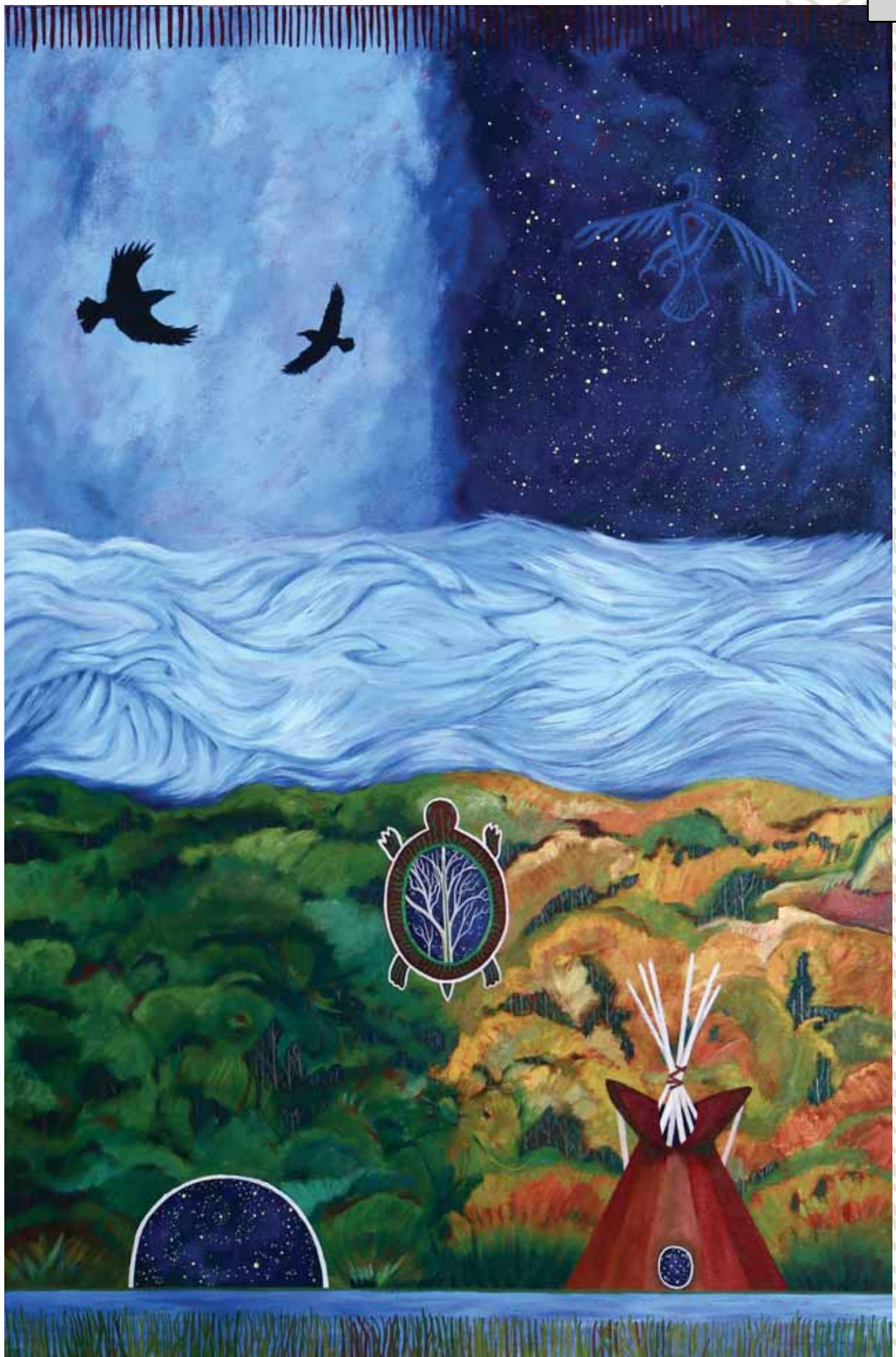
At the event, Deputy Mayor Phil Meagher stated, "We hope actions like this show how the Municipality is committed to implementing recommendations from the Truth and Reconciliation Commission of Canada, and we look forward to continuing this work with all Indigenous communities as partners towards true reconciliation". Willow Lake Métis Nation's Vice President and Chief Executive Officer Justin Bourque added, "Today is an important and meaningful day of recognition for the Métis People of Willow Lake and the community of Anzac." Going on to state, "Today's flag raising ceremony and our Nation's flag to be flown alongside Canada, Alberta and the Municipality symbolizes a step in the right direction on the road to reconciliation and signifies an acknowledged union we all share with the lands in which we occupy."

Heritage Resources

The Municipality is developing a broad Heritage Resources Management Plan that will specifically address and protect Indigenous heritage in Wood Buffalo. The Plan will incorporate an inclusive vision of heritage within the region and offer tools to identify, protect, and celebrate Wood Buffalo's heritage, including the rich Indigenous heritage that is central to community identity. Development of the Plan will build a framework to encourage and facilitate Wood Buffalo heritage conservation activities and to guide future initiatives for the identification, stewardship, and management of heritage resources. It will also explore ways to identify, celebrate, and protect stories and truths that have been historically silenced or obscured within the Municipality's heritage portfolio, including those of Indigenous Peoples, women, BIPOC, 2SLGBTQIAAPP+, individuals with disabilities, and other equity-deserving groups.

Indigenous communities are currently being engaged on the Plan's development, with opportunities to share their stories and better inform and strengthen the Municipality's heritage resources management practices and processes. Supporting First Nations and Métis communities' cultural revitalization through more effective Municipal heritage resource management will be vital to this initiative's success and will further advance reconciliation in Wood Buffalo.





THEME 3 – Culture, Language, and Art

Principle 4 – Legacies of colonialism and impacts on Aboriginal Peoples' cultures and language, education, health, child welfare, as well as justice issues and economic opportunities and prosperity, need to be addressed in reconciling relationships.

Principle 8 – Aboriginal Peoples' cultural revitalization, knowledge systems, oral histories, laws, protocols, and connections to the land in the reconciliation process are essential.

Indigenous Language & Culture*

'Linguicide' is defined by scholars Teresa L. McCarty, Mary Eunice Romero and Ofelia Zepeda as languages that have been exterminated "not because this has been a 'natural' development, but because they have been 'helped' on their way." Governments, agencies, and policies of assimilation, including the residential school system, have led in the "death" of many Indigenous languages in Canada. Recognizing, preserving, and strengthening traditional Indigenous languages is critical to redressing the harms that have been done, and is a crucial component to advancing reconciliation.

For the first time in municipal history, traditional Indigenous languages are being promoted, celebrated, and preserved in Wood Buffalo. This began with the naming of several dry ponds in Cree and the inclusion of Dene, Michif, and Cree on traffic stop signs throughout several communities in the region. The Emergency Management team has also had the safe evacuation and shelter in place information translated into Cree and Dene. In addition, the Covid-19 Regional Municipality of Wood Buffalo Masking Bylaw

and Community Emergency Management Plans were translated into Cree and Dene, and several initiatives like the 2020 Volunteer Appreciation campaign are utilizing local Indigenous languages.

In addition to Cree and Dene signage throughout the newly renovated first floor of the Jubilee Building in Fort McMurray, the newly designed park at Franklin and Main was named Kiyām [key-yam], a Cree and Michif word meaning "Let it be". In a conversation captured by the Fort McMurray Today, Melanie Walsh, Social Media and Events Coordinator for the McMurray Métis, impactfully states the importance of language for reconciliation when she says, "The first thing that these children were stripped of was their language, they were getting beaten so badly for speaking their Cree language, the only language they knew," said Walsh. "Now that's such a big full circle moment in reconciliation, naming a park a Cree name."

National Indigenous Languages Day

Language is fundamental and central to identity, preservation of culture, worldview, expression of self-determination, and is critical to reconciliation. Since 1993, Indigenous Peoples in Canada have celebrated National Indigenous Languages Day to acknowledge the importance of language and culture to the well-being and resilience of Indigenous communities. On Wednesday, March 31, 2021, the Athabasca Chipewyan First Nation, Fort Chipewyan Métis Association, and Mikisew Cree First Nation hosted a virtual National Indigenous Languages Day celebration. The Athabasca Tribal Council and the Municipality proudly partnered with the three communities to hold the event.

* McCarty, Teresa L., Mary Eunice Romero and Ofelia Zepeda, 2006. "Reimagining Multilingual America: Lessons from Native American Youth." In Garcia, SkutnabbKangas and Torres-Guzman, 2006.

* <https://www.fortmcmurraytoday.com/news/council-approves-naming-downtown-park-kiyam-community-park?fbclid=IwAR32yWZozDNN-MIFZ4glvrKv-9VZYHNX9IhGQ8Nu1Duh36WpVxYSxzyswhzg>

The celebration honoured the strength and endurance of Indigenous languages and cultures in Wood Buffalo and around the world. The event's opening ceremonies featured recordings of Elders speaking their traditional language and a video of Mayor Don Scott welcoming all participants in Cree and Dene. Indigenous language teachers, working to revitalize and sustain traditional Indigenous languages, offered all participants opportunities to learn and invited participation in an Indigenous Language Learners Sharing Circle - a safe space created to share experiences and efforts to preserve and strengthen Indigenous languages.

In support of Calls to Action 13 and 14 (Language and Culture – proposed for adoption within this report), and in recognition of Indigenous language rights, the Municipality's Community Identification System Policy, includes the objective of honouring Indigenous place names and history. The Municipality's existing Community Identification Committee is the body that puts forward recommendations to Council on suggested naming and renaming of communities, subdivisions, public facilities, streets, and multi-family projects within the Municipality. It seeks to include Indigenous representation and has been essential in the recent efforts to utilize local Indigenous languages in places like Parsons Creek and the Franklin and Main Park, now known as Kiyām Community Park.

In addition, the year 2022 begins the United Nations International Decade of Indigenous Languages. The success of the March 31, 2021 National Day of Indigenous Languages events, and other critical Indigenous language and cultural retention initiatives the Municipality is proud to support in the region will help preserve and revitalize the Cree, Dene and Michif languages. Working closely with local First Nations and Métis communities, Elders, Traditional Knowledge Keepers, and Indigenous organizations, and following their leads; the Municipality is

committed to seeing traditional Indigenous languages flourish in Wood Buffalo and to integrating them in the Municipality's operational practices throughout the community and region.

Indigenous Speaker Series – 'It's Time to Talk'

Launched in May 2021, the Municipality's Indigenous Speaker Series offers participants opportunities to learn, understand, and engage on important issues like homelessness, addiction, intergenerational trauma, and reconciliation. On May 27, the inaugural Indigenous Speaker event featured an interactive virtual discussion forum with Jesse Thistle, celebrated author of the national bestseller, *From the Ashes: My Story of Being Métis, Homeless and Finding My Way*. Thistle is a strong Indigenous rights advocate, York University Métis Studies Assistant Professor, and Métis Cree PhD candidate.

From the Ashes, published in 2019, chronicles his deeply personal experiences with, homelessness, addiction, and trauma. The book was a finalist for CBC Canada Reads and won the Kobo Emerging Writer Prize for Nonfiction. Thistle is also the recipient of an Indigenous Voices Award and a High Plains Book Award, who strongly advocates for an Indigenous understanding of homelessness and is the National Representative for Indigenous Homelessness for the Canadian Observatory on Homelessness. His current academic focus is on theories of intergenerational and the historical trauma amongst Métis people.

At the event, Thistle discussed dimensions of Indigenous homelessness, work he undertook through the Observatory, noting the dispossession of Indigenous Peoples from their land as a major contributing factor, amongst others. The Indigenous Speaker Series is intended to raise awareness of Indigenous histories, experiences,

and cultures, highlighting the voices of Indigenous artists, writers, activists, and leaders. It will offer and present powerful examples of strength and resiliency and the positive impacts one individual can have, while contributing to the ongoing dialogue necessary for repairing and reconciling relationships with Indigenous Peoples.

Arts and Commemoration

The TRC calls on cultural organizations, government, and academic institutions to increase overall competency around Indigenous issues, people, and knowledge systems. Indigenous art in this context is much more than just art – it is about restoring relationships, acknowledging voice and visibility, and carrying languages and ancestral teachings forward. Efforts at reconciliation through art offer the chance to advance truths that are removed from colonial narratives. Indigenous tradition, history, and culture are key to cultivating an inclusive community, where all cultural traditions and expressions are respected, promoted, and equitably resourced. The Municipality's reconciliation efforts align with Call to Action 79 regarding arts, heritage, and commemoration, where the Commission called for development of a reconciliation framework for Canadian heritage and commemoration involving arts communities. Through implementation of a first-ever municipal Public Art Plan, the Municipality commits to fulfilling this Call to Action with Indigenous communities and Peoples in the region, particularly individuals involved in the thriving arts community of First Nations and Métis groups in Wood Buffalo.



Public Art Plan

Public art can be an important avenue in building and strengthening relationships between government and First Nations and Métis people. The TRC calls on government to increase overall competency around Indigenous issues, people, and knowledge systems. Through this lens, Indigenous art provides an opportunity to restore cultural connections to the land, while sharing historical truths that have often been removed and suppressed through the colonial narrative.

In May 2021, Municipal Council approved the Municipality's first-ever Public Art Plan, intended to support a vibrant public art program recognizing the region's cultural identity and character and sharing the true history of Wood Buffalo to strengthen community identity and provide a sense of place through public art.

Developed in collaboration with partners that included the Reconciliation Advisory Circle and 18 Indigenous voices, the Municipality's Public Art Plan includes creation of a Visible Indigenous Presence as a major theme. Prioritizing self-determination and reciprocal decision-making processes in public art planning, programming, and project development, the Plan will seek to restore self-autonomy and enable Indigenous self-determination in the public art space. A key element of the Plan includes the creation of a Wood Buffalo Indigenous Public Art Advisory Circle, also a first for the region, made up of many of the Indigenous voices who engaged on the Public Art Plan's development.

An Indigenous Public Art Curator, contracted to meet the Plan's priority needs, will work to strengthen relationships with Indigenous communities and the Municipality to decolonize processes associated with municipal public art selection and acquisition. The Curator will help ensure that local Indigenous artists have access to current and future municipal public art opportunities to tell and represent Indigenous stories, identities,

and histories. The Curator will also help facilitate the inclusion of a series of cohesive Indigenous public art projects within the Municipality and work towards implementing the Public Art Plan's artists focus on current and future reconciliation, commemorative, and planning initiatives.

Guided by the Plan, the Wood Buffalo Public Art Program will strengthen Indigenous engagement and Indigenous artist participation in the region, support local artists, including acquisition of local artwork, and improve the balance of rural and urban art site selection in Wood Buffalo. In addition to the Public Art Plan itself, there are several other Indigenous public art-related and commemoration projects and initiatives currently underway in the region, all of which have included and will continue to engage First Nations and Métis communities. These include:

- **Indigenous Artwork in Council Chambers:**

To foster an ongoing commitment towards reconciliation with First Nations and Métis communities, Council unanimously passed a motion on June 4, 2019 directing Municipal Administration to begin work to commission a local Indigenous artist, or artist team, that would create artwork for Council Chambers to respectfully pay recognition to Treaty 8 and unceded Métis territory, its people and to serve as an ongoing reminder of the importance of reconciliation. Sharing Circles with participating Wood Buffalo First Nations and Métis community Knowledge Keepers came together to have open and honest dialogue about art and reconciliation in summer 2021. The lead artist was selected by the Sharing Circle and is expected to complete the finalized artwork(s) design concept in fall 2021. Once completed, the piece(s) will be proudly displayed in Municipal Council Chambers as a visual reminder of the true history of the region, the country, and the importance that reconciliation holds for each of us as individuals and as an organization.

- **Waterfront Park Revitalization:**

Fort McMurray's Waterfront Park is a highly anticipated development encouraging water connection and improving access to nature in the downtown area. The design covers six kilometers of waterfront and is part of the Municipality's overall Waterfront Park Revitalization Project. Once designed, the Waterfront Park will embrace natural elements while strengthening new community gatherings in outdoor event spaces, connecting the waterfront through trails and pathways, encouraging play, and honoring the rich and diverse Indigenous history within the region.

Indigenous people and communities have a strong and significant connection to the waterfront. The Municipality's Waterfront Park Revitalization initiatives recognize the significance that this area holds for local Indigenous communities, making Indigenous engagement a critical priority of the project. Acknowledging and celebrating the rich and diverse Indigenous cultures, stories, and histories and commemorating significant events in the region's past, while recognizing Indigenous connections to the land, is key to the success of the Waterfront Park Revitalization initiative.

The Indigenous Curator will be a key component necessary for executing strategies to share the history and connection that Indigenous Peoples have to this land through inclusion of public art in waterfront and downtown revitalization design plans. Working groups with Indigenous representation on Storytelling and History, Language, and Traditional Plants and Medicine are also to be included as part of the Waterfront Park project.



THEME 4 – Indigenous Awareness Training

Principle 1 – The United Nations Declaration on the Rights of Indigenous Peoples is the framework for reconciliation at all levels and across all sectors of Canadian Society.

Principle 10 – Reconciliation requires sustained public education about the history and legacy of residential schools, Treaties, and Aboriginal rights.

Indigenous eLearning Series

In direct response to Call to Action 57 (Professional Development and Training for Public Servants), and in recognition of Principle 10, the Municipality has instituted several initiatives to raise awareness internally and externally about the historical truths and injustices and how these impact relationships today. Understanding that awareness is a key component of reconciliation, several training opportunities for municipal employees and the Wood Buffalo community have been developed and were made mandatory for all new and existing staff in June 2020.

To develop its eLearning Series on Indigenous cultural awareness, the Municipality worked closely with a local Indigenous company and a local Indigenous artist to create two interactive online training Modules. The first module, titled *Indigenous Awareness*, will increase participants cultural awareness by exploring terminology, facts, and myths, and includes information about Indigenous communities in Wood Buffalo. The second module, titled *Moving Towards Reconciliation*, helps participants to explore the history and impacts of Canada's residential school system, the TRC's Calls to Action, and ways in which everyone can contribute to advancing reconciliation.

The Modules became publicly available on September 30, 2020 – known as Orange Shirt Day, providing learning opportunities to recognize the strength of present-day Indigenous communities and reflect upon ways individuals can personally work towards reconciliation in Wood Buffalo. Once the courses are completed, a certificate of participation is provided upon request. The Municipality encourages participants to share their certificate online and spread the word about the Series, raise awareness about reconciliation, and inspire others to learn.

Since the 2020 launch of the Modules, there has been an overwhelming positive response from staff and residents in the region. The courses are now also being used by the Wood Buffalo Regional Library and several schools in the district as a resource for new and existing staff. Several municipalities outside of Wood Buffalo have also reached out directly to say the courses have inspired them to look at working with local Indigenous voices to develop Indigenous Awareness training modules for their own organizations.

Blanket Exercise

In September 2019, the Municipality's Senior Leadership Team and several municipal Councillors participated in a Blanket Exercise. The KAIROS Blanket Exercise is an interactive learning experience that teaches participants the history of Indigenous Peoples in Canada, concepts of colonialism and aspects of the treaty relationship. Developed in response to the *1996 Report of the Royal Commission on Aboriginal Peoples* – which recommended education on Canadian-Indigenous history as one of the key steps to reconciliation, the Blanket Exercise covers over 500 years of history in a participatory workshop.

In partnership with KAIROS and the Alberta Urban Municipalities Association, and developed in collaboration with Indigenous Elders, Knowledge Keepers and educators, the Blanket Exercise program helps educate and improve understanding between Indigenous and non-Indigenous Peoples to promote reconciliation. Standing on blankets representing the land, the exercise brings participants through periods of pre-contact, treaty-making, colonization, and resistance. By engaging on an emotional and intellectual level, the Blanket Exercise effectively educates and increases empathy. Through a continued partnership with KAIROS, local Elders, and the Municipality's Human Resources LEARN team, the course has since been made available to all staff.

United Nations Declaration on the Rights of Indigenous Peoples Workshop

As described by the United Nations, the UN Declaration is a "universal framework of minimum standards for the survival, dignity and well-being of the Indigenous Peoples of the world and it elaborates on existing human rights standards and fundamental freedoms as they apply to the specific situation of Indigenous Peoples." The UN Declaration has been adopted by 148 nations, with the Government of British Columbia passing the *Declaration on the Rights of Indigenous Peoples Act* into law in November 2019, thereby mandating the B.C. government to bring provincial laws into harmony with the UN Declaration.

In 2020, the Municipality's Senior Leadership Team participated in a UN Declaration Workshop that was developed and facilitated by Indigenous Corporate Training Inc. This increased understanding and broadened organizational awareness of the UN Declaration which proved to be especially important for departments that frequently

engage with Indigenous communities on municipal projects and initiatives. Workshop learnings on the UN Declaration are strengthening the Municipality's ongoing response to the TRC Principles and Calls to Action, the Municipality's framework for reconciliation, and overall relationships with Indigenous communities.

In addition, the Municipality has been engaging with the City of Vancouver after their Municipal Council passed a motion to implement the UN Declaration at a local government level, recognizing this as the minimum standard for the survival, dignity, well-being, and rights of Indigenous Peoples. Given that legislation has been passed to bring B.C. provincial laws into harmony with the UN Declaration, the City of Vancouver will have a foundation to implement change at the local level. While there is currently no similar legislation in Alberta, the Municipality continues to examine ways in which change can be adopted at a local level.

The UN Declaration is the framework for reconciliation across all levels and sectors of Canadian society, and the Municipality has recognized Call to Action 43 as one it can influence with other levels of government or implement within its municipal jurisdiction. Specifically stated, Call to Action 43 calls upon municipal governments to fully adopt and implement the UN Declaration as the framework for reconciliation. Vancouver's motion and related action plan is helping to inform the Municipality's potential implementation of the UN Declaration as the overarching framework for reconciliation in concerted action and partnership with Indigenous Peoples and communities in Wood Buffalo.

Elder-in-Residence Program

Supported by the 2018-2021 Strategic Plan's priorities of Truth and Reconciliation and Rural and Indigenous Community Partnerships, the

Municipality's IRR department continues to develop an Elder-in-Residence Program (EIR). The Program seeks to further the commitment to strengthening relationships with First Nations and Métis communities, and is in direct response to feedback received during the Municipality's 2017-2019 formal TRC engagements.

Advancing the Municipality's ongoing commitment to the TRC Calls to Action and the UN Declaration as the framework for reconciliation, the EIR Program will serve to enrich the Municipality's programs, projects, and activities by partnering with Indigenous community Elders and Knowledge Keepers.

The Program will bring forth Elders to impart their traditional teachings and wisdom to help guide and better inform municipal strategies and initiatives. It will remove barriers while providing opportunities for Elders and the Municipality's staff to come together and exchange ideas and approaches on various projects and initiatives. In the spirit of reconciliation and based on the principles found within the TRC Calls to Action and the UN Declaration, the EIR is being co-created with Elders and Knowledge Keepers to ensure Indigenous ways of knowing form the foundation of Municipal projects, programs, services, and initiatives.



Mom (Margaret) – Commissioned by the Northern Lights Regional Health Authority, 2019

THEME 5 – Socioeconomic Development

Principle 5 – Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Aboriginal and non-Aboriginal Canadians.

Principle 9 – Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.

TRC Call to Action 92 states, in part, that Indigenous communities should gain long-term sustainable benefits from economic development projects. While the TRC has made Call to Action 92 the domain of business, the Municipality believes there are municipal applications tied to this Call, particularly related to Indigenous procurement and municipal hiring practices. Equitable access for Indigenous Peoples to jobs, training, and educational opportunities is not only the responsibility of the corporate sector, but has implications for government agencies as well.

The Municipality's Indigenous and Rural Relations department has identified Call to Action 92 as an important priority moving forward. Further commitment requires the development of strong and effective partnerships with the Northeastern Alberta Aboriginal Business Association, Fort McMurray Wood Buffalo Economic Development and Tourism, and the Fort McMurray Chamber of Commerce, as well as local First Nations and Métis communities through their economic development and business ventures. To support the development of these partnerships, in 2020, the Indigenous and Rural Relations department created a Reconciliation Branch, with two Reconciliation Advisors, one of which to focus specifically on socioeconomic

development and reconciliation. As of February 2021, this position, filled within the Municipality's framework for reconciliation, is helping to advance initiatives such as procurement and local Indigenous socio-economic development, while building better overall community and business relationships with First Nations and Métis communities and Indigenous organizations. This work has placed the Municipality at the forefront in acknowledging that economic reconciliation is fundamental to enabling economic growth and development in Indigenous communities, recognizing their unique contributions to a thriving regional and national economy.

Indigenous Procurement Policy

To make progress on Call to Action 92, seeking to be adopted by way of this report; the Municipality is committed to supporting procurement of goods and services from qualified Indigenous communities and businesses. In July 2021, Municipal Council unanimously supported a motion that directed the development of an Indigenous Procurement Policy through consultation with Northeastern Alberta Aboriginal Business Association and Indigenous businesses for this purpose. Further, Council directed Administration to continue to engage locally, including but not limited to, the Fort McMurray Construction Association, the Fort McMurray Chamber of Commerce, and the Northeastern Alberta Aboriginal Business Association, to assist in the development of a social procurement program and bring forward a revised Council Procurement Policy inclusive of social procurement. Indigenous business opportunities were identified as one of the key priorities of the social procurement program.

There is an important link between procurement and Indigenous economic development, capacity investment, education, and training. As such, designing municipal solicitations that similarly include such evaluation criteria, through a stand-alone Indigenous Procurement Policy and the social procurement program, will ensure the proper inclusion and consideration of regional Indigenous businesses and support community economic benefits. Throughout July and August 2021, engagements were held for both initiatives with excellent feedback received from participating organizations and Indigenous communities and businesses. This feedback will help to guide the development and implementation of both initiatives. A revised Council Procurement Policy, inclusive of the social procurement and a status update on the development of the Indigenous Procurement Policy, will be presented to Council in September, 2021.

Small Business Workshop

In a direct response to Call to Action 92, on June 28 & 29, 2021, the Municipality held a two-day virtual Small Business Indigenous Awareness Workshops for the region's small business owners, employees, and entrepreneurs. Coordinated by the Athabasca Tribal Council, in partnership with McMurray Métis, the Fort McKay Métis Nation, the Northeastern Alberta Aboriginal Business Association, the Fort McMurray Chamber of

Commerce, Fort McMurray Wood Buffalo Economic Development and Tourism, Community Futures Wood Buffalo, and the Municipality, 74 Wood Buffalo and province-wide participants attended the virtual events. Facilitated by renowned local Indigenous awareness consultant, Holly Fortier of Nisto Consulting Inc., the Workshops provided education on Indigenous history and the legacy of residential schools, while offering participants training opportunities, and featured interactive dialogue and a question-and-answer session on how to grow businesses through greater Indigenous cultural awareness and learnings.

The Workshops focused on and led to key outcomes on understanding Indigenous perspectives, historical and current challenges; identifying respectful opportunities for businesses to thrive with improved Indigenous cultural awareness; incorporating diversity into businesses through a variety of means; and engaging with Indigenous artists and suppliers for retail sales in ways that are respectful of Indigenous cultures and protocols. Marking the first time that all these partners joined together to advance Call to Action 92, the Municipality continues to work with participants to develop additional training and awareness opportunities to build and strengthen business relationships. A follow-up workshop is planned for 2022.

THE PATH FORWARD:

RECONCILIATION RECOMMENDATIONS

Informed by Indigenous community engagement and to ensure the Municipality continually documents, reports, and evaluates its progress, a series of recommendations for future reconciliatory actions are outlined below:

- **Call to Action Progress Report:** Starting in 2022, and on an annual basis, the Municipality will publish a Report on its current state in addressing the identified Calls to Action. Coordinated and led by the Indigenous and Rural Relations department, the Progress Report will document how all Municipal departments are contributing to reconciliation efforts with Indigenous communities in Wood Buffalo.
- **United Nations Declaration on the Rights of Indigenous Peoples Implementation Plan:** It is recommended that the *United Nations Declaration on the Rights of Indigenous Peoples* (Call to Action 43) function as the Municipality's current and future framework for reconciliation and that it be fully and officially implemented by way of municipal Council Policy. Through the completion of an UN Declaration Implementation Plan, the Municipality formally recommit to TRC Call to Action 43. Negotiation and finalization of Indigenous community-specific Protocol Agreements, continued implementation of the current Strategic Plan's Truth and Reconciliation priority initiatives, and development of future municipal plans will further affirm the UN Declaration as the Municipality's framework for reconciliation.
- **Report to Council:** To coincide with each Council term, and every four years, beginning with this Report and again in 2025, it is recommended that a comprehensive Report on the Municipality's progressive responses to and actions on reconciliation be published. Ongoing reporting will clearly demonstrate the Municipality's continued commitment to reconciliation, include detailed information about the Municipality's key areas of achievement, and describe in what ways more action is still required. Recommendations based on continuous Indigenous engagement and reconciliation regarding municipal projects and initiatives will be embedded within the Report to Council, identifying opportunities for further collaboration and partnership with First Nations and Métis communities and Indigenous organizations in the region. The four-year Report to Council will also include an evaluation framework to track progress in fulfilling the Municipality's stated reconciliation goals and objectives
- **Truth and Recommendation Strategic Plan Priority:** It is recommended that Truth and Reconciliation remain a standing municipal priority, with a recommitment to all related initiatives. Reconciliation is an ongoing and continual process. It is not a one-time action, a check the box activity, or someone else's responsibility. Reconciliation is an ongoing conversation that requires continued commitment and sustained action. By continuing to highlight and action Truth and Reconciliation as a Strategic Plan Priority, the Municipality commits to taking action to advance reconciliation in Wood Buffalo.

- **Indigenous Engagement Framework:**

While the Municipality has an existing Public Engagement Policy, it is recommended that the Municipality develop and implement a dedicated Indigenous Engagement Framework and Council Policy. Suggested by Indigenous partners in the region, such a Framework and Policy would seek additional feedback from the local Indigenous community, draw from municipal best practices across Canada and be informed by the Municipality's experiences with Indigenous engagement on municipal projects, programs, and initiatives. Notably, the Framework will also be informed by the Municipality's learnings in engaging with First Nations and Métis communities to develop and implement Protocol Agreements.

- **Adoption of New Calls to Action:** Through the ongoing work over the last five years, it is recommended that the Municipality officially adopt five new Calls to Action for a total of 28 Calls to Action being implemented. Like the original 23 identified Calls to Action, the Municipality will engage, listen to, and continually collaborate with the First Nations and Métis communities, Indigenous organizations, and other partners in the region to fully address and implement this greater set of Calls to Action. The additional Calls to Action in numbered sequence are:

- Call to Action 1 (Child Welfare)
- Calls to Action 13 and 14 (Language and Culture)
- Call to Action 82 (Commemoration)
- Call to Action 92 (Business and Reconciliation)

- **National Day for Truth and Reconciliation:**

2021 marks the first *National Day for Truth and Reconciliation*. Also known as Orange Shirt Day, it is recommended that Administration include funding in the annual budgeting process to support the meaningful commemoration of the *National Day for Truth and Reconciliation* each year on September 30.



TRUTH AND RECONCILIATION ACTION PLAN

Premised on the Municipality's Calls to Action and the TRC's Principles of Reconciliation set out in this Report, the following series of recommendations initiate a continuation of the reconciliatory efforts taking place in Wood Buffalo with the objective of improving upon and strengthening relationships with Indigenous Peoples and communities in the region. Recognizing that partnerships are built on the Municipality's continuing efforts to establish trust through meaningful and measurable action over time, the following Action Plan recommendations create opportunities for progress and positive change.

Call to Action 1 (Child Welfare)

Call to Action 1 is recommended to be formally adopted by the Municipality.

Municipal Family and Community Support Services (FCSS) strives to enhance, strengthen, and stabilize individual, family and community life by helping people identify and act on their own social needs. FCSS, a partnership between the Province of Alberta, municipalities, and Métis Settlements, develops locally driven, preventative social initiatives to enhance the well-being of individuals, families, and communities.

With the benefit of Indigenous community input, the Municipality will review its social support services in both the urban and rural areas, including the FCSS Municipal grant program. This review will seek to enhance the well-being of Indigenous individuals, families, children, and communities in the region.

Call to Action 3 (Jordan's Principle)

To ensure all children residing in the region have equitable access to services offered, the Municipality will also review FCSS and its array of child and family services and programs with a particular lens on adapting existing programs and services to meet the needs of Indigenous children in the region and to improve the program delivery.

Calls to Action 7, 8, 11, and 12 (Education)

Municipal and Wood Buffalo Indigenous community leadership realize the road to well-being and positive, long-term, sustainable outcomes lies in students' educational achievement, where First Nations and Métis learners are provided the same level of support, including funding, as non-Indigenous students.

The region's Indigenous communities have been strong proponents for First Nations' and Métis students' education in Wood Buffalo. The Municipality applauds these efforts and commits to joining Indigenous leaders in advocating for improved educational levels for the communities' children.

Calls to Action 13, 14 (Language and Culture)

Calls to Action 13 and 14 are recommended to be formally adopted by the Municipality.

Building on the installation of Cree and Dene language traffic signs and support for National Indigenous Languages Day celebrations in the region, the Municipality commits to continuing to support local Indigenous Peoples and communities in preserving, revitalizing, and strengthening traditional Indigenous languages.

With 2022 initiating the United Nations International Decade of Indigenous Languages, the Municipality will strengthen its commitment to working with First Nations and Métis communities in the region to preserve and revitalize the Cree, Dene and Michif languages. This work will also build on the Municipality's land acknowledgement, the translation of "Fort McMurray" into Cree, Dene and syllabics in the corporate signature, the naming of Kiyām Community Park, the inclusion of Cree and Dene on signage in the Jubilee Building in Fort McMurray, and the Highway 881 and 63 land acknowledgement signs.

Call to Action 22 (Health)

To promote greater cross-cultural understanding within the organization and support employees improved mental health and well-being, Human Resources initiatives will seek to include a broadening of the Municipality's current Employee and Family Assistance Program. To support the Municipality's culturally diverse staff, and in collaboration with Indigenous service providers and educators, such initiatives may include access to traditional medicines and healing practices and teachings, with financial support through employee benefit programs.

Call to Action 40 (Justice)

The Municipality supports the annual Sisters in Spirit Walks and Vigils in Wood Buffalo in support of Missing and Murdered Indigenous Women, Girls, and Two-Spirit+ People and the National Inquiry's Calls to Justice. TRC Call to Action 40, on creation of adequately funded and accessible Aboriginal-specific victim programs and services was identified as one of the Municipality's original 23 Calls to Action.

At the April 27, 2021 Council meeting, Mayor Scott announced the Municipality's Proclamation on the National Day of Awareness for Missing and Murdered Indigenous Women, Girls and Two-Spirit+

People (May 5th). On that day, the Athabasca Tribal Council, in partnership with the Municipality and several local organizations, hosted a Facebook Live event to bring awareness to the issue of Missing and Murdered Indigenous Women, Girls and Two-Spirit+ People in Wood Buffalo.

The Municipality's Indigenous and Rural Relations department also participates in a cross-municipal group of officials sharing and exploring best practices on responding to the National Inquiry's Calls to Justice from municipal jurisdictional perspectives.

Call to Action 43 (United Nations Declaration on the Rights of Indigenous Peoples)

Following Indigenous community engagement, the Municipality will put forward a plan to adopt the *United Nations Declaration on the Rights of Indigenous Peoples* (UN Declaration) as a framework for all future Municipal reconciliation efforts, with implementation by way of Council Policy.

In tandem with participating Indigenous communities, the Municipality will continue to collaboratively develop Indigenous community-specific Protocol Agreements. Within each Protocol Agreement, the Municipality proposes to include the implementation of the UN Declaration as a joint priority with signatory Indigenous communities. By adopting the UN Declaration as its framework for reconciliation, the Municipality is committing to engage in collaborative discussions on what implementation of Call to Action 43 would look like in the Municipality and how the UN Declaration would be operationalized in this context.

Finalized Indigenous community-specific Protocol Agreements will define, renew, and strengthen the Municipality's existing relationships with Indigenous communities, identify mutual priorities to address and implement, establish a dedicated

engagement process, and thereby advance reconciliation with signatory communities. Negotiated Protocol Agreements will also provide the foundation for future work on the UN Declaration's full implementation by the Municipality.

Call to Action 47 (Doctrine of Discovery and Tera Nullius)

Antiquated ways of thinking have no place in laws, policies, and procedures at any level of government. The Municipality categorically repudiates any such hurtful concepts to Indigenous Peoples and all citizens of the region.

The Municipality will systematically analyze its existing policies, plans, and procedures to identify how it can make positive and meaningful changes to existing processes to meet Indigenous Peoples' needs more effectively. Examples may include, but will not be limited to, the Municipal Development Plan and Area Structure Plans, the Land Use Bylaw, Council Policies, and Administrative Procedures.

The review will be guided by Indigenous community feedback, working collaboratively with the Reconciliation Advisory Circle and other Indigenous partners. It will focus on identifying barriers to Indigenous Peoples and communities and identify ways to eliminate and overcome those barriers. A series of recommendations to Municipal Council will flow from this comprehensive review, as part of the four-year progress Report. Where Indigenous community feedback is beyond the scope of the Municipality's jurisdiction, the Municipality will, with recommendations, advocate to the appropriate level of government or agency to fully address.

Call to Action 57 (Professional Development and Training for Public Servants)

Continuing to build on the success of the eLearning Modules, the Municipality will look to further extend access to Indigenous cultural awareness training beyond municipal full-time employees to include individuals contracted to work on municipal projects, particularly those undertaken in Indigenous communities. Much like a living document, the eLearning series will be updated and adapted as required to reflect current Indigenous academic studies, practices, and applications within a local, regional, and national context.

Further, the Municipality's work in this area will complement Indigenous cultural awareness training through the eLearning Modules, for both Municipal staff and the broader public. Similarly, this work will build on the priorities set out in the Municipality's Diversity and Inclusion in Wood Buffalo: A Community Plan 2017-2022 and that of the Diversity, Equity, and Inclusion Taskforce. Additionally, the Municipality will review current processes to improve support for employees experiencing racism and discrimination as part of its commitment to foster greater equity and inclusion in the organization.

An Equity and Inclusion Program Manager position was recently approved by the Municipality's Chief Administrative Officer for an Equity and Inclusion Office. The position will advise the organization on equity and inclusion-related issues and support development and implementation of an Equity and Inclusion Framework and the work of the Equity and Inclusion Office overall. This strategic position, a first for the Municipality, will work interdepartmentally to support the organization's diversity, equity and inclusion practices, policies, and procedures.

Call to Action 66 (Youth Programs)

Call to Action 66 states: “We call upon the federal government to establish multiyear funding for community-based youth organizations to deliver programs on reconciliation and establish a national network to share information and best practices.”

To provide more economic opportunities for Indigenous youth to jump start their careers and business opportunities, and in keeping with Call to Action 66, the Municipality will explore development of a dedicated youth employment business and training program for the region’s Indigenous high school students.

Call to Action 75, 77, 79, and 82 (Commemoration)

Along with previously identified Calls to Action 75, 77, and 79 regarding Commemoration, the Municipality formally adopts Call to Action 82.

With the Moccasin Flats Memorial as an example for future commemorative endeavors within the region, the Municipality is committed to working with Indigenous people and communities to ensure significant events impacting relationships with Indigenous Peoples are recognized, remembered, and honoured.

The Municipality’s Heritage Plaque Program tells the stories of the significant people, places, and events in the region’s history. The Municipality is amending the Program to ensure that plaques are developed to appropriately recognize the Indigenous heritage the region was founded on and built upon. For instance, all new plaques will feature the Municipality’s land acknowledgement in the plaque content. The soon to be completed Heritage Resources Management Plan, which will be developed in collaboration with Indigenous communities,

will be also guide the Municipality’s respectful and appropriate commemoration of Wood Buffalo’s Indigenous heritage and history.

An early Indigenous community engagement phase began on the Plan in August 2021, with a formal public and Indigenous engagement launch on this initiative scheduled for fall of 2021.

Light has been cast upon the ongoing tragic discoveries of unmarked graves at former residential schools across the country. To fully honour and commemorate the dignity of the region’s residential and day schools’ decedents and support their surviving family members, as information becomes available, the Municipality will make records on gravesites found at residential schools and other sites in the region.

The Municipality commits to mutually developing, in a sensitive manner, an appropriate process with interested and representative Indigenous communities and leadership to ascertain this information for the National Centre on Truth and Reconciliation. On an ongoing basis as information is produced, the Municipality will commemorate those who were tragically lost while attending residential and day schools and other sites in the region where remains may be found.

Call to Action 88 (Sports and Reconciliation)

Under the Municipality’s Community Investment Program, through which community Grants are administered, Call to Action 88, one of the Municipality’s original 23 identified Calls to Action, was previously within the scope of the Program’s Games Legacy Grant and Community Impact Grant eligibility guidelines. Call to Action 88 is currently supported by the Grants, but the scope of the eligibility guidelines for TRC-related applications has expanded in 2022.

The Community Impact Grant partners with and funds local non-profit organizations to support Wood Buffalo community needs identified in, contributing to, and achieving the goals and priorities of the 2018-2021 Strategic Plan. The Grant has three streams: Community Programs and Projects; Community Events; and New Events.

The Games Legacy Grant supports development in amateur sport, cultural activities and the arts, and Wood Buffalo residents competing at a provincial, national, or international level. The Games Legacy Grant applications encourage Indigenous applicants to self-identify. With access to Indigenous-specific data, the Community Investment Program can determine the Grant's success in providing resources to Indigenous residents and supporting the Municipality's ability to develop strategies to ensure funding can be accessed by Indigenous residents.

With an enhanced Program focus on Truth and Reconciliation in the three Community Impact Grant streams, special consideration will be given to applicants whose planned programs, projects or events support or inspire reconciliation, as set out in the TRC's Calls to Action and Final Report, including promotion of Indigenous community healing, language, and cultural restoration. For the 2022 grant year, applications submitted under one of the three Community Impact Grant streams must identify one of the 94 specific Calls to Action and explain how it will be addressed by the program activities or event. Applications must be for community-based programs or events within the Municipality's geographic boundaries; and demonstrate that the Indigenous community being served has expressed support for, and has been actively engaged in, the discussion,

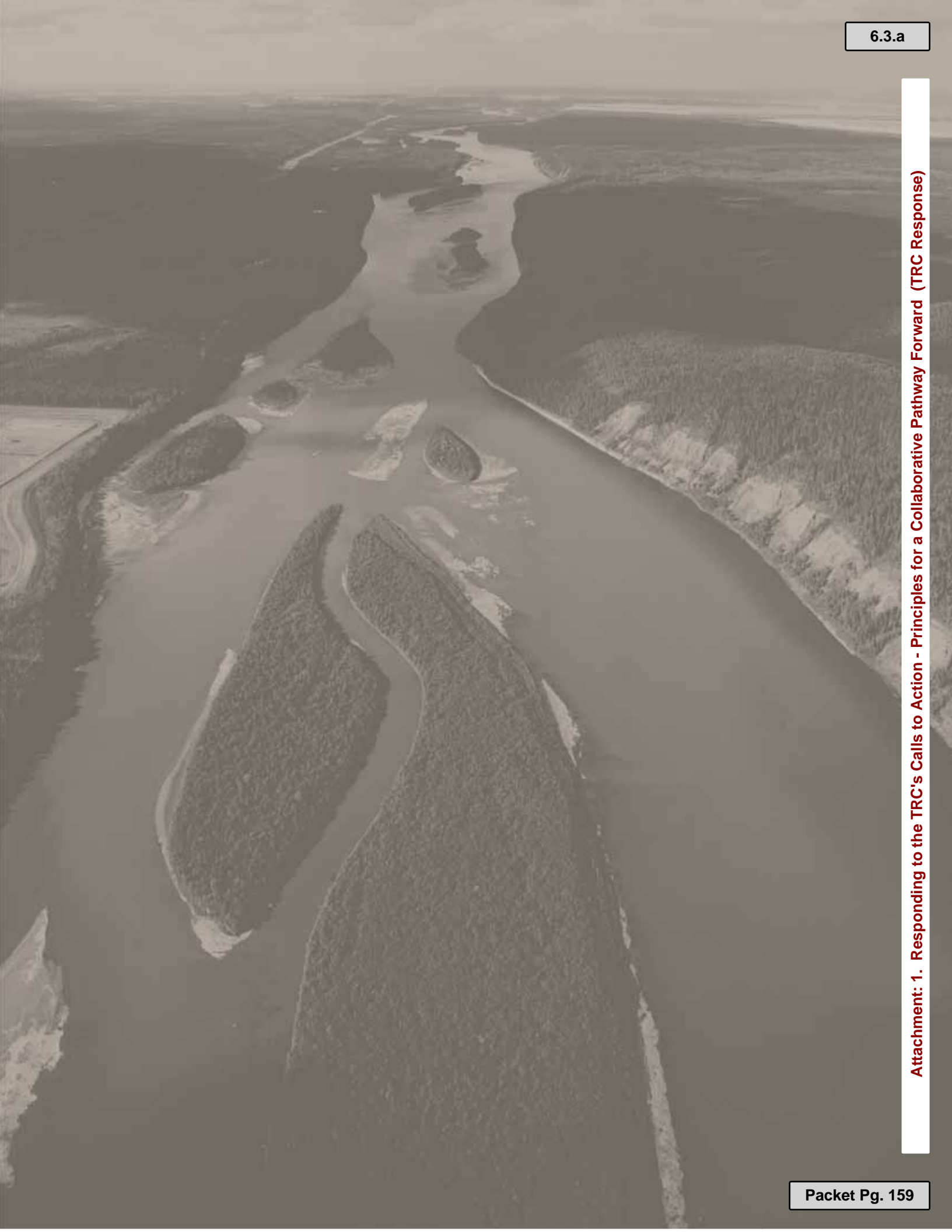
planning, execution, participation, and/or follow-up to the program, project, or event. This will help the Municipality both to better assess reconciliation-related applications for Program funding and effectively evaluate the Indigenous community impact of programs, projects, or events.

Call to Action 92 (Business and Reconciliation)

The Municipality formally adopts Call to Action 92 and is developing an Indigenous Procurement Policy and strategy, aligned with the Social Procurement framework, to support and provide local Indigenous communities and members with business and contracting opportunities stemming from the procurement of municipal projects.

The Municipality will also examine Human Resources policies, procedures, and hiring practices, including current job descriptions, and summer student opportunities to adapt processes that encourage the hiring and training of Indigenous employees.





THE **PATH** CONTINUES

Reconciliation is not straightforward and simple. It is layered and complex and requires deep and lasting commitment from all levels of government, Indigenous and non-Indigenous people, businesses, industry, educational institutions, and religious organizations. In the spirit of the TRC, the Municipality is cognizant that recognition, rights, respect, cooperation, engagement, consultation, and partnership are the fundamental principles guiding current and future reconciliation initiatives and actions with Indigenous community partners.

The path to reconciliation requires ongoing commitment, action, and reflection. As highlighted throughout this Report, the Municipality's Truth and Reconciliation actions to date signify the strong desire to understand truth, support healing, and commit to doing better.

At the heart of this Report's Action Plan, recommendations, and ongoing Path to Reconciliation is the Municipality's genuine desire to build and strengthen all Indigenous community relationships. This work is critically important and is recognized as necessary for the ongoing betterment of the region and the people who call Wood Buffalo home. It is hoped that through this concerted proposed Path Forward, developed with input and feedback from Indigenous partners, the relationships we have now, and those we will build together, can be an example future generation of leaders will look back on and be proud of.

Spirits are With Me #1, 2010



Attachment: 1. Responding to the TRC's Calls to Action - Principles for a Collaborative Pathway Forward (TRC Response)



Attachment: 1. Responding to the TRC's Calls to Action - Principles for a Collaborative Pathway Forward (TRC Response)

Marsi Cho, Kinanâskomitin, Thank you

The Municipality would like to sincerely thank local Elders, Survivors, Knowledge Keepers, leadership, staff, and members from the First Nations, Métis communities, and Indigenous organizations in Wood Buffalo who shared their thoughts and stories over the last five years. Your feedback and guidance make advancing reconciliation in Wood Buffalo possible.

The making of this Report has been a long-term process and the Municipality would also like to thank Peter Fortna of Willow Springs Strategic Solutions. Peter's early work for the Municipality in 2018, including dialogue with Indigenous community representatives, set a solid foundation for much of the work to continue.

With much gratitude, the Municipality is proud to display the work of Fort McKay First Nation artist Frederick R. McDonald throughout these pages. Your talent has brought new meaning to the words written within this report and it would not have been what it is without your kindness and humility. Thank you for sharing your beautiful work and advancing reconciliation through art. More of Frederick's painting, poetry, and photography can be found at: www.mireillesampson.github.io/frederickmcdonald – ALL MY RELATIONS STUDIO: Life, History & Spirituality thru Art.

Trinity, 1999

The past four years of current Municipal Mayor and Council have coincided with significant progress, but there is clearly still more much more to achieve. The Municipality would not be able to deliver meaningful reconciliation actions without listening to and learning from Indigenous Peoples and communities in the region. Marsi Cho, Kinanâskomitin, and thank you.

This work is not over, there is still much to do. We look forward to continuing to listen and learn while walking on this path of reconciliation together.





REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Appendix 1

Timeline and Milestones

November 8, 2016	Council unanimously approves an administrative review of the TRC Calls to Action to identify areas of Municipal jurisdiction and ability to implement or influence Calls to Action.
December 2016	Internal TRC Steering Committee addresses the 94 Calls to Action.
January to April 2017	TRC Steering Committee session on the historical context of TRC and identified the Calls to Action that we can act on.
February 21, 2017	Council approved a motion to continue engagement with Indigenous partners to further the review of the recommended TRC Calls to Action.
June 2017	TRC Administrative Review and Recommendation Interim Report and IRR began facilitating employee workshops on residential schools, the TRC, the Calls to Actions, and the role of municipal staff in ongoing reconciliation.
June 7, 2017	Steering Committee hosted workshops and engagement events, included a meeting with the Holy Angels' Indian Residential School Former Student Committee in Fort Chipewyan.
June 28, 2017	TRC Symposium with over 100 rural and urban Indigenous and non-Indigenous participants and representation from the Athabasca Tribal Council and the Nistawoyou Association Friendship Centre.
August 4 - 7, 2017	Truth and Reconciliation engagement at the Athabasca Tribal Council Regional Gathering and Holy Angel's Former Student Reunion.
January 30, 2018	Council approves the Municipality's 2018-2021 <i>Strategic Plan</i> .
February 2018	<i>Strategic Plan</i> specifically identified Rural and Indigenous Communities and Indigenous partnerships as priorities with several strategies and initiatives supporting Truth and Reconciliation.
March 2019	To implement the Strategic Plan, Indigenous community representatives were again engaged to review the RMWB's actions at that time and validate direction. Nine more Calls to Action added for a total of 23 the Municipality could implement or influence with other levels of government.
October 23, 2019	TRC Sharing Circle, with over 100 local Indigenous and non-Indigenous participants, and Reconciliation Advisory Circle (RAC) formation. <ul style="list-style-type: none"> • Indigenous Awareness Learning opportunities for RMWB employees; • RMWB 2018 - 2021 Strategic Plan Priorities; • Completion of two TRC e-Learning modules. with local Indigenous input; • Launch of the quarterly "Reconciliation" newsletter; and • Ongoing partnership and engagement with the RAC on municipal projects and initiatives, for feedback on Indigenous community engagement and on reconciliation.
June, September, and December 2020	"Reconciliation" Newsletter editions released.

Appendix 1

September 30, 2020	RMWB commemorates national ‘Orange Shirt Day,’ honouring attendees and Survivors of Residential Schools and their families.
February 2021	Strategic Plan progress updates published, aligned with Truth and Reconciliation priority initiatives.
May 5, 2021	By Council Proclamation, the RMWB recognizes the National Day of Awareness for Missing and Murdered Indigenous Women, Girls and Two-Spirit+ People.
June 2021	RMWB marks June 21, 2021, as National Indigenous Peoples Day and celebrates the month of June and National Indigenous History month; annual <i>Reconciliation</i> Newsletter edition marking these occasions published.
July 7, 2021	Memorial Gathering of Solidarity at Syne Point Park honouring the Survivors and victims of Residential Schools.
August 19, 2021	RMWB launches 6 week Reconciliation Challenge Initiative leading up to the first National Day for Truth and Reconciliation on September 30.
September 14, 2021	<i>Responding to the Truth and Reconciliation Commission’s Calls to Action: Principles for a Collaborative Pathway in Wood Buffalo</i> Report released to coincide with the Council meeting on this date.

Responding to the Truth and Reconciliation Commission's Calls to Action: Principles for a Collaborative Pathway Forward in Wood Buffalo

Presenter: Dennis Fraser, Director

Department: Indigenous and Rural Relations

Meeting Date: September 14, 2021

With gratitude, the Regional Municipality of Wood Buffalo acknowledges this land is Treaty 8 Territory, the traditional lands of the Cree, Dene, and unceded Territory of the Métis people.



Overview

- The Truth and Reconciliation Commission (TRC) of Canada defines reconciliation as establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples
- Repairing and restoring relationships is central to reconciliation and improved relations between Indigenous and non-Indigenous Peoples

TRC of Canada

- Between 2008 - 2014, the TRC researched official records and visited communities across Canada to hear from thousands of survivors and their families about residential schools' impacts
- TRC formed by the parties to the 2006 Indian Residential School Settlement Agreement and was established to uncover the truth about Canada's Residential School System
- The TRC guided and inspired a process of healing towards reconciliation in Canada

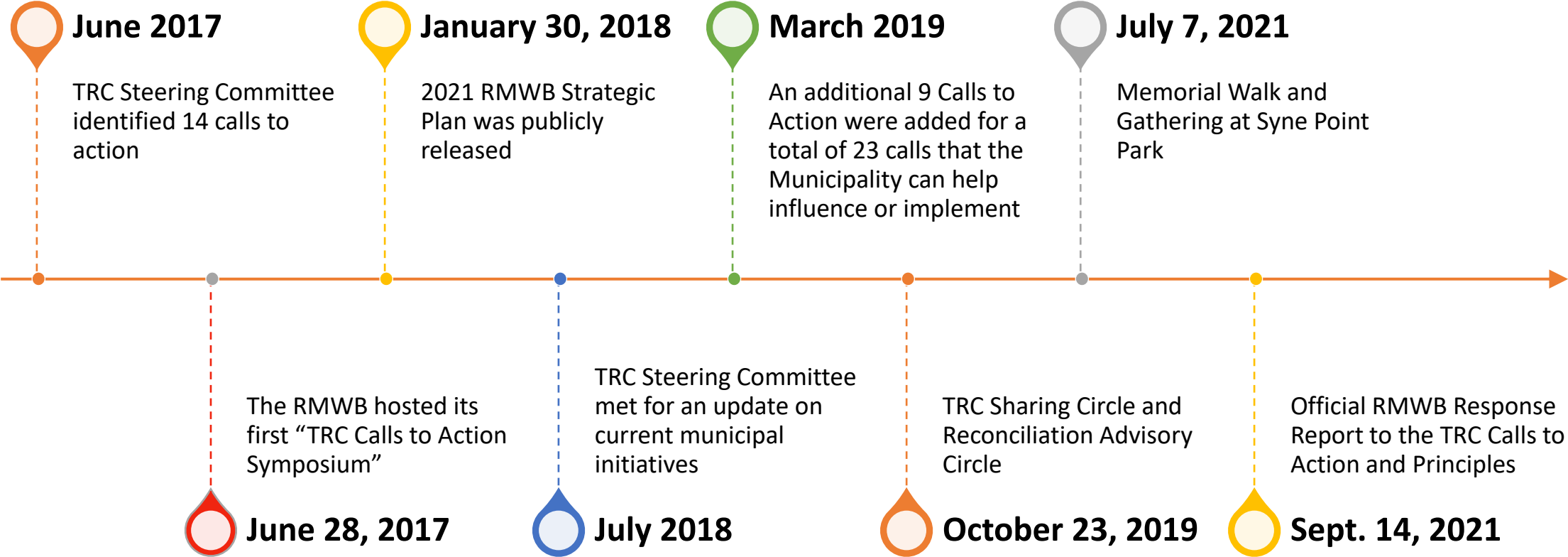
Final Report and 94 Calls to Action

- The TRC's December 2015 Final Report - *Honouring the Truth, Reconciling for the Future* - issued 94 Calls to Action for all levels of government, churches, citizens and residents, policing agencies, private and public institutions, and other interested parties
- Calls to Action urged the federal, provincial, territorial, and municipal governments to work together to change policies and programs and repair the harm caused by residential schools
- Of the 94 Calls to Action, five identify municipal governments, with most of the Calls directed to the federal and provincial levels

Municipal Report Development

- Following release of TRC's Final Report, the Municipality officially recognized its responsibility to advance truth and reconciliation
- 2017 TRC Symposium captured the perspectives of both Indigenous and non-Indigenous Peoples
- Further engagement took place throughout 2018
- Additional engagement at the October 2019 Sharing Circle

Truth and Reconciliation Pathway Timeline



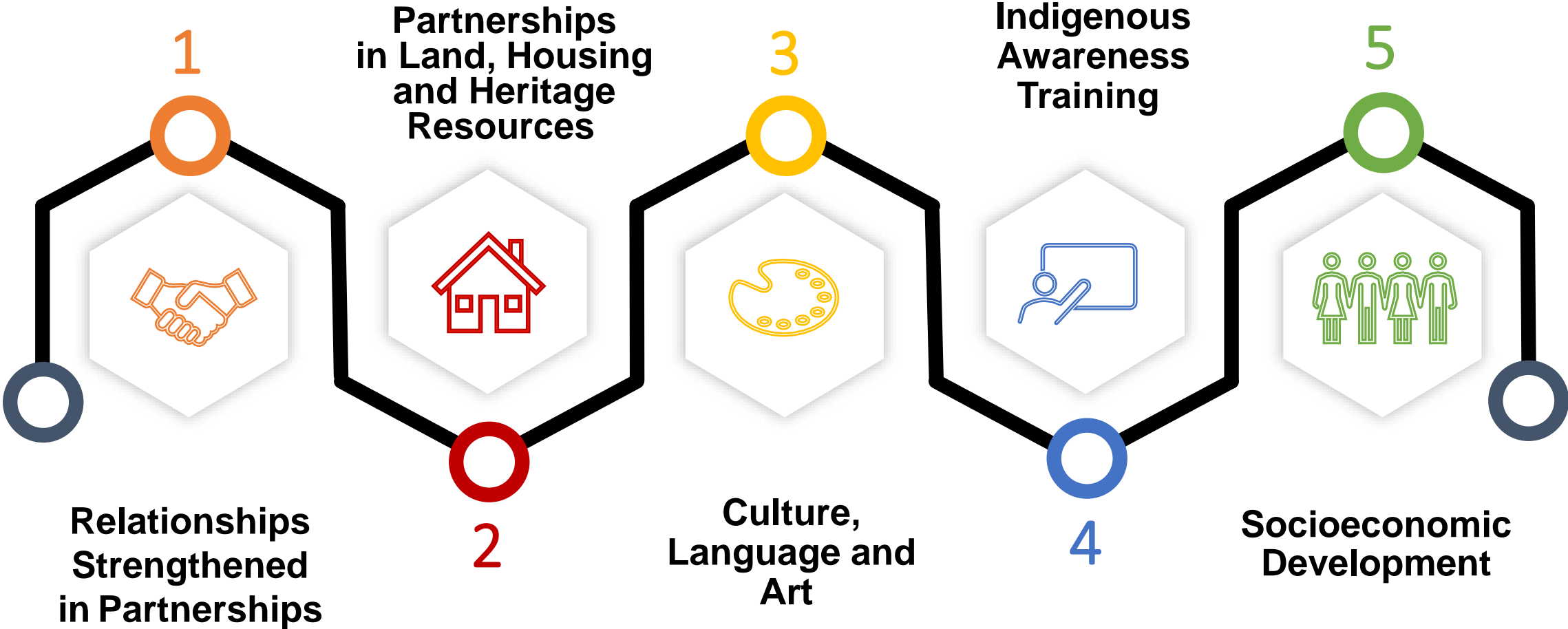
Municipal Government & TRC Implementation

- Municipalities and cities have taken active steps to reconcile relationships with Indigenous Peoples and communities
- Municipal governments have faced the challenge of implementing the TRC Final Report's findings within their limited jurisdiction as compared to the federal and provincial governments
- Despite limited jurisdiction in several areas subject to the Calls to Action, municipalities have a great deal of influence on the day-to-day lives of communities and can affect positive change

Scope and Purpose of the Municipal TRC Report

- *Responding to the Truth and Reconciliation Commission's Calls to Action: Principles for a Collaborative Pathway Forward in Wood Buffalo* report details the reconciliation work the Municipality has undertaken over the past five years with Indigenous partners
- Lays out a path forward for strengthening the Municipality's ongoing response to the Calls to Action and the relationships held with Indigenous Peoples in the spirit of truth and reconciliation
- Identifies areas of success, areas that require additional focus, and the need for an ongoing commitment to the process of reconciliation

Municipal TRC Report Key Themes



Recommendations to Council that continue actively working toward improved relationships with Indigenous Peoples and communities in Wood Buffalo



1

Municipal TRC Report

- The *Responding to the Truth and Reconciliation Commission's Calls to Action: Principles for a Collaborative Pathway Forward in Wood Buffalo* report emphasizes the importance of honest dialogue on reconciliation and the ongoing process which requires listening, learning, and acknowledging the true history of Canada
- The report presents a series of recommendations to advance and strengthen reconciliation in a way that is meaningful, achievable, and measurable as the Municipality continues this important work

2

United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration)

- An international instrument adopted by the United Nations on September 13, 2007, to enshrine the rights that constitute minimum standards for the survival, dignity, and well-being of the world's Indigenous Peoples
- Recognizes Indigenous Peoples' right to self-determination, including the right to freely determine their political status and freely pursue their economic, social, and cultural development
- Work with Indigenous partners to implement Call to Action 43

3

Five Additional Calls to Action

- Call to Action 1 (Child Welfare) - Review of social supports available
- Calls to Action 13 and 14 (Language and Culture) – International Decade of Indigenous Languages
- Call to Action 82 (Commemoration) – Ongoing commitment to meaningful and respectful commemoration
- Call to Action 92 (Business and Reconciliation) – Ongoing commitment to economic reconciliation

4

Annual Update and 4 Year Report

- Annual report on the status of reconciliation in the region with an update on the progress of implementing the Calls to Action
- A report to coincide with each Council term, beginning with this report, and again in 2025
- Demonstrates an ongoing commitment to Truth and Reconciliation in Wood Buffalo

5

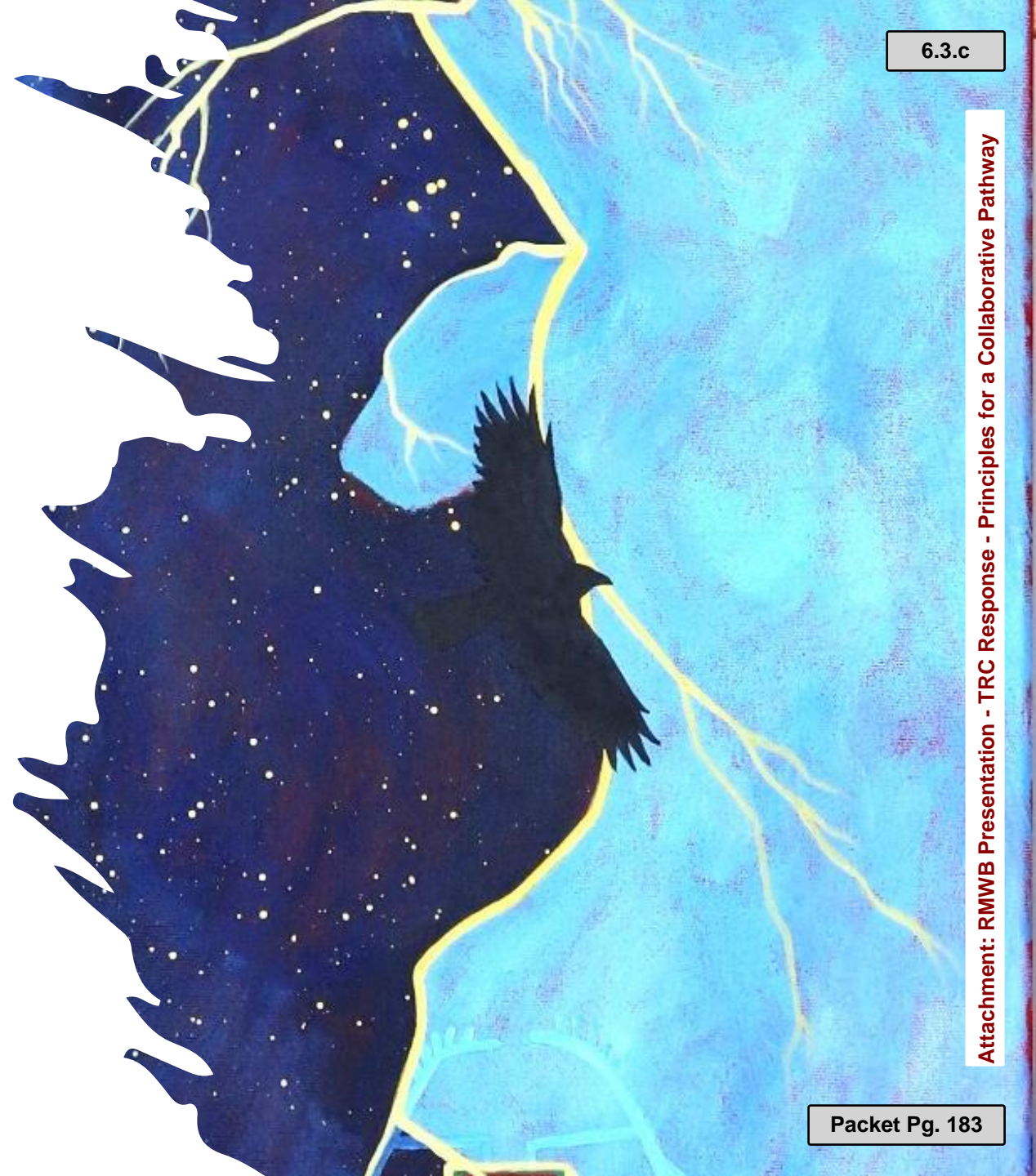
National Day for Truth and Reconciliation

- Meaningfully recognize and commemorate September 30th on an annual basis
- Proclamation – Orange Shirt Day/National Day for Truth and Reconciliation
- Community events – Gatherings, ceremony, solidarity walks
- Local Initiatives – Reconciliation Challenge

Conclusion and Next Steps

- The legacy of Canada's Residential Schools has had enduring and devastating impacts on Indigenous Peoples, leading to disconnection and intergenerational trauma
- The Municipality supports a path of healing and recognizes that commitment to reconciliation is a process that takes time and sustained action
- Approval and implementation of the Municipal TRC Report and its recommendations will drive progress and support positive change for improved relationships and reconciliation efforts in Wood Buffalo

**Thank You
Mahsi Cho
Hiy Hiy**



Questions and Discussion





REGIONAL MUNICIPALITY
OF WOOD BUFFALO

COUNCIL REPORT

Meeting Date: September 14, 2021

Subject: Social Procurement (Supply Chain Management)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT Policy FIN-100 be repealed and replaced with Procurement Policy SCM-100, as included in Attachment 2.

Summary:

On July 6, 2021, Administration presented a progress update to Council with respect to implementing a social procurement program at the Regional Municipality of Wood Buffalo (Municipality). At this meeting, Administration brought forward a recommended motion for Council's consideration:

"THAT Administration continue to engage locally, including but not limited to, the Fort McMurray Construction Association, the Fort McMurray Chamber of Commerce, and the Northeastern Alberta Aboriginal Business Association, to assist in the development of a social procurement program, including the processes and policies, questionnaire, and other related criteria, in advance of any policy amendments being provided to Council for consideration; and

"THAT Administration be directed to bring forward a Council Procurement Policy inclusive of Social Procurement with a target date of Q1 2022."

Council approved the recommended motions in substance but chose setting a target date for Administration returning to Council on September 1, 2021 rather than Q1 of 2022.

In response, Administration is preparing this report for Council.

Background:

Incorporating social procurement practices into the Municipality's processes for procuring goods and services will allow the Municipality to evaluate the social value that a vendor contributes to our Region rather than limiting its evaluation of a bid for goods or services to factors that are traditionally considered when evaluating economic

benefit, such as pricing, previous experience, and modes of delivery. Social procurement allows the Municipality to spend the money already allocated in its annual Capital and Operating budgets in a way that promotes and encourages greater social benefits for the Region. It recognizes that every purchase has an economic, social, and environmental impact and through the implementation of this program, the Municipality is afforded the opportunity to intentionally create community benefits.

Social Procurement Program Engagement:

Administration, with the support of Buy Social Canada, conducted public engagements about the implementation of a social procurement program during July and August 2021. Independent engagement sessions were held with representatives from the Fort McMurray Construction Association, the Fort McMurray Chamber of Commerce, the Consulting Engineers of Alberta of Wood Buffalo, the Northeastern Alberta Aboriginal Business Association, the Oil Sands Community Alliance, and FUSE Social. One (1) public meeting was hosted in addition to two (2) open engagement sessions with Indigenous communities and businesses. Administration also held two (2) one-to-one meetings and received one (1) survey response submitted via Participate Wood Buffalo. In total, 89 individuals, representing a wide array of stakeholders, participated in the engagement process.

This engagement was overwhelmingly in support of further refinement of the social procurement program at the Municipality and the proposed implementation strategy. The objectives of economic development and business diversity, supply chain practices, skill development, and inclusive hiring were deemed relevant and important in advancing the program. There was interest in the proposed Community Benefit Agreement work scheduled for the fall of 2021 and several of the stakeholder organizations offered support in the adoption of the program, specifically in areas such as training, building awareness, and mentoring.

Engagement regarding the social procurement program will be on-going and future engagements will be conducted to gather feedback about the program implementation as well as to advance the inclusion of a Community Benefit Agreement in infrastructure and development-specific procurements.

Implementation Strategy:

An implementation strategy has been developed to guide the successful adoption of a social procurement program at the Municipality. This strategy includes detailed plans for communication, internal and external training, on-going engagement initiatives, and other necessary considerations to support the program.

In a commitment to continuously improve this program, Administration will be establishing a multi-stakeholder Social Procurement Working Group, which will provide an opportunity for on-going communication, feedback, and modifications to the program, if required.

Council Policy Amendments:

Administration is recommending changes to the Procurement Council Policy (SCM-100) to support the adoption of the social procurement program. Attachment 1 highlights the substance of these proposed changes.

Administrative Procedure Amendments and Social Procurement Protocol:

Administration has conducted a review of other Canadian municipalities and businesses regarding their approach to implementing social procurement. Utilizing this research and engagement results, Administration has amended the Supply Chain Management Administrative Procedure (FIN-190) to include the implementation of the program in the event that Council approves the proposed policy amendments.

Administration has also developed a Social Procurement Protocol to support municipal staff who are responsible for and involved with procurements. The purpose of this protocol is to present an overview of the program, provide guidelines on the evaluation criteria and rating criteria for the program, and define the roles and responsibilities necessary to support the program.

Administration intends to include social procurement evaluation criteria in a number of Request for Proposals and Request for Quotations in Q4 2021. These will be evaluated through the inclusion of a Social Procurement Questionnaire in relevant solicitation documents.

Budget/Financial Implications:

The budgetary impact of fully implementing a social procurement program has yet to be thoroughly determined and Administration will be mindful of this as they continue development of the program.

To implement the social procurement program as presented today, 1/3 of a full-time equivalent procurement resource will be required and an external consultant will be retained to provide on-going support in implementing the program. These expenditures will be considered in the 2022 budget submission.

Rationale for Recommendation:

Council's adoption of the amended Procurement Council Policy (SCM-100) will empower Administration to incorporate social procurement strategies into its procurement practices as outlined in the implementation strategy.

As it is understood that there is community support to immediately implement this program, Administration recommends Council approve the amended policy as presented.

Strategic Priorities:

Responsible Government
Regional Economic Development
Rural and Indigenous Communities and Partnerships

Attachments:

- 1. 2021 Procurement Policy SCM-100 (Redline)**
- 2. 2021 Procurement Policy SCM-100**

COUNCIL POLICY



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Document Name: Procurement Policy

Department Name: Supply Chain Management ~~Corporate and Community Services~~

Document Number: SCM-100 ~~FIN-100~~

Effective Date: September 15, 2021
~~February 26, 2019~~

Next Revision Date: September 15, 2024
~~February 26, 2022~~

STRATEGIC PLAN LINKAGE

- Strategic Priority 1 – Responsible Government
- Strategic Priority 3 – Regional Economic Development
- Strategic Priority 4 – Rural and Indigenous Communities and Partnerships

PURPOSE AND OBJECTIVE

Council has authorized the Chief Administrative Officer (CAO) to establish and administer the procurement function in a manner that is in accordance with all applicable laws and regulations. This Policy provides a framework within which the CAO can establish directives and procedures for the procurement function to provide effective stewardship for the Municipality's financial resources.

The following objectives will guide the procurement practices of the Municipality:

- a) conduct a competitive ~~sourcing and~~ bidding processes that ~~maximizes~~ realizes the Best Value for the Municipality and taxpayers in the acquisition of goods, services, and construction;
- b) ensure transparency, and consistency, ~~and while~~ mitigating risk;
- c) ensure procurement processes ~~compliance~~ comply with trade treaty ~~legislation~~ obligations, legislation and public procurement law; and
- d) include opportunities for Social Procurement and Indigenous Procurement.

GENERAL PRINCIPLES

1. Definitions:

- 1.1. The terms used in this Policy have the same meaning as given to them in the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, unless noted otherwise for the purposes of this Procurement Policy.

- 1.2. "Annual Budget" means the operating budget and the capital budget adopted by the Council in accordance with the *Municipal Government Act*, R.S.A. 2000, c. M-26. ~~The terms used in this Policy have the same meaning as given to them in the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, unless noted otherwise for the purposes of this Procurement Policy.~~
- 1.3. "Best Value" means the optimal combination of total cost, performance, economic, environmental, and social sustainability of goods, services, and construction being offered.
- 1.4. "Delegated Authority" means a person ~~authorized~~ or a position that has been ~~delegated~~ by the CAO to act on the CAO's behalf as an approval authority.
- 1.5. "Indigenous Procurement" means a procurement practice that supports Indigenous entrepreneurship, business and economic development and provides Indigenous business with opportunities to participate in the economy.
- 1.6. "Municipality" means the Regional Municipality of Wood Buffalo.
- 1.7. "Social Procurement" means a procurement practice that seeks to achieve positive social value outcomes such as social, economic, environmental, and cultural benefits.

2. Responsibilities:

2.1. Council to:

- 2.1.1. approve any amendments to this Policy.
- 2.1.2. approve Annual Budget and establish the limits of the CAO's authority.

2.2. Chief Administrative Officer (CAO) to:

- 2.2.1. support the implementation of this Policy;
- 2.2.2. support and recommend amendments to this Policy
- 2.2.3. ensure compliance with this Policy.

3. Procurement Practices ~~General Procedures:~~

~~3.1 Council approves Annual Budget and establishes the limits of the CAO's authority:~~

- 3.1. The CAO, or Delegated Authority, ~~may~~ **can** enter into transactions ~~or~~ to procure goods and services of any dollar value provided that they are within the Annual Budget.
- 3.2. The CAO, or Delegated Authority, ~~can commit and/~~ **must** establish one or ~~expend funds through an more~~ administrative procedures on procurement ~~that is or are~~ consistent with this Policy to guide the Municipality's procurement practices.

- ~~The CAO, or Delegated Authority, can approve amendments to the administrative procedure on procurement where they are in the best interest of the Municipality and are compliant with all relevant procurement laws and regulations.~~
- 3.3. All procurement ~~activities and decisions of the Municipality must be guided by the following principles: All procurement standards, procedures and activities practices~~ must be compliant with the regulations of the Canadian Free Trade Agreement (CFTA), the Comprehensive Economic and Trade Agreement (CETA), the New West Partnership Trade Agreement (NWPTA) and any other ~~legislations which may be enacted with other governmental authorities in the future applicable law.~~
 - 3.4. Procurement practices must ensure fair, open, transparent and consistently applied ~~procurement practices standards~~ for all suppliers of goods, ~~and~~ services ~~and construction~~, wherever possible.
 - 3.5. Procurement practices must protect the financial assets of the Municipality through an effective, efficient and flexible system of controls that ensure risks are managed prudently without impairing the Municipality's ability to acquire the ~~best value~~ **Best Value** in the goods, ~~and~~, services ~~and construction~~ that it requires to be successful.
 - 3.6. Procurement practices should incorporate due regard to the preservation of the natural environment and the municipal recycling program where practical.
 - 3.7. Procurement practices ~~may should~~ incorporate processes to encourage positive social outcomes. The emphasis will be on recognizing and rewarding initiatives undertaken by ~~our~~ contractors and suppliers. The purpose is to enable procurement to effectively contribute to the building of a stronger community.

APPROVAL

This Policy was approved by Council. It will be reviewed not later ~~that than~~ its next Revision Date to determine its effectiveness and appropriateness. ~~It and~~ may be assessed before that time as necessary.

Don Scott, Mayor

Jade Brown, Chief Legislative Officer

Date

SUPPORTING REFERENCES AND POSITION RESPONSIBLE

- Legal References:
- Canadian Free Trade Agreement (CFTA)
 - Comprehensive Economic and Trade Agreement (CETA)
 - New West Partnership Trade Agreement (NWPTA)
 - *Municipal Government Act, R.S.A., 2000, c. M-26*

~~Cross References: Procurement Standard Operating Procedures (SOPs)~~

Position Responsible: ~~Director, Supply Chain Management~~ ~~Director, Corporate and Community Services~~

COUNCIL POLICY DETAILS AND REVISION HISTORY

Date	Action	Description
September 2021	Revision – Substantive	Update of Policy and inclusion of Social Procurement and Indigenous Procurement

COUNCIL POLICY



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Document Name: Procurement Policy
Department Name: Supply Chain Management
Document Number: SCM-100
Effective Date: September 15, 2021

Next Revision Date: September 15, 2024

STRATEGIC PLAN LINKAGE

- Strategic Priority 1 – Responsible Government
- Strategic Priority 3 – Regional Economic Development
- Strategic Priority 4 – Rural and Indigenous Communities and Partnerships

PURPOSE AND OBJECTIVE

Council has authorized the Chief Administrative Officer (CAO) to establish and administer the procurement function in a manner that is in accordance with all applicable laws and regulations. This Policy provides a framework within which the CAO can establish directives and procedures for the procurement function to provide effective stewardship for the Municipality's financial resources.

The following objectives will guide the procurement practices of the Municipality:

- a) conduct competitive bidding processes that realizes the Best Value for the Municipality and taxpayers in the acquisition of goods, services, and construction;
- b) ensure transparency and consistency, while mitigating risk;
- c) ensure procurement processes comply with trade treaty obligations, legislation and public procurement law; and
- d) include opportunities for Social Procurement and Indigenous Procurement.

GENERAL PRINCIPLES

1. Definitions:

- 1.1. The terms used in this Policy have the same meaning as given to them in the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, unless noted otherwise for the purposes of this Procurement Policy.

- 1.2. "Annual Budget" means the operating budget and the capital budget adopted by the Council in accordance with the *Municipal Government Act*, R.S.A. 2000, c. M-26.
- 1.3. "Best Value" means the optimal combination of total cost, performance, economic, environmental, and social sustainability of goods, services, and construction being offered.
- 1.4. "Delegated Authority" means a person or a position that has been delegated by the CAO to act on the CAO's behalf as an approval authority.
- 1.5. "Indigenous Procurement" means a procurement practice that supports Indigenous entrepreneurship, business and economic development and provides Indigenous business with opportunities to participate in the economy.
- 1.6. "Municipality" means the Regional Municipality of Wood Buffalo.
- 1.7. "Social Procurement" means a procurement practice that seeks to achieve positive social value outcomes such as social, economic, environmental, and cultural benefits.

2. Responsibilities:

2.1. Council to:

- 2.1.1. approve any amendments to this Policy.
- 2.1.2. approve Annual Budget and establish the limits of the CAO's authority.

2.2. Chief Administrative Officer (CAO) to:

- 2.2.1. support the implementation of this Policy;
- 2.2.2. support and recommend amendments to this Policy
- 2.2.3. ensure compliance with this Policy.

3. Procurement Practices

- 3.1. The CAO, or Delegated Authority, can enter into transactions ~~or~~ to procure goods and services of any dollar value provided that they are within the Annual Budget.
- 3.2. The CAO, or Delegated Authority, must establish one or more administrative procedures on procurement that is or are consistent with this Policy to guide the Municipality's procurement practices.
- 3.3. All procurement practices must be compliant with the regulations of the Canadian Free Trade Agreement (CFTA), the Comprehensive Economic and Trade Agreement (CETA), the New West Partnership Trade Agreement (NWPTA) and any other applicable law.
- 3.4. Procurement practices must ensure fair, open, transparent and consistently applied standards for all suppliers of goods, services and construction, wherever possible.

- 3.5. Procurement practices must protect the financial assets of the Municipality through an effective, efficient and flexible system of controls that ensure risks are managed prudently without impairing the Municipality's ability to acquire the Best Value in the goods, services and construction that it requires to be successful.
- 3.6. Procurement practices should incorporate due regard to the preservation of the natural environment and the municipal recycling program where practical.
- 3.7. Procurement practices should incorporate processes to encourage positive social outcomes. The emphasis will be on recognizing and rewarding initiatives undertaken by contractors and suppliers. The purpose is to enable procurement to effectively contribute to the building of a stronger community.

APPROVAL

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness and may be assessed before that time as necessary.

Don Scott, Mayor

Jade Brown, Chief Legislative Officer

Date

SUPPORTING REFERENCES AND POSITION RESPONSIBLE

- Legal References:
- Canadian Free Trade Agreement (CFTA)
 - Comprehensive Economic and Trade Agreement (CETA)
 - New West Partnership Trade Agreement (NWPTA)
 - *Municipal Government Act*, R.S.A., 2000, c. M-26

Position Responsible: Director, Supply Chain Management

COUNCIL POLICY DETAILS AND REVISION HISTORY

Date	Action	Description
September 2021	Revision – Substantive	Update of Policy and inclusion of Social Procurement and Indigenous Procurement

6.4 Social Procurement (Supply Chain Management)

Written Submission:

Keith Plowman, Fort McMurray
Construction Association



9715 Main St, Suite 200
Fort McMurray, AB T9H 1T5

(780) 791-9288

ed@fmca.net

fmca.net

September 14, 2021

Mayor & Council
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4

Re: Agenda item 6.4: Social Procurement (Supply Chain Management)

Dear Mayor and Council,

I would like to start by thanking Mayor and Council for their commitment to get a Social Procurement Framework completed before the upcoming Municipal election in October. This has been an on-going discussion/process for 7 years and it is nice to see it finally come to fruition.

In addition, the work that Rachel Orser and her team did to get this Framework completed in 7 weeks was extraordinary. Her commitment to work with the Stakeholders now and into the future says a lot about her willingness to make the RMWB's Social Procurement Framework a success.

Is this framework perfect in our opinion? No, but it is a very good start. For example, this framework only deals with Request for Proposals (RFP's) and Request for Quotes (RFQ's). It does not deal with Requests for Tenders (RFT's) or Request for Pre-Qualifications (RFPQ's), but as noted in the agenda package, there is mention of a multi-stakeholder Working Group and the addition of Community Benefit Agreements (which work much better with RFT's and RFPQ's), to come.

This framework needs to be a living policy that is amended as needs and issues arise. We look forward to the continual dialogue with the procurement department as we all move forward with Social Procurement in the Regional Municipality of Wood Buffalo.

Sincerely,

A handwritten signature in black ink, appearing to read "Keith", followed by a horizontal line.

Keith Plowman
President

cc: FMCA Membership



COUNCIL REPORT

Meeting Date: September 14, 2021

Subject: Municipal Procurement Strategy for Indigenous Business (Supply Chain Management)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT Administration consult with Northeastern Alberta Aboriginal Business Association, Indigenous communities and businesses and report back to Council in Q1 2022 with its strategy for incorporating Indigenous Procurement opportunities into the Municipality's procurement practices, supplemented by required governance documents.

Summary:

On July 6, 2021, Administration presented a progress update to Council with respect to implementing a social procurement program at the Regional Municipality of Wood Buffalo (Municipality). At this meeting, Administration brought forward a recommended motion for Council's consideration:

"THAT Administration be directed to bring forward for Council's consideration an Indigenous Procurement Policy and consult with Northeastern Alberta Aboriginal Business Association and Indigenous businesses for this purpose with a target date to be brought before Council no later than Q1 2022."

Council proposed an alternate recommendation whereas consultation and policy development be brought forward for Council's consideration with a target date of September 1, 2021.

Administration has prepared this report for Council in response.

Background:

Indigenous Procurement Engagement:

Administration, with the support of Buy Social Canada, conducted Indigenous Procurement engagement sessions, in conjunction with social procurement engagement, during July and August 2021. Independent engagement sessions were

held with representatives from the Northeastern Alberta Aboriginal Business Association and the Oil Sands Community Alliance. Two (2) open engagement sessions were held for Indigenous communities and businesses as well as a one-to-one meeting to accommodate a scheduling conflict. In total, 33 individuals, representing a wide array of stakeholders, participated in this phase of engagement.

There was strong support for the development of an Indigenous Procurement Policy at the Municipality. Other significant benefits identified during the engagement sessions include:

- increased relationship building with key stakeholders, where participants advised the Municipality to continue building inclusive relationships and listening respectfully, while collaborating with Indigenous business;
- commencing engagement at an early enough stage to allow stakeholders to provide meaningful input into the policy development; and
- recognition of the importance of tangible commitments and targets, and the value of tracking these and ensuring accountability over time.

Procurement Strategy Development:

To advance the development of a procurement strategy for Indigenous businesses, as proposed by Buy Social Canada (Attachment 1), the following is recommended:

- establish an Indigenous Procurement Working Group to assist in furthering engagement with Indigenous communities, businesses, and associations to collaboratively develop the framework and associated policy, procedure or protocols, as required;
- engage an Indigenous procurement consultant to work with Administration, Indigenous communities, businesses and associations, and the Indigenous Procurement Working Group to advance the framework, associated policy, procedure or protocols development and an implementation strategy; and
- work collaboratively and engage with Indigenous communities, businesses and associations in the procurement process design, opportunity identification, and establishment of meaningful metrics.

Budget/Financial Implications:

The budgetary impact of fully implementing a procurement strategy and policy for Indigenous businesses has yet to be determined; Administration will remain mindful of this as development continues.

In the immediate future, funds will be required to engage an Indigenous procurement consultant, which can be managed through the existing approved operational budget for

this fiscal year and will be considered in the 2022 budget submission.

Rationale for Recommendation:

Given the strength, experience, and capacity of the Indigenous business community within the Region, and the willingness of Council and Administration to further efforts of reconciliation and community building, advancing the development of this framework and required governance documents will remain a continuing priority. Administration is recommending additional time for on-going collaboration with Indigenous communities and businesses to complete the framework and to develop the required governance documents.

Strategic Priorities:

Responsible Government
Regional Economic Development
Rural and Indigenous Communities and Partnerships

Attachments:

1. Buy Social Canada Recommendations for Indigenous Procurement Policy Next Step



Memo
September 1, 2021

To: Regional Municipality of Wood Buffalo Council
From: Buy Social Canada

Recommendations for Regional Municipality of Wood Buffalo Indigenous Procurement Policy Developments Next Steps

The Regional Municipality of Wood Buffalo (Municipality) has taken multiple strides to demonstrate their commitment and to support the goals and ambitions of new relationships, engagement, and reconciliation with Indigenous communities and peoples. Over just the past few months the Municipality's commitments to Truth and Reconciliation included outreach and inclusion to Indigenous artists, recognition of Indigenous History Month, and naming of Kiyām Community Park.

The opportunity to further, long-term and significant economic and social value commitment to Truth and Reconciliation outcomes will be through the design and implementation of an Indigenous Procurement Policy.

The purpose of an Indigenous Procurement Policy will be to increase the number of contracts and the total dollar amount of contracts that the Municipality does with Indigenous owned businesses. The proposed Social Procurement program is supportive of these goals and contributes to these objectives. The development and implementation of an Indigenous Procurement Policy will further extend the capacity of the Municipality to leverage existing spending to achieve these goals.

Establishing the path, the engagement process, and meaningful metrics will be the first task of an Indigenous Procurement Task Force, the recommended staff resources and an Indigenous Procurement Consultant.

"Change like this is more than a Policy. Look for how you will measure it. Have a 5-year plan with annual actions and make sure you put this into peoples' performance contracts. Need a detailed plan for the next year and plans to mature over time." - Engagement participant

Indigenous Business Definition

The definition of Indigenous business in the policy will reflect the definition recommended for the Social Procurement program:

Indigenous Business - A business which is 51% or more owned, managed, and controlled by an Indigenous person.

An Indigenous Procurement Policy may include:

- Procurement strategies targeted to support Indigenous communities and businesses
- Set-aside program to direct contracts to Indigenous businesses under the Trade Agreement exceptions
- Inclusion of Indigenous participation evaluation criteria
- Defined goals, metrics, and reporting process

Implementation Strategy:

“The region is far along on the journey of industry doing business with Indigenous businesses. There is huge capacity in the region, with Indigenous businesses hiring more Indigenous employees than other business operators. Build on this wealth of capacity and practice.” - Engagement participant

We recommend taking the following steps, resourcing staff, and establishing a specific Indigenous Procurement Policy:

- 1) The first steps will be further engagement with Indigenous communities and businesses to assess opportunities to match demand opportunities with Indigenous business supply capacity. An engagement and participation strategy, which includes an Indigenous Procurement Task Force, should be designed collaboratively, and implemented.

“Community involvement and commitment. Let the surrounding Indigenous Nations and groups know the intentions of the procurement Policy and seek council with each Nation, and group's leaders and Elders. Having a committee with a few members from surrounding Indigenous groups to create the Policy would show that you are not only listening but hearing and understanding what we have to say.” - Engagement participant

- 2) Engage an Indigenous Procurement consultant to work with the local Indigenous communities and businesses to develop the Indigenous Procurement Policy and implementation plan. Buy Social Canada would be able to support this work but recommends an Indigenous person leads the project.

- 3) Work collectively with the local Indigenous communities and businesses and invest in resources and partnerships with other levels of governments to build business acumen and contracting capacity where needs are identified.

“Need to figure out how to create opportunities for businesses at all stages of maturity and size. The nature of the opportunities will dictate how successful it will be.” - Engagement participant

- 4) Work collectively and engage with Indigenous communities, businesses and associations regarding the procurement process design, opportunity identification, and establishment of meaningful metrics.
- 5) The Indigenous Procurement Policy should include a designation and objectives for a set-aside program and Indigenous participation evaluation criteria that complies with legal, trade agreement and local policy regulatory frameworks.

Given the strength and experience of the existing Indigenous business infrastructure and capacity, and the willingness of Council to further efforts of reconciliation and community building, the development of an Indigenous Procurement Policy, along with the supportive Procurement Policy and Social Procurement program, is a recommended next step.

Thank you and regards,

David LePage, Anna Bubel and Tori Williamson
Buy Social Canada



Subject: Flood Mitigation and Project Coordination Update

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the Flood Mitigation and Project Coordination Update report be accepted as information.

Summary:

This report is provided as an update to Council's resolutions requesting regular updates following the April 26, 2020 flood and is intended to share information on community resiliency, flood mitigation progress, and future river breakup preparedness.

Background:

Flood Mitigation Program

The Flood Mitigation Program involves the implementation of permanent flood mitigation measures to reduce flood risk in Fort McMurray's Lower Townsite. The Flood Mitigation Program is divided into individual reaches, a visual overview of which is provided on *Attachment 1: Map of Flood Mitigation Program by Reach*.

Following the 2020 flood, Council passed multiple resolutions directing timely completion of neighbourhood-specific flood mitigation. These resolutions are noted on *Attachment 2: Flood Mitigation Program Planning Overview*, overlaid with the respective reaches and a status update on structural mitigation. In addition to the direction provided to complete structural work, the resolutions also speak to enhanced flood provisions and advocacy. Flood provisions will be presented publicly for Council consideration as part of the Land Use Bylaw re-write, which will be brought forward during the term of the 2021-2025 Council. An update on advocacy is presented in a latter section of this report.

Temporary Flood Mitigation

On September 15, 2020, Council directed Administration to prepare, execute, and communicate a plan to mitigate the impact of any potential flooding until the protective

infrastructure is complete. As such, the Municipality established a multi-disciplinary team to develop and implement a robust temporary flood mitigation plan. The plan was established to provide the highest level of protection for the Lower Townsite in preparation for river breakup. This set a new benchmark for the Municipality and is now a benchmark for prevention and mitigation strategies for jurisdictions across Canada. The plan included over 6 kilometers of temporary flood mitigation measures installed in the areas that were affected by the 2020 flood. These temporary flood protection measures included approximately:

- 3,500 meters of clay berms constructed in 2020 and 2021;
- 2,300 meters of triple dams;
- 400 meters of large sandbags walls;
- 100 meters of HESCO carts; and
- 75 pumps, 11 kilometers of hose, and 65 plugs installed to protect underground storm system from river backflow.

The Municipality is continuing to enhance plans based on the lessons learned from preparedness planning in 2021. Practicing the rapid deployment of flood mitigation barriers is one example. Recently, Public Works facilitated a Muscle Wall deployment exercise to rehearse setting up this mitigation measure.

Council also directed Administration to implement a sandbag program for residents and businesses. The Sandbag Program distributed over 25,000 sandbags to residents and businesses to prepare their private properties for river breakup. While many of the sandbags were not returned, it is expected they will help with individual preparedness plans for future use. Sandbags may be reused in future years; however, they must be stored inside or protected outside from the sun, rain, and snow to prevent damage.

The Municipality also engaged the Oil Sands Community Alliance to form the Flood Preparedness Task Force. The Task Force identified and discussed successes, challenges, and opportunities for flood mitigation and dewatering as they related to preparedness and response. Discussions regarding available resources supported preparedness planning and expertise was drawn from industry's lessons learned, procedures, policies, plans, and technical expertise to share information with the Municipality.

Underground Infrastructure

On May 27, 2020, Council directed Administration to bring forward a potential engineering solution, including all costs to implement, to prevent a repetition of the issue that caused the post-flood Boil Water Advisory. On December 15, 2020, Associated Engineering publicly shared a presentation and report on municipal infrastructure performance during the 2020 flood. The report made recommendations for improvements to support preparedness for future flood events. On April 13, 2021, an

update was provided on the implementation of these recommendations and future improvement plans.

A series of infrastructure improvements have been executed or are planned based on the outcomes of Associated Engineering report and an additional investigation that occurred as part of the temporary underground flood mitigation work.

In addition to improvements to existing infrastructure improvement within the Waterfront area, any new storm infrastructure planned for the Waterfront Park project will be isolated from the Lower Townsite storm system to ensure that the work completed will not contribute to any future flooding of the community.

Fort McMurray Water and Wastewater Treatment Plants

To further strengthen the Fort McMurray Water Treatment Plant against additional flood risks, a series of projects were undertaken and completed since the 2020 flood event to enhance storm/overflow outfall sluice gates, flap gates, control system automation, alarms, isolation valves, etc.

As part of the 2021 river breakup preparations, the Fort McMurray Wastewater Treatment Plant effluent line was further improved to address river water backing up in the system and overflowing to the surface.

Backwater Valve Program

On September 15, 2020, Council directed Administration to bring forward a backflow preventer program for Council consideration within 90 days, and on December 15, 2020, the Sanitary Sewer Backwater Prevention Program Policy OPE-50 was approved to come into effect March 1, 2021. Funding of \$1.0 million was allocated to the Program from the Emerging Issues Reserve. Environmental Services continue to support residents with their backwater prevention applications and, to date, approximately \$470,000 of the \$1.0 million budget has been spent on the program with over 220 residents registering and receiving grant funding. As the program has been in effect for six (6) months, it is expected that additional funding will be required to fund the program in coming years. There is a planned promotion program to occur in early 2022, prior to the commencement of the overall river breakup readiness program.

Integrated Waterfront Park Planning and Revitalization

Strategic coordination of Downtown revitalization activities, permanent flood mitigation and Waterfront redevelopment is ongoing with the support of multiple municipal departments. Consideration for the interconnection of the projects, associated timelines, project planning, community engagement, and budget are included in regular discussions to support synchronization and alignment of cross-departmental projects.

Emergency Management

Approximately 150 representatives from various provincial agencies, emergency

management professionals, Indigenous groups, industry, utility providers, and the Municipality gathered virtually for a full-day river breakup tabletop exercise. The exercise focused on clarifying roles and processes, strengthening river breakup preparations, and ensuring a coordinated response. This was the first time an operational exercise of this scale was completed for river breakup.

In March 2021, the Municipality launched the Alertable app in the Region to provide municipal emergency notifications directly to Wood Buffalo residents' mobile devices. To date, there have been 1,435 subscribers.

In 2021, the Municipality introduced daily River Breakup Community Updates, which were distributed by e-mail to stakeholders and partners, as well as posted on the municipal website. Information and photos provided by the Alberta Environment and Parks River Forecasting Team informed these updates. The Forecasting Team arrives in Fort McMurray a few weeks prior to river breakup and performs flyovers on a regular basis to assess the progress of river breakup.

Insurance Advocacy

The Municipality engaged the Insurance Bureau of Canada to advocate on behalf of property and business owners. The insurance challenges experienced in the Municipality are not unique to the Region and require a collaborative, multi-disciplinary approach involving federal, provincial, and territorial government officials, the insurance industry, and stakeholders.

The Government of Canada recognizes the challenge of continued urbanization in high-risk flood areas and has directed the development of a new, low-cost national flood insurance program to protect homeowners at high risk of flooding and without adequate insurance protection. This includes a national action plan to assist homeowners with potential relocation for those at the highest risk of repeat flooding. The Federal Task Force on Flood Insurance and Relocation is expected to submit its final report by Spring 2022. More information on the Federal Task Force is available on the Public Safety Canada website.

Lac La Biche County recently passed a resolution to second the Municipality's motion for a National Flood Insurance Strategy and Community Resiliency Advocacy for presentation and for consideration amongst Alberta Urban Municipalities Association (AUMA) membership at the 2021 Fall AUMA Convention.

Ptarmigan Court

On June 8, 2021, Council passed two (2) resolutions related to Ptarmigan Court Flood Mitigation. The first motion extended the voluntary buyout deadline for properties in this neighbourhood to July 30, 2021. The second motion amended the Ptarmigan Court Residence Flood Mitigation Program Policy FIN-340 (Home Raising Program) with an application deadline of July 30, 2021.

The deadline for property owners to opt into the voluntary buyout or apply for the Home

Raising Program as part of flood mitigation closed on July 30, 2021. All property owners were contacted, and property owners' decisions are summarized below:

Buyout Agreements	52
Application for Home Raising	3
Remain Status Quo	14
Total Properties	69

The 14 properties that will remain status quo include two (2) vacant lots and 12 developed properties. With consideration for the three (3) applications for properties to be included in the Home Raising Program, it's projected that there will be 15 developed properties remaining in Ptarmigan Court.

Acquired properties are currently being maintained as municipal assets and additional information regarding the removal of acquired structures and ongoing land maintenance will be shared publicly when available. As previously noted, the Municipality is currently engaged with Wood Buffalo Housing Development Corporation to coordinate the relocation of suitable modular homes to support rural housing needs.

Draper

On December 15, 2020, Council directed Administration to determine the feasibility of a municipal grant program for lot-by-lot flood mitigation solutions for properties in Draper where the underside of the main floor joists is below 250.9 meters as the flood risk treatment.

Following the public update on the Draper Grant Program on June 17, 2021, survey data of the area was processed to generate a list of residences that are believed to have main floor elevations at or above 250.9 meters. Resolving questions which have stemmed from this initial review and gauging how to best balance requirements for program eligibility for such a diverse development area is underway. This includes the collection of more detailed survey information and the procurement of a contractor and/or structural engineer to assess residences that are considered candidates for raising. These assessments will support the development of a rough order of magnitude estimate with respect to the type, scale, feasibility, and expense of a potential grant program. The Municipality will also engage residents for their consent to enter their homes (if needed) to complete this task. As requested by Council, survey data assessment findings will be shared publicly prior to developing a potential grant program.

This matter is complex and requires the support of many stakeholders and government bodies to address challenges such as, but not limited to, contractor and/or structural engineer's recommendations to advise work on private property and requirements for lot-specific mitigation work as it relates to Alberta Environment and Parks or *Water Act* applications.

In addition to flood mitigation, the Land Use Bylaw and Area Structure Plan are also priorities for the community of Draper. These projects intersect, and each has the potential to impact progress of the others. As such, an online project page was developed to keep the residents of Draper informed and aware of progress on each project.

The development of a municipal grant program for lot-specific mitigation will take into consideration the complexities of the situation including technical components and the outstanding Land Use Bylaw and Area Structure Plan. The connectivity and complexity of these matters present an opportunity to engage in shared community planning to determine next steps and take a coordinated approach to combine all efforts regarding this community. Recommendations brought forward will take into consideration each of the above-mentioned priorities.

Next Steps

Although the Region experienced a thermal breakup in 2021, flooding caused by ice jams is impossible to predict and preparations must occur each spring. The Municipality experienced significant success implementing permanent measures, aligning resources, and communicating with residents in 2021. Future coordination and preparation remain a critical priority for the Municipality.

The Municipality is evaluating the emergency management activities following the 2020 ice jam flood (recovery), as well as mitigation and prevention, and preparedness for 2022 is underway to improve efficiencies, reduce inconveniences, and prepare for future years.

The 2020 flood significantly impacted residents throughout the Region. The steps being taken by the Municipality to complete permanent flood mitigation, address incomplete areas of the Flood Mitigation Program with temporary structural measures, improve underground infrastructure, and assist the most at-risk communities will reduce the risk of future flood damage and improve community resilience.

Budget/Financial Implications:

Permanent Mitigation

The Permanent Flood Mitigation Program has spent \$19.8 million to date and a further \$61.4 million is committed for future years to complete the program. An additional \$68.6 million was spent on the Clearwater Drive/Prairie Loop Boulevard project - most of this project serves as flood mitigation as well as a road. Likewise, \$51.0 million of the total cost of Saline Creek Drive can be considered a flood mitigation expenditure.

In 2021, \$13.8 million has been spent on mitigation to date. Of this, construction of permanent flood mitigation for Longboat Landing (Reach 7) accounts for \$2.4 million spent as of September 9, 2021. This reach is approximately 70 per cent complete with an expected completion date of October 15, 2021 barring seasonal deficiencies. The remaining mitigation costs in 2021 were investments to temporary surface and underground mitigation in preparation for River Breakup 2021 and can be re-purposed for future years.

Temporary Mitigation

The Temporary Flood Mitigation Program was a significant success. It provided, and will continue to provide, flood protection until the permanent Flood Mitigation Program is complete. The spend as of September 9, 2021 for the Temporary Flood Mitigation Program is approximately \$11.4 million and will be significantly less in future years as materials are reused and temporary mitigation is replaced by permanent flood protection.

The Municipality will again be offering the Sandbag Program to support individual preparedness planning leading up to River Breakup 2022, pending budget approval.

Backwater Valve Program

To date, approximately \$470,000 of the \$1.0 million budget has been spent on the program with over 200 residential property owners registering and receiving grant funding. As the program has been in effect for six (6) months, it is expected that additional funding will be required to financially support the program in future years.

Ptarmigan Court

The value of the 52 buyout agreements was \$10.2 million which includes the purchase of 35 developed lots and 17 vacant lots. Costs associated with the three (3) applications for the Home Raising Program are not yet known.

Financial Recovery

On September 15, 2020, Council directed the Planning and Development Department to, at the request of the applicant, process refunds for those applicants who paid permitting fees related to work done in the Mandatory Flood Evacuation Zone and purchased after the expiration of the Flood Recovery Response Bylaw No. 20/014 (August 31, 2020) and the enactment of the 2020 Flood Recovery Response (Extension No. 1) Bylaw No. 20/025.

Since that time, Planning and Development has processed over 7,000 permits related to flood recovery and refunded more than \$3.4 million in fees. Nearly all these permits were issued by Safety Codes, where staff not only reviewed applications, but conducted countless inspections free of charge to ensure residents and businesses could focus on the safe rehabilitation of impacted structures.

Strategic Priorities:

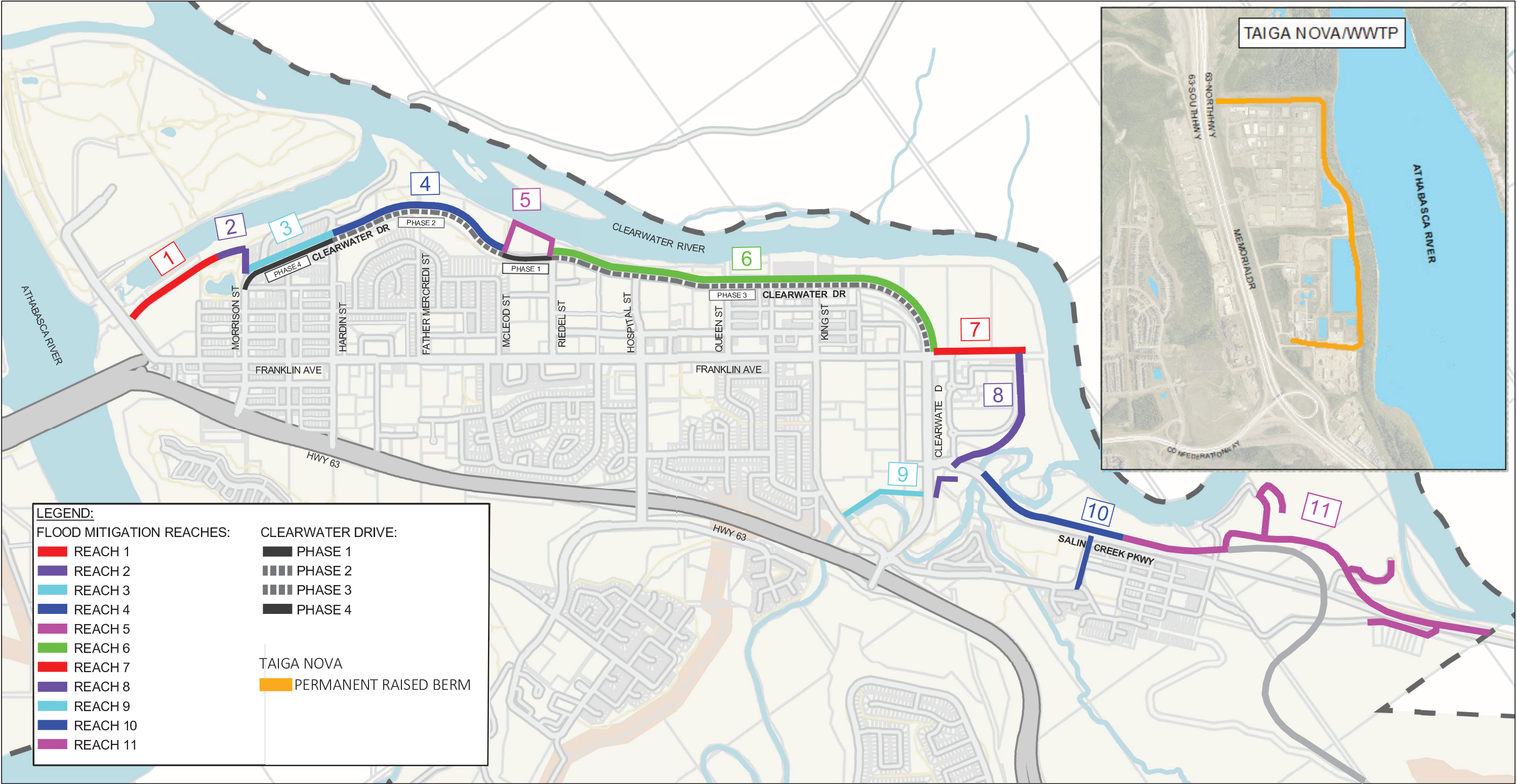
Responsible Government

Attachments:

1. Map of Flood Mitigation Program by Reach

2. Flood Mitigation Program Planning Overview

Presentation - Flood Mitigation and Project Coordination Update



Attachment: 1. Map of Flood Mitigation Program by Reach (Flood Mitigation Update)



FLOOD MITIGATION

REACH MAP

DATE: AUGUST 2021

SCALE: N.T.S.



Flood Mitigation Program Planning Overview

Updated: August 2021

Long Term Plan

Build all reaches to 250.4 m plus freeboard (0.5 m) for a total elevation of 250.9 m, using berms/retaining walls/permanent walls/elevated roads or any combination thereof.

Note: In addition to the direction provided to complete structural work, the resolutions below also speak to enhanced flood provisions and advocacy. Flood provisions will be presented publicly for Council consideration as part of the Land Use Bylaw re-write, which will be brought forward during the term of the 2021-2025 Council. An update on advocacy is presented within the body of the report.

Reach	Pre-2020 Flood	September 15, 2020 Council Resolution	Current Status	Anticipated Completion
DOWNTOWN AND HERITAGE VILLAGE				
1 C.A. Macdonald Way to Borealis Park	Berm/elevated trail built to 250.0 m	THAT Administration complete the structural flood mitigation project for Downtown to a level of 1:200 (250.9m) by October 15, 2022, limit development below 250m, and introduce enhanced flood provisions in Land Use Bylaw for development above 250m; THAT Council advocate on behalf of Downtown property owners to the Government of Alberta and the Insurance Bureau of Canada; and THAT Administration report back to Council with a progress update within 90 days.	Prior to the September 2020 Council resolution, Reaches 1-4 were completed to the 1:100 year flood elevation level or needed only minor work. The September 2020 Council resolution directed the elevation to be increased to the 1:200 year flood elevation level. Collaboration with the Waterfront Park group has resulted in the top-up of Reaches 1-4 being moved to the Waterfront Park project scope as these areas overlap entirely with the Waterfront Park project area, present significant opportunities for coordination and have low complexity from a technical perspective.	Reaches 1-6 are scheduled for completion in 2022.
2 Borealis Park to Morrison Street	Partially at 250.0 m or higher – minor grading anticipated			
3 Morrison Street to Hardin Street	Constructed as elevated road at nominal elevation of 250. 5 m – considered complete			
4 Hardin Street to McLeod Street	Constructed as elevated road at nominal elevation of 250. 5 m – considered complete			
5 Wrapping around Edgewater Court and Riverwalk Villas	Next area slated for design		The Request for Proposals for the preliminary design, detailed design, and construction administration of Reach 5, and the preliminary design of Reach 6, is currently in the contract execution stage.	Reach 9 is complete to the 1:100-year ice jam flood elevation. Top up to the 1:200 ice jam elevation of 250.9m is to be achieved using temporary mitigation measures.
6 Riedel Street to Longboat Landing	Next area slated for design			
9 Heritage Village	Construction contract for berm at 250.5 m was about to start		Reach 9 was under construction to the 1:100 elevation (250.5 m) at the time of the September 2020 Council resolution. It is now substantially complete at 250.5m with only minor landscaping work remaining. Elevation of 250.9m can be achieved with temporary measures.	
LONGBOAT LANDING				
7 North Longboat Landing	Varying elevations. Detailed design was underway for berm at 250.5 m	THAT Administration complete the structural flood mitigation project for Longboat Landing to a level of 1:200 (250.9m) by October 15, 2021, limit development below 250m, and introduce enhanced flood provisions in Land Use Bylaw for development above 250m; THAT Council advocate on behalf of Longboat Landing property owners to the Government of Alberta and the Insurance Bureau of Canada; THAT Administration report back to Council on progress within 90 days; and <ul style="list-style-type: none">- engage with residents about the pedestrian walkway;- ensure that a pedestrian walkway is part of the flood mitigation project taking into account, feedback for Longboat Landing; and- landscape all municipal property near Longboat Landing adjacent to the river on or before October 15, 2022 as part of flood mitigation.	<p>A public engagement campaign was conducted in 2020 to seek input on the design of the proposed pedestrian pathway included in the design of reaches 7 and 8, the berms being constructed around Longboat Landing. The full engagement results were included in the March 9, 2021 Council Report and it was noted during the meeting that the strong and divergent feedback warrants a design review of the pedestrian pathway. This work will not impede progress of berm construction. Due to the need to re-visit the trail alignment as a component of waterfront redevelopment connectivity, there aren’t plans to build the trail at this time. The current scope includes sod and seeding for the 2021 construction season and any further development of a trail is pending based on results of the review.</p> <p>The structural flood mitigation for the Longboat Landing community will consist of approximately 1,200 meters of structural clay berm that will surround the Longboat Landing development. At the completion of the 2021 construction season, 500 meters of the 1,200 meters will have been</p>	Reaches 7 and 8 are scheduled for completion by October 15, 2022.

Attachment: 2. Flood Mitigation Program Planning Overview (Flood Mitigation Update)



Reach	Pre-2020 Flood	September 15, 2020 Council Resolution	Current Status	Anticipated Completion
			completed. As of August 19, 2021, the structural mitigation along the northeast side of Longboat Landing is constructed to +/-250.2m and is on schedule for completion to 250.9m by October 15, 2021.	
			Temporary flood protection measures will be implemented in this location in preparation for River Break-Up 2022 where the permanent mitigation is not yet complete.	
8 East Longboat Landing and Mills Ave booster	Varying elevations. Detailed design was underway for berm at 250.5 m. Land acquisition was in progress.		Design was revised to 250.9 m. Land acquisition has been completed. Construction tender is being prepared.	
WATERWAYS				
10 Waterways	Built to 1:40 (248.5 m). Detailed design underway for elevated road at 250.5 m	THAT Administration continue with building a structural mitigation solution as previously directed (to a level of 1:200 (250.9 m) by October 15, 2022) and THAT Administration limit development below 250.9m and introduce enhanced flood provisions in the Land Use Bylaw for development above the 250.9m elevation.	The design revision for Reach 10 to 1:200 elevation is nearly completed (design was 90% complete for 1:100 elevation at time of September 2020 Council resolutions) and is being revised to 250.9m. The tender package for the new retaining wall on Saline Creek Drive is being reviewed. The draft tender package for the remainder of Reach 10 expected in fall.	Reach 10 and 11 are scheduled for completion by October 2023.
10 JHP (J. Howard Pew Park)	Varying elevations. Detailed design underway for elevated road at 250.5 m			
11 Saline Creek Drive to Waterways	Nominally 248.5 m, design underway for elevated road at 250.5 m		Reach 11 construction has been tendered via Best Value Procurement. Contract award is being considered.	
TAIGANOVA				
Not part of the Flood Mitigation Program <i>Note: Neighbourhood-level mitigation only</i>		THAT Administration complete flood mitigation for TaigaNova Eco-Industrial Park to a 1:200 flood level elevation (250.9m), limit development below 250m, and introduce enhanced flood provisions in the Land Use Bylaw for development above 250, with a target completion date of October 15, 2021.	Design consultant selected to advance the conceptual level design through to detailed design. Geotechnical investigations expected to begin Q3 to support the detailed design phase. Construction expected to start in Q2 2022, with construction striving for completion by October 2023.	Scheduled for completion by October 2023.
DRAPER				
Not part of the Flood Mitigation Program		December 15, 2020: THAT Administration determine the feasibility of a grant program for lot-by-lot individual flood mitigation solutions for properties in Draper where the underside of the main floor joists are below 250.9m as the flood risk treatment for Draper and report back to Council; and THAT Administration limit development below 250.9m and introduce enhanced flood provisions in the Land Use Bylaw for development above 250.9m.	Preliminary discussions with Alberta Environment and Parks regarding how to approach regulatory applications for lot-specific mitigation. Initial analysis of survey is complete.	

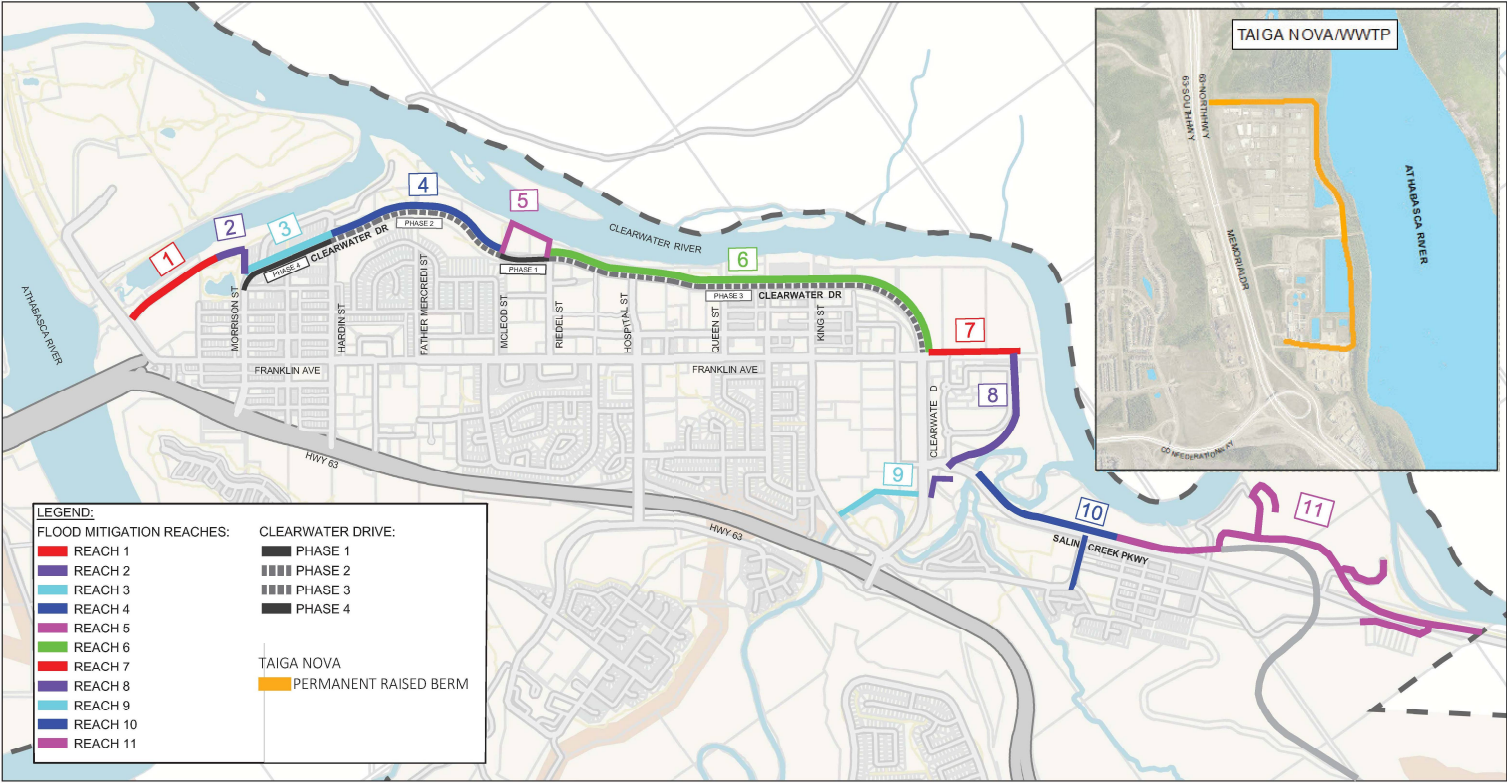
Flood Mitigation and Project Coordination Update

Presenter: Matthew Hough, P.Eng

Title: Deputy Chief Administrative Officer

Meeting Date: September 14, 2021

Flood Mitigation Program



Temporary Flood Mitigation



Approximately:

- 3500 meters of clay berms constructed in 2020 and 2021
- 2300 meters of triple dams
- 400 meters of large sandbags walls
- 100 meters of HESCO carts
- 75 pumps, 11 kilometers of hose, and 65 plugs installed to protect underground storm system from river backflow

Temporary Flood Mitigation

- Over 25,000 sandbags to residents and businesses to prepare their properties
- Engaged the Oil Sands Community Alliance to form the Flood Preparedness Task Force



Manhole insert (plug) to prevent river water from entering the system



Additional Mitigation and Planning

- Underground Infrastructure
- Fort McMurray Water and Wastewater Treatment Plants
- Backwater Valve Program

Additional Mitigation and Planning

- Integrated Waterfront Park Planning and Revitalization
- Emergency Management
 - Tabletop Exercise
 - *Alterable*
- Insurance Advocacy

Ongoing Mitigation

- Ptarmigan Court
 - Home Buyout Program
 - Home Raising Program
- Draper
 - Feasibility of a Grant Program

Next Steps

- Continued use of temporary mitigation until permanent Flood Mitigation Program is complete
- Ongoing focus on mitigation, prevention, and preparedness

Questions



Subject: Tax Relief - Plan: 2625TR Block: 4 Lot: 82

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the request for a \$1,875.38 reduction in tax arrears, for the property legally described as Plan: 2625TR Block: 4 Lot: 82 be denied.

Summary:

Administration received a request for a \$1,875.38 reduction in tax arrears due to financial hardship; this amount is for the portion that is made up of 2019, 2020 and 2021 administrative fees and penalties for the property legally described as Plan: 2625TR Block: 4 Lot: 82.

As per the *Municipal Government Act*, s. 347 (1), if Council considers it equitable it may, with or without conditions, cancel or reduce tax arrears. In this case, allowing one property owner a reduction is not equitable as there are additional property owners in the Municipality also facing financial hardship. It would not be fair or just for this taxpayer to receive a reduction of tax arrears and therefore the request should be denied.

Background:

The property owner of Plan: 2625TR Block: 4 Lot: 82 is experiencing financial hardship caused by a personal injury suffered in 2019, leaving them unable to work. The tax account includes amounts stemming from the nonpayment of utilities in 2019, 2020 and 2021. The outstanding balances were transferred to the tax roll as per the Sanitary Sewer Utilities Bylaw No. 85/051 and the Water Utilities Management bylaw 07/35.

In addition, the property owner's tax account has been in default since 2019 and has attracted penalties and fees therefore further increasing the tax arrears owing to the Municipality. The property owner is in the process of listing the property for sale and will pay any outstanding utility and tax charges as part of the sale of the property. The property owner requests that all administrative fees and late penalty charges be removed from their account from April 2019 to September 2021, therefore reducing their tax arrears.

Budget/Financial Implications:

A reduction of tax arrears for the period of April 2019 to September 2021 would result in a net loss of \$1,875.38.

Rationale for Recommendation:

The underlying explanation does not meet equitable justification to write off pursuant to section 347(1) of the *Municipal Government Act*.

Strategic Priorities:

Responsible Government