

## Attachment 1 – Strategic Plan Progress Report, January 1 – March 31, 2018

STRATEGY/INITIATIVE	PROGRESS	NEXT STEPS	STATUS
Strategic Priority #1: Responsible Government			
<b>1a – Fiscal Responsibility</b>	<ul style="list-style-type: none"> <li>Preliminary analysis and discussion on fiscal responsibility has occurred.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of the fiscal strategy is planned for Q2 as it forms an accompanying document to the 2018 Tax Rate Bylaw discussion.</li> </ul>	🎯
<b>1b – Shared Services</b>	<ul style="list-style-type: none"> <li>Preliminary analysis on a shared services model has been completed and the next phase of analysis is underway.</li> </ul>	<ul style="list-style-type: none"> <li>Present an updated business case to Council and the Board.</li> </ul>	🎯
<b>1c – Budgets and Financial Plans</b>	<ul style="list-style-type: none"> <li>Council approved the 2018 Operating and Capital Budgets and Financial Plans on February 27, 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Present Quarterly Financial Performance Updates to Council and the Senior Management Team to determine whether further budget savings can be achieved.</li> </ul>	🎯
<b>1d – Asset Management</b>	<ul style="list-style-type: none"> <li>Continued progress with Consultant to build the Asset Management Plan. Held periodic meetings with internal stakeholders to discuss the 6 asset components: roads, fleet, parks, water, sewer, sanitary and facilities.</li> <li>Building Infrastructure Management – Working with OPUS/Engineering to create workshop with Mayor and Council.</li> <li>Roads/Parks – OPUS working group meetings on Roads, January 22-26<sup>th</sup>.</li> <li>Fleet area has been completed.</li> </ul>	<ul style="list-style-type: none"> <li>Continue working with Consultant towards the completion of the Plan by the end of the year.</li> <li>Schedule Workshop with Mayor/Council/OPUS near the end of Q2.</li> </ul>	🎯
<b>1e – Developing Our People</b>	<ul style="list-style-type: none"> <li>Exempt performance management program reviewed and minor amendments made. Exempt performance planning completed for 2018.</li> <li>CUPE framework for performance feedback discussions launched.</li> </ul>	<ul style="list-style-type: none"> <li>Continue with performance management/feedback initiatives, including delivery of mandatory training for supervisors who will be engaging in performance discussions with CUPE staff members.</li> <li>Now that foundational pieces for succession planning are in place (performance management, core competencies), develop a succession planning strategy for approval by the CAO.</li> <li>Continue to remove barriers to work experience opportunities through collective bargaining.</li> </ul>	🎯

🎯 On Target

🕒 Delayed

☑ Complete

STRATEGY/INITIATIVE	PROGRESS	NEXT STEPS	STATUS
<b>1f – Foster equality, diversity and inclusion in the region</b>	<ul style="list-style-type: none"> <li>• Poverty Reduction Network completed Strategic Planning session March 20, 2018.</li> <li>• Poverty Profile being reviewed by Poverty Reduction Network.</li> <li>• Joined 20,000 Homes Campaign January 15<sup>th</sup>.</li> <li>• Completed 20,000 Homes Report Card and By-Name List Score Card, both part of the initial assessment of our community's status on Homelessness.</li> <li>• Created monthly data submission plan with 20,000 Homes to determine the data reporting schedule.</li> <li>• Diversity and Inclusion Workbook writing finalized.</li> <li>• Two grants received from Alberta Human Rights Commission to support the work carried out by RACIDE and administration.</li> <li>• Joined the National 20,000 Homes campaign and working on completing the initial scorecard to determine baseline data.</li> <li>• The World Health Organization (WHO) endorsement from Council was submitted Feb 16, 2018.</li> <li>• Planning and Development are using the latest edition of Barrier-Free Design Guide from the Safety Codes Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Point in Time (PiT) Count – April 11<sup>th</sup> (Night and Facility Count) and April 12<sup>th</sup> (Day and Service Provider Count).</li> <li>• Two different reports created from the data collected: Provincial report generated by Turner Strategies, and a Municipal Report generated by Neighbourhood and Community Development staff.</li> <li>• Diversity and Inclusion Photo Shoot and Design beginning in April.</li> <li>• Poverty Reduction Network to host Poverty Simulations in Community. The first simulation is to be held April 16<sup>th</sup>.</li> <li>• Poverty Reduction Network to finalize strategic plan and Poverty Profile.</li> <li>• Monthly reporting begins for the 20,000 Homes campaign with real time data.</li> <li>• Once WHO responds to Council endorsement, there will be ongoing membership in the global network of age friendly cities and communities.</li> </ul>	🎯
<b>1g – Accessibility</b>	<ul style="list-style-type: none"> <li>• Started developing SOW to get 3<sup>rd</sup> party consultant in to continue with condition assessments of owned facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Review draft SOW from Building Infrastructure Management to ensure there are no gaps on sidewalks adjacent to RMWB facilities.</li> <li>• Go out to tender to get consultant in to start condition assessments.</li> <li>• Continue working on Facility Standards which include accessibility standards.</li> </ul>	🎯
<b>1h – Intergovernmental Relations</b>	<ul style="list-style-type: none"> <li>• Established monthly meeting with Indigenous &amp; Rural Relations to discuss shared strategies, and achieving those strategies and goals.</li> <li>• Began CSR process review with external consultant to understand role of intergovernmental relations in department, and where resources and capacities can be leveraged to establish such a function.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing meetings and support through year. In Q2 identify key Provincial and Federal advocacy issues; review with CAO and provide list to Council for review and input.</li> <li>• Completion of process review and implementation of recommendations by end of Q2, including the development of a job description for the intergovernmental relations function.</li> </ul>	🎯

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<b>1i – Partnerships with Social Profits</b>	<ul style="list-style-type: none"> <li>While approval of the Social Sustainability Plan (SSP) is pending, Community Investment Program (CIP) continued to support partnerships with the social profit sector through the presentation of Operating, Capital, Community Plan on Homelessness and Community Development Grants; these grants were approved by Council in Q1.</li> <li>Community workshop scheduled to take place April 13/14 at MacDonald Island.</li> </ul>	<ul style="list-style-type: none"> <li>Joint Initiatives Grant to be presented to Council in Q2 (further supporting the social profit organizations).</li> <li>CIP revised Policy and Guidelines that support the SSP to be presented to Council in Q2, to be implemented in 2019 fiscal year.</li> </ul>	🎯
<b>1j – Implement Lessons Learned (2016 Wildfire Review)</b>	<ul style="list-style-type: none"> <li>The Emergency Management Bylaw and Regional Emergency Management Plan (REMP) were drafted. The reading of Bill 8 may delay the passing of the Bylaw and the finalization of the REMP.</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management and Mitigation Pillar completed in Q2.</li> <li>Enhance and update Business Continuity Plans.</li> </ul>	🎯
<b>1k – Wildfire Recovery</b>	<ul style="list-style-type: none"> <li>Assessment for damage as a result of response and rebuild to municipal greenspace awarded to consultant.</li> <li>Assessment for damage as a result of response and rebuild to sidewalks, roads and curbs posted for consultant submittal.</li> <li>Slope Stability and Erosion Control project awarded to consultant.</li> <li>Bike Park Design/Build RFP closed in Quarter 1.</li> </ul>	<ul style="list-style-type: none"> <li>Firebreak and Trail Restoration Project resumes in Spring 2018.</li> <li>Assessment of damage as a result of response and rebuild to municipal infrastructure is submitted by the consultant to the Recovery Task Force.</li> <li>Transition Project Planning is initiated by the Recovery Task Force and presented to Senior Leadership Team for review.</li> <li>Based on a review of the permit numbers and case management, gain an understanding of the number of lots that will remain vacant to confirm the number of units that need to be rebuilt by area to reach 80% rebuild.</li> <li>RFP for Bike Park Design/Build will be awarded in Q2.</li> </ul>	🎯
<b>1l – Public Engagement Strategy</b>	<ul style="list-style-type: none"> <li>Public Engagement framework is drafted and under peer review.</li> <li>Draft of scope and timelines for Citizen Satisfaction Survey RFP submitted to Purchasing for review and posting.</li> <li>Indigenous &amp; Rural Relations has developed a calendar for rural Council meetings and events.</li> <li>Working with IT on drafting scope for online engagement portal.</li> <li>Engagement is ongoing. Q1 engagements include: Budget 2018 information sessions, Here For You Recovery drop-in information session, surveys for Abasand Lookout, WinterPLAY evaluation, and RCMP policing priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Complete Framework in April. Rolled out to departments through Q2.</li> <li>Citizen Satisfaction Survey posted and awarded in April-May, with surveying completed by end of Q2. Report to be ready September.</li> <li>Online engagement portal RFP posted and awarded, with a launch end of Q2; as part of online engagement portal a calendar of engagement activities. In meantime, explore use of existing RMWB website calendar to capture upcoming engagement activities.</li> <li>Q2 Engagements include Cannabis legislation, Winter Maintenance Zones, and Here For You Recovery open houses.</li> </ul>	🎯

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<b>1m – Youth</b>	<ul style="list-style-type: none"> <li>Research conducted on other Youth Councils to determine how best to proceed with increased participation for MACOY. Current MACOY group have been engaged to solicit feedback on possible expansion. Reached out to Rural and Indigenous Relations to work on possibly expanding into the rural communities.</li> <li>In partnership with Recovery, engaged youth to determine their feedback and priorities on what the recovery grant should be used for.</li> </ul>	<ul style="list-style-type: none"> <li>Reach out to create partnerships in the community for more adult mentors for MACOY, engage MACOY in the chosen model for expansion, review and create application process, begin recruitment.</li> <li>Complete youth engagements, analyze data and begin to develop a youth working group to confirm which projects the recovery grant will be used for.</li> </ul>	🎯
<b>1n - Whistleblower Initiative</b>	<ul style="list-style-type: none"> <li>Whistleblower Directive (Proposed Changes) Briefing Note prepared and distributed to Council.</li> </ul>	<ul style="list-style-type: none"> <li>Workshop scheduled with Council for April to determine direction.</li> <li>Public report and communication of Whistleblower Directive amendments.</li> </ul>	🎯
<b>Strategic Priority #2: Downtown Revitalization</b>			
<b>2a –Encourage Development in the Downtown</b>	<ul style="list-style-type: none"> <li>Land Use Bylaw (LUB) communications strategy completed in collaboration with Communications, Indigenous and Rural Relations and Community Development Planning.</li> <li>LUB engagement is ongoing in Rural Area.</li> <li>Much of the draft LUB in for the Urban Service Area has been complete.</li> <li>Steering committee recommendations have been identified and development of plan for implementation is underway.</li> </ul>	<ul style="list-style-type: none"> <li>Continue engagement in Rural Area. Urban Service Area engagement will start in early Q2.</li> <li>Continue to incorporate change and new additions to the draft LUB that reflects Rural and Urban Service Area needs.</li> <li>Start to incorporate Steering Committee recommendation where feasible, but also to ensure that recommendations are aligned with current community interests.</li> </ul>	🎯
<b>2b –Establish Municipal Land Inventory</b>	<ul style="list-style-type: none"> <li>Working with GIS to create database on all municipal land, leases and dispositions.</li> <li>Land Disposition Policy is drafted and with Director for second review.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm leases are accurately represented.</li> <li>Begin adding the remaining municipal land and dispositions.</li> </ul>	🎯
<b>2c – Incentives to Update Store Fronts</b>	<ul style="list-style-type: none"> <li>Draft report identifying incentives utilized throughout Canada completed.</li> <li>Report also indicates how to fully realize incentives and best practices on reasons why incentives succeed/fail.</li> </ul>	<ul style="list-style-type: none"> <li>Work with leadership to establish goals and objectives of incentives.</li> <li>Identify practical incentives based on stakeholder (Economic Development, Assessment &amp; Taxation, Communications) consultation and support to develop strategy for implementation.</li> </ul>	🎯

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<b>2d – Clear Land Use Plans and Regulations</b>	<ul style="list-style-type: none"> <li>• Engagement and communications strategy completed in collaboration with Communications.</li> <li>• Engagement conducted in almost every hamlet.</li> <li>• Draft framework for implementation, both regulatory and policy largely complete.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize regulatory and policy framework.</li> <li>• Finalize engagement.</li> <li>• Bring forward recommendation(s) to Council.</li> </ul>	🎯
<b>2e – Riverfront Master Planning &amp; Revitalization</b>	<ul style="list-style-type: none"> <li>• Recommendations from Waterfront Steering Committee (WFSC) identified.</li> <li>• Strategy to implement recommendations that can quickly and seamlessly be incorporated without large scale consultation and amendments.</li> <li>• Identification of contaminated lands along Clearwater River completed and working with Land Administration and Engineering to determine remediation strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Once remediation strategy completed, Council Report to change Land Use Districts in accordance with WFSC recommendations will be brought forward.</li> <li>• Other recommendations will be considered when City Centre Area Redevelopment Plan is reviewed and updated.</li> </ul>	🎯
<b>2f – Review Municipal Development Plan</b>	<ul style="list-style-type: none"> <li>• Project Charter updated from 2017 draft to align with 2018 Strategic Plan.</li> <li>• Work Plan underway, but emphasis and resources focused on Census, LUB, Cannabis, Fort McKay &amp; Fort Chipewyan ASP.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek approval of Project Charter.</li> <li>• Define scope and Vision of MDP, particularly that of the Downtown.</li> </ul>	🎯
<b>2g – Aging in Place Facility</b>	<ul style="list-style-type: none"> <li>• The Province has indicated that there is no funding allotted to the Aging in Place facility at Willow Square, at this time.</li> <li>• The RMWB has \$10.5M approved as a contribution to a long-term care and aging in place facility.</li> <li>• Wood Buffalo Housing Development Corporation has requested funds from the provincial government to do a housing needs assessment to determine housing needs in the region (seniors, low income, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Site preparation is underway to begin the building of the Willow Square Continuing Care Center. A ground-breaking ceremony tentatively scheduled for April 2018.</li> </ul>	🎯

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Strategic Priority #3: Regional Economic Development			
<b>3a – Work with Industry and Suppliers – Fly In, Fly Out</b>	<ul style="list-style-type: none"> <li>Oil Sands Community Alliance (OSCA) has publicly released a study prepared by Nichols Applied Management that focuses on the impacts of operations related fly in-fly out workers in the region.</li> <li>Economic Development, in partnership with GOA Labour and the Fort McMurray Chamber of Commerce, is working on labour initiatives resulting from the Labour Strategic Plan that was completed by Outlook Market Research in December 2017. Specific initiatives related to this plan including developing a website focused on labour recruitment and retention, develop job-specific workforce videos. These tools will be housed with the Chamber of Commerce but should transfer to the Wood Buffalo Economic Development Corporation (WBEDC).</li> <li>Economic Development and the Fort McMurray Chamber of Commerce will co-chair the Attraction and Retention Committee (ARC) which is a group of stakeholder representatives. ARC should be led by the WBEDC upon establishment.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with Outlook Market Research to finalize workforce videos and website.</li> <li>Partners to continue working with Outlook Market Research on initiatives outlined in the Labour Strategic Plan.</li> <li>Economic Development and the Chamber will work to establish key stakeholders to participate in ARC. Application for funding to GOA Labour will be submitted for the development of a strategic plan and funding for activities for the year.</li> </ul>	🎯
<b>3b – Business Attraction and Incentives</b>	<ul style="list-style-type: none"> <li>Economic Development has updated regional profiles and is in the process of updating website to promote business attraction.</li> <li>In the process of negotiating to participate in the Oil Sands Trade Show.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing meetings with Oil Sands Trade show to determine participation and focus for 2018.</li> <li>Economic Development will update regional data upon completion of census.</li> <li>Upon formation of WBEDC, GOA CARES funding has been secured to develop a regional economic development strategic plan. Tentative start date for this plan is Q4.</li> </ul>	🎯
<b>3c – Small Business Incubator</b>	<ul style="list-style-type: none"> <li>Working with the Regional Innovation Network (RIN) on a strategic plan and engaging business community on needs. Toma &amp; Bouma Management Consultants have been selected to complete the RIN Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with Toma &amp; Bouma Management Consultants to finalize RIN Strategic plan, which is estimated to be completed in June 2018.</li> <li>Economic Development to attend Knowledge Event in early May which will outline RIN best practices for Wood Buffalo.</li> </ul>	🎯
<b>3d – Economic Gardening and Pop Up Stores</b>	<ul style="list-style-type: none"> <li>Supporting Chamber on establishing public market.</li> <li>Provided support to vendors during the 2018 Fort McMurray Food Festival through the facilitation of workshops dedicated to supporting vendors.</li> <li>Partnered with Business Link and Western Diversification to obtain experienced Business Link employee located in RMWB who is working with entrepreneurs to start and grow business in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development will provide committee support and work with committee on establishing facilitated workshops to vendors on specific needs.</li> <li>Economic Development to continue to receive feedback on challenges to entrepreneurs in the community and will develop programming to address.</li> </ul>	🎯

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<b>3e – Shop Local Program</b>	<ul style="list-style-type: none"> <li>Review existing shop local groups in the region and determine how to support (i.e. ShopYMM campaign).</li> <li>Review best practices for shop local program.</li> </ul>	<ul style="list-style-type: none"> <li>Support ShopYMM campaign by sharing social media.</li> </ul>	🎯
<b>3f – Support Arts and Culture</b>	<ul style="list-style-type: none"> <li>While approval of the Arts and Culture Master Plan is pending, CIP has continued to support Arts and Culture in the Region through the presentation of Operating Grants to organization such as Arts Council Wood Buffalo, Friends of SECPA, heritage societies, etc.; these grants were approved by Council in Q1.</li> <li>Supported WinterPLAY and Alberta Winter games.</li> <li>One meeting was held with Keyano College to better understand potential opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Support events from Special event permits.</li> </ul>	🎯
<b>Strategic Priority #4: Rural and Indigenous Communities and Partnerships</b>			
<b>4a – Truth and Reconciliation Commission Calls to Action</b>	<ul style="list-style-type: none"> <li>Delivered three Truth and Reconciliation Commission (TRC) workshops to municipal staff: 45 participants.</li> <li>Awarded contract for TRC Report.</li> <li>Commenced development of e-learning courses.</li> </ul>	<ul style="list-style-type: none"> <li>Completion and launch of e-learning courses.</li> <li>Complete draft TRC Report.</li> <li>Re-engage Steering Committee.</li> </ul>	🎯
<b>4b – Indigenous Consultation</b>	<ul style="list-style-type: none"> <li>Engaged with Government of Alberta Aboriginal Consultation Office.</li> <li>Preliminary engagement with First Nations and Métis consultation contacts.</li> </ul>	<ul style="list-style-type: none"> <li>Establish an Internal Consultation Committee.</li> <li>Engage with First Nations and Métis consultation contacts.</li> </ul>	🎯
<b>4c – Delivery of Water and Sewer Servicing</b>	<p>Rural Infrastructure Rehabilitation and Rural Water &amp; Sewer Servicing (RWSS) - Predesign &amp; Design.</p> <ul style="list-style-type: none"> <li><b>ANZAC:</b> <ul style="list-style-type: none"> <li>Lift Station design 90% complete.</li> <li>Service connection design is at 30%.</li> </ul> </li> <li><b>CONKLIN:</b> <ul style="list-style-type: none"> <li>Design for Water and Sewer Installation on Christina Lake Dr. and Father Mercredi Tr. and 2 packaged Lift Stations is at 60%.</li> <li>Service connection design is at 10% complete.</li> </ul> </li> <li><b>DRAPER:</b> <ul style="list-style-type: none"> <li>Road Design 90% complete</li> <li>Water &amp; Sewer 50% complete.</li> <li>Service connection design is at 50% complete.</li> </ul> </li> <li><b>GREGOIRE LAKE ESTATE:</b></li> </ul>	<ul style="list-style-type: none"> <li>Follow up on RWSS Survey Results 2018.</li> <li>Assessment of RWSS project risks.</li> </ul>	🎯

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	<ul style="list-style-type: none"> <li>○ Land acquisition from first nation &amp; private land owners is in process (handled by land administration).</li> <li>○ Design for Force Main GLE to Anzac- in South Utility Corridor (SUC) or Waste Water Storage Tank is at 40% complete</li> <li>○ Service Connection Design is at 30% complete.</li> <li>● <b>JANVIER:</b> <ul style="list-style-type: none"> <li>○ Design for Janvier Lagoon and outfall pipe is at 40% complete and waiting for AEP approval to build a new lagoon.</li> <li>○ Service connection design is at 50%.</li> </ul> </li> <li>● <b>SAPRAE CREEK:</b> <ul style="list-style-type: none"> <li>○ Service connection design is at 70%.</li> </ul> </li> </ul> <p>Rural Infrastructure Rehabilitation &amp; Rural Water and Sewer Servicing – Construction.</p> <ul style="list-style-type: none"> <li>● <b>ANZAC:</b> <ul style="list-style-type: none"> <li>○ ANC C#01: RFT is planned in April 2018.</li> <li>○ ANC C#02: construction in progress with a completion date Nov 2019.</li> </ul> </li> <li>● <b>CONKLIN:</b> <ul style="list-style-type: none"> <li>○ CLN C#01: Completed.</li> <li>○ CLN C#02: Construction in progress with completion date Nov 2018.</li> <li>○ CLN C#03: Construction in progress with completion date Nov 2019.</li> </ul> </li> <li>● <b>DRAPER:</b> <ul style="list-style-type: none"> <li>○ Currently under design.</li> </ul> </li> <li>● <b>JANVIER:</b> <ul style="list-style-type: none"> <li>○ Janvier - C1: construction in progress and will be completed by the end of 2018.</li> <li>○ Janvier - C2 is at 40% design and waiting for AEP approval to build a new lagoon.</li> </ul> </li> <li>● <b>GREGOIRE LAKE ESTATE:</b> <ul style="list-style-type: none"> <li>○ Land acquisition from first nation &amp; private land owners is in process (handled by land administration).</li> <li>○ GLE #01 &amp; 02: construction in progress; scheduled to be completed by end of 2018.</li> <li>○ Contract #03: RFT is planned for July 2018.</li> </ul> </li> <li>● <b>SAPRAE CREEK:</b> <ul style="list-style-type: none"> <li>○ Contract #01: Construction started and will be completed by July 2019.</li> </ul> </li> </ul>		



On Target




Delayed



Complete

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	<ul style="list-style-type: none"> <li>○ Contract #02: Contract awarded and construction is scheduled for October 2018.</li> <li>○ Contract #03: RFT is planned for June 2018.</li> </ul>		
<b>4d – Amalgamation Review</b>	<ul style="list-style-type: none"> <li>● Held Initial meeting with Rural Coalition.</li> <li>● Organized a meeting with CAO and Rural Coalition.</li> </ul>	<ul style="list-style-type: none"> <li>● Meet with CAO and Rural Coalition.</li> <li>● Develop scope for Third Party Amalgamation Review.</li> </ul>	🎯
<b>4e – Emergency Management</b>	<ul style="list-style-type: none"> <li>● Program Coordinator recruited, starts in Q2.</li> <li>● HRVA update initiated, funding through the Canadian Red Cross secured.</li> </ul>	<ul style="list-style-type: none"> <li>● Complete HRVA update</li> <li>● Develop engagement plan for communities, contact agreeable community champions.</li> </ul>	🎯
<b>4f – Inclusion and Partnerships (Rural Coalition)</b>	<ul style="list-style-type: none"> <li>● Developed and submitted a proposal for the Mayor’s Indigenous Advisory Circle.</li> <li>● Delivered 37 community programs.</li> <li>● Collaborated with community associations to support delivery of three community initiatives.</li> <li>● Drafted comprehensive service agreements with Athabasca Chipewyan First Nation and Fort McMurray First Nation 468.</li> <li>● Held a RMWB Council meeting in Fort McKay.</li> </ul>	<ul style="list-style-type: none"> <li>● Support coordination of community events.</li> <li>● Engage Fort McKay First Nation and Mikisew First Nation on service-specific agreements.</li> <li>● Hold a RMWB Council meeting in Fort Chipewyan.</li> <li>● Submit a Briefing Note on Rural Newsletters Procedure to CAO for review prior to drafting procedure.</li> </ul>	🕒
<b>4g – Advocate for Rural and Indigenous communities</b>	<ul style="list-style-type: none"> <li>● Provided a letter of support for Athabasca Chipewyan First Nation’s Addition to Reserve.</li> <li>● Provided a letter of support for provincial Métis consultation.</li> <li>● Provided a letter of support for off-reserve Indigenous affordable housing.</li> <li>● Advocated for RMWB procurement from Indigenous suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>● Provide a letter of support for Fort McMurray First Nation 468 Addition to Reserve.</li> <li>● Provide a letter of support for provincial First Nation consultation.</li> </ul>	🎯

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<b>4h – Transportation Strategy</b>	<ul style="list-style-type: none"> <li>• RFQ is 50% complete for preliminary engineering work of egress routes for the rural areas.</li> <li>• Clearwater Drive: <ul style="list-style-type: none"> <li>◦ between Riedel and Hardin Street is 40% complete and is temporarily opened to traffic.</li> <li>◦ between Hardin and Morrison is 10% complete.</li> </ul> </li> <li>• Completed on-street parking study.</li> <li>• Secondary Egress Road (previously Saline Creek Parkway) – detailed design contract has been awarded with the condition that the design should not start until land acquisition is complete.</li> <li>• Detailed design “ROW acquisition” has been awarded for Saline Creek Parkway egress access routes.</li> <li>• Discussion held with the Province regarding the reimbursement of funds spent on provincial projects i.e. Master Service Agreement related to Hwy 63 and Sapræ Creek Trail.</li> <li>• Transit – Bus Bay Turnout &amp; Transit Shelters (Thickwood &amp; Confederation) – detailed design awarded with a completion date of June 2018.</li> <li>• Transit – Consultant 80% complete with the Business Case for the ITS System.</li> </ul>	<ul style="list-style-type: none"> <li>• Award contracts and start the study.</li> <li>• Continue construction of Clearwater Drive.</li> <li>• Work on land acquisition for Saline Creek Parkway egress access routes.</li> <li>• Continue to work with the Province on Master Service Agreement.</li> <li>• Transit – RFT planned by 2<sup>nd</sup> quarter.</li> </ul>	
<b>4i – Rural Operational Efficiencies &amp; Cost Savings</b>	<ul style="list-style-type: none"> <li>• Draft plan to achieve rural operational efficiencies and cost savings prepared for review by CAO.</li> </ul>	<ul style="list-style-type: none"> <li>• CAO to review draft plan. Presentation of plan to Council scheduled for April.</li> <li>• Turn over date of April 19<sup>th</sup> of the Anzac Firehall to Rural Operations.</li> <li>• Recruitment of key operational positions.</li> </ul>	