

## Attachment 1 – Strategic Plan Progress Report, January 1-June 19, 2019

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
<b>Strategic Priority #1: Responsible Government</b>					
1a	Fiscal Responsibility	Finance	<ul style="list-style-type: none"> <li>On May 8, 2018 the 2018 – 2020 Fiscal Management Strategy was presented to Council along with the 2018 Tax Rate Bylaw. The Tax Rate Bylaw was adopted by Council.</li> <li>On May 7, 2019 the 2019-2021 Fiscal Management Strategy was presented to Council along with the 2019 Tax Rate Bylaw.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to manage budget and plans</li> </ul>	☑
1b	Shared Services	Finance	<ul style="list-style-type: none"> <li>Wood Buffalo Economic Development Corporation setup is continuing.</li> </ul>	<ul style="list-style-type: none"> <li>Add a payroll component to setup.</li> </ul>	⊙
1c	Budgets and Financial Plans	Finance/CAO	<ul style="list-style-type: none"> <li>2018 audited statements were presented to Council April 9<sup>th</sup> same statements have been released to the Province of Alberta as per MGA requirements.</li> <li>2019 Budgets and 2020 – 21 plans were presented and approved, November 2018.</li> </ul>	<ul style="list-style-type: none"> <li>2019 Quarter One Financial Performance Report was presented to Council May 14<sup>th</sup>.</li> <li>2020 Budget preparation schedule is being finalized.</li> </ul>	⊙
1d	Asset Management	<p>Engineering</p> <p>Public Works</p>	<ul style="list-style-type: none"> <li>Have finalized Asset Management Plans for all seven service areas.</li> <li>Council approved Asset Management System Policy April 23, 2019, and CAO approved six Administrative Procedures.</li> <li>Meetings with all the service areas, WTP, UGS, Parks, Facilities, Transportation, WWTP to discuss implementation priorities, review the Council Policy and Administrative Procedures, identify the AM Team Member for each area, and determine what support they would like from Engineering.</li> <li>The Municipality has received the draft Asset Management Implementation Plans for all seven service areas. Public Works providing ongoing support to Engineering to review draft asset management plans.</li> <li>Scope of work to RFP for data collection services related to vertical assets in development and being reviewed by Finance and Engineering.</li> <li>Building Life Cycle – operational and capital projects ongoing.</li> <li>Started conducting a gap analysis on our preventative maintenance programs to identify existing deficiencies and gaps.</li> </ul>	<ul style="list-style-type: none"> <li>Engineering to work with operating departments to implement high-priority improvement actions for 2019/2020, including implementation of the asset risk model, development of asset registers for assets not currently inventoried, and identification of level of service performance measures for those not currently tracked.</li> <li>Engineering to measure and monitor the achievement and progress of improvement actions to report at year end.</li> <li>Work with Engineering to finalize Asset Management program and implement</li> <li>Post RFP - approximately May/June once scope has been finalized, award and begin comprehensive data collection.</li> <li>Findings will be incorporated into ongoing preventative maintenance plans.</li> <li>Continue to support the service areas in their asset data collection efforts.</li> <li>In 3<sup>rd</sup> Quarter 2019, begin work with service areas to document LOS and performance measures</li> </ul>	<p>⊙</p> <p>⊙</p> <p>⊙</p>

⊙ On Target

🕒 Delayed

☑ Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> <li>• Goal Alignment session held on January 10/19 for all leaders, goals were cascaded from CAO to the operational areas</li> <li>• Performance goals set for 2019 set for all exempt employees and are being monitored by leaders</li> <li>• Redesign of the performance management (exempt) documentation with guidelines and leadership tools</li> <li>• Leadership alignment session scheduled for April 11/19 with a primary focus on “Going Home Better”</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-year reviews to be completed by end of June 2019 for all exempt employees</li> <li>• Identification of critical positions across organization</li> <li>• Talent strategy focusing on career development, workforce planning &amp; further expansion of succession planning for all areas</li> </ul>	⊙
1f	Foster equality, diversity and inclusion in the region	Corporate and Community Services	<ul style="list-style-type: none"> <li>• Homelessness Initiatives Strategic Committee (HISC) recommendations presented to Council for funding in 2019/2020 fiscal year as well as two amendments to 2018/2019 approved budget.</li> <li>• Community Plan to End Homelessness (CPH)</li> <li>• Homelessness Initiatives Strategic Committee (HISC) recommendations presented to Council for funding in 2019/2020 fiscal year as well as two amendments to 2018/2019 approved budget. Funded agencies attended a Meet and Greet at McMurray Experience on April 3.</li> <li>• “Reaching Home: Canada’s Homeless Strategy” was launched. Focus will be on outcomes-based approaches, implementing coordinated access and robust data collection.</li> <li>• Quiet room implemented in 6 municipal buildings.</li> <li>• “I see you: Sawubona” project dedicated to providing an opportunity to reflect on how we see others took place for a month at MacDonald Island. Up to 3,000 people have accessed the installation. The installation was made available to other agencies for awareness and training purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Present the 8-year Community Plan to End Homelessness update to Council.</li> <li>• Launch coordinated access. A coordinated access system is the process by which individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level access points where trained workers use a common assessment tool to evaluate the individual or family’s depth of need, prioritize them for housing support services and then help to match them to available housing focused interventions. Coordinated access is required by the federal funding agreement by March 2022.</li> <li>• Exhibit is in Anzac until May 5; May 8-10 at the Family and Community Support Service (FCSS) conference at the Merit Hotel, Fort McMurray; and May 22-June 5 at the contact office in Janvier.</li> </ul>	⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<ul style="list-style-type: none"> <li>• “Not in Our Town” speaker facilitated a discussion on their approach to addressing hate and equity in the US and shared best practices and learnings. Regional Advisory Committee on Inclusion, Diversity and Equality (RACIDE) presentation to SLT to provide update on the Diversity and Inclusion workplan and recommendations for future initiatives to assist the RMWB realize its common commitments to Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD).</li> <li>• Advisory Committee on Aging (ACOA) adopted the Age Friendly Work Plan and presented to the Senior Leadership Team.</li> <li>• Wood Buffalo Workplace Inclusion Charter has been developed by RACIDE with support from the Fort McMurray Chamber of Commerce, Alberta Ministry of Labour, Northern Alberta Development Council, Bow Valley Local Immigration Partnership and Wood Buffalo Economic Development Corporation. Presentations are taking place with employers upon request</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Advisory Committee on Inclusion, Diversity and Equality (RACIDE) presentation to SLT to provide update on the Diversity and Inclusion workplan and recommendations for future initiatives to assist the RMWB realize its common commitments to Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD).</li> <li>• Monitor progress on the Age Friendly Work Plan.</li> <li>• Continue to communicate the charter and toolkit and encourage employers to sign the official declaration and work through its 20 commitments.</li> </ul>	
1g	Accessibility	Engineering/ Public Works	<ul style="list-style-type: none"> <li>• 2018 evaluations are done and being reviewed, 44 facilities in total were completed</li> <li>• 2019 condition assessments 66 facilities in total. This year’s evaluations included data capture for all the equipment in our facilities</li> <li>• Our internal staff are conducting facility walkdowns (visual inspections) for general wear and tear and minor repairs. Distribution of facilities completed to date are as follows; <ul style="list-style-type: none"> <li>○ 45/66 rural facility walkdowns completed in 2019 to date</li> <li>○ 18/154 urban facility walkdowns completed in 2019 to date</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Complete Remaining Reviews</li> <li>• Complete Remaining Reviews</li> </ul>	<p>⊙</p> <p>☑</p> <p>☑</p>
1h	Intergovernmental Relations	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>• Support lobbying of Bills C-48 and C-69, which impact the energy sector, including presentations to Senate Committees and written submissions.</li> <li>• Support advocacy days in Ottawa for regional issues.</li> <li>• Follow-up correspondence from subsequent Ottawa and Senate lobbying.</li> <li>• Advocacy issues tracker and implementing relationship tracker tool.</li> <li>• Supporting correspondence to different levels of government based on Council motions; as an example, a letter to the Federal and Provincial governments related to the ‘mortgage stress test.’</li> </ul>	<ul style="list-style-type: none"> <li>• Information gathering on new Provincial government and written letters to Ministries regarding areas of concern for Wood Buffalo.</li> <li>• Ongoing support of Council in efforts to work with other communities to advocate for energy sector and healthy regional economy.</li> </ul>	⊙
1i	Partnerships with Social Profits	Public Works – Recreation & Culture	<ul style="list-style-type: none"> <li>• Social Sustainability Plan Stewardship Committee has begun to meet to identify primary goals for 2019 supported by Neighborhood and Community Development (Community Services).</li> </ul>	<ul style="list-style-type: none"> <li>• Grant agreements distributed, Q1 funding disbursed to grant recipients, in accordance with the payment schedules in the agreements.</li> </ul>	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<ul style="list-style-type: none"> <li>Community Investment Program (CIP) grant funding allocations approved by Council.</li> <li>De-briefing sessions held with social profits and grant recipients to solicit feedback regarding the Community Investment Program. A survey was also available.</li> </ul>	<ul style="list-style-type: none"> <li>SSP to be validated to reflect the current environment.</li> <li>Implement recommended changes to the CIP approved by Council.</li> </ul>	⊙
1j	Implement Lessons Learned (2016 Wildfire Review)	Regional Emergency Services	<p><b>VULNERABLE PERSONS SELF REGISTRY</b></p> <ul style="list-style-type: none"> <li>An online test site for the Vulnerable Persons Self-Registry is in production.</li> <li>The program was presented to the St. Aiden Society and Golden Years Society.</li> <li>Marketing content for website completed.</li> </ul> <p><b>COMMUNITY RESILIENCY STRATEGY, PHASE II</b></p> <p><b>OPERATIONALIZING RESILIENCE</b></p> <ul style="list-style-type: none"> <li>Held two Emergency Advisory Committee meetings with community stakeholders and indigenous community members</li> <li>Implemented the Community Emergency Management Plan into the Regional Emergency Management Plan (REMP).</li> <li>Conducted Quick Risk Estimate (QRE) and Disaster Resilience Scorecard (DRS) sessions.</li> </ul> <p><b>BUSINESS CONTINUITY PLANNING</b></p> <ul style="list-style-type: none"> <li>Potable Water Services: engagement with Water Treatment Plant reviewing assessment areas 31, 32, 33, 35 &amp; 36; Assessment area 20 complete.</li> <li>Engage pipeline operators with assets upstream from Fort McMurray Water Treatment Plant to collaborate in updating the ERPs for municipal water intake.</li> <li>Fire &amp; Medical Services: to commence later in 2019.</li> <li>Wastewater Services: Risk Assessment of headworks and primary treatment completed. Report pending.</li> <li>Payroll service: postponed to 2020.</li> <li>Financial Support to essential services: postponed to 2020.</li> </ul> <p><b>911 BACK-UP CENTRE</b></p> <ul style="list-style-type: none"> <li>Detailed technology requirements for the back-up site have been determined and pricing quantified.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to speak with various community organizations to promote the program.</li> <li>Test site is being customized for branding purposes</li> <li>Public registration will be available September 2019.</li> </ul> <ul style="list-style-type: none"> <li>Draft revisions to the ADM-240 – Emergency Management Program.</li> <li>Conduct Hazard Risk and Vulnerability Analysis (HRVA) sessions with internal and external community stakeholders.</li> <li></li> <li>Organize Emergency Management Agency meeting with community stakeholders to better define roles and responsibilities.</li> <li>Hold Hazard, Risk and Vulnerability Analysis (HRVA) with internal and external community stakeholders.</li> </ul> <ul style="list-style-type: none"> <li>Potable Water Services – Update the ERP for the Rural Water Intake Contamination.</li> <li>Fire &amp; Medical Services – complete risk assessment for EMS as per Alberta Health Services contract.</li> <li>Wastewater Services – Finalize Risk Assessment and deliver the Risk Assessment Report.</li> <li>Technology platform to be developed; scheduled for delivery September 2019.</li> <li>Facilities buildout scheduled for completion late August 2019.</li> </ul> <ul style="list-style-type: none"> <li>Identify equipment for purchasing.</li> </ul>	<p>⊙</p> <p>⊙</p> <p>⊙</p> <p>⊙</p>

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
				<ul style="list-style-type: none"> <li>Technology platform to be developed; scheduled for delivery December 2019.</li> <li>Facilities buildout scheduled for completion late August 2019.</li> </ul>	
1k	Wildfire Recovery	Recovery Task Force	<ul style="list-style-type: none"> <li>Assessment of damage to municipal greenspace document was received and passed on to the GOA's consultant for their review.</li> <li>Assessment of damage to sidewalks, roads, curb and gutters is under review by AEMA for funding approval.</li> <li>Work on the Firebreak and Trail Restoration project will commence in April. Seeding, tree planting, installation of benches and garbage containers and trail paving to complete this year.</li> <li>Erosion Control project is ongoing and is anticipated to be completed by October 2019.</li> <li>Comprehensive Firebreak Homes Initiative is ongoing and to be completed this year.</li> <li>Hazardous tree removal has continued into 2019 and will be completed this year.</li> <li>Resurvey work is ongoing with the placement of monuments left to do this Spring.</li> <li>Soil Stockpiling will continue to the end of 2019, will review status of rebuild as the construction season continues.</li> <li>Water and Wastewater Restoration project will continue this year. We will monitor the rebuilds throughout the construction season.</li> <li>Playground area restoration work to commence and complete this season.</li> </ul>	<ul style="list-style-type: none"> <li>Review damaged areas and tender for start of work this year and complete in 2020.</li> <li>Tender and award of contracts for work to begin this construction season and to complete in 2010.</li> <li>Continue the project for completion this year and turn over areas to Parks.</li> <li>Project ongoing.</li> <li>Continue to work through this program to complete by July/August.</li> <li>Project to start up in June.</li> <li>Iron post/monuments to be placed this Spring.</li> <li>Project ongoing.</li> <li>Project will continue into 2019.</li> <li>Tender package to be released in June 2019</li> </ul>	<p>⊙</p> <p>🕒</p> <p>⊙</p> <p>⊙</p> <p>⊙</p> <p>⊙</p> <p>⊙</p> <p>⊙</p> <p>⊙</p>
1l	Public Engagement Strategy	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>Ongoing engagements which occurred over Q2 including: wildfire commemorative park space, Rural Water &amp; Sewer Servicing, Land Use Bylaw, downtown revitalization, and the Truth and Reconciliation report.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work on public engagement strategy through Q3.</li> <li>Explore tools to increase capacity for meaningful public engagement.</li> <li>Forecasted engagement through Q3 2019: downtown revitalization, wildfire commemorative park space, and Truth and Reconciliation report.</li> </ul>	<p>⊙</p>

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1m	Youth	Corporate and Community Services	<ul style="list-style-type: none"> <li>Expansion of MACOY to include 71 youth and 5 mentors. Working closely with Fort McKay and Anzac to include youth from rural communities. MACOY continues to work on their projects such as the 20 under 20 edition of YMM magazine. Program runs until May 2019 with current group.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and report back to Council. Recruitment of MACOY members for 2019/2020 term.</li> </ul>	⊙
1n	Whistleblower Initiative	Human Resources	<ul style="list-style-type: none"> <li>Policy and procedure completed</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	☑
<b>Strategic Priority #2: Downtown Revitalization</b>					
2a	Encourage Development in the Downtown	DCAO office / Planning & Development	<ul style="list-style-type: none"> <li>Contributing ideas for potential interim and permanent development options for the former SEC Lands.</li> <li>Preparing a scope of work for the downtown ARP.</li> <li>Facilitating permits for downtown development.</li> </ul>	<ul style="list-style-type: none"> <li>Continue managing permits in the downtown and guide applicants through the permit review process. Negotiate with developers to reach a mutually agreeable development proposal.</li> <li>Go to tender with RFP soliciting consultant support and mentorship for downtown ARP</li> </ul>	⊙
2b	Establish Municipal Land Inventory	Planning & Development		<ul style="list-style-type: none"> <li>Land Administration has completed and submitted SLT.</li> </ul>	☑
2c	Incentives to Update Store Fronts	DCAO office / Planning & Development	<ul style="list-style-type: none"> <li>Prepared an Incentives report to research possible incentives available for use. Researched approaches taken by mid and large-sized cities throughout Canada.</li> </ul>	<ul style="list-style-type: none"> <li>Determine which incentives are best suited to fit Council's goals. Design a framework that provides a breakdown and description of the suite of incentives. Explore approaches for how best to offer the incentives to developers.</li> </ul>	⊙
2d	Clear Land Use Plans and Regulations	Planning & Development	<ul style="list-style-type: none"> <li>Working with internal and external partners to craft bylaw to bring Council's work camp moratorium into law.</li> <li>Engaging with industry representatives to gain insight into their concerns regarding potential LUB amendments pertaining to work camps.</li> <li>Brought forward amendments to existing cannabis regulations for Council consideration and debate.</li> <li>Working with consultant to draft the parking and signage regulations for the Land Use Bylaw.</li> <li>Refining all sections of the draft LUB by putting draft regulations through a rigorous testing phase.</li> <li>Seeking stakeholder input on draft LUB</li> </ul>	<ul style="list-style-type: none"> <li>Investigate potential to amend deferred LUB amendment for new work camps requirements.</li> <li>Bring forward a bylaw that brings into force Council's work camp moratorium.</li> <li>Finalize draft LUB and bring forward to Council for consideration.</li> </ul>	⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
2e	Riverfront Master Planning & Revitalization	DCAO office / Planning & Development	<ul style="list-style-type: none"> <li>Supporting Public Works and Engineering in the upgrading of a riverfront trail along the Clearwater River.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Public Works on development of a waterfront master plan.</li> </ul>	⊙
2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> <li>Finalizing RFP for consultant support on the MDP.</li> <li>Consulting fees have been budgeted in 2019 to support contracting out the entire project.</li> </ul>	<ul style="list-style-type: none"> <li>Post RFP on Alberta Purchasing Connection.</li> <li>Review proposals and select consultant.</li> </ul>	⊙
2g	Aging in Place Facility	Corporate and Community Services	<ul style="list-style-type: none"> <li>WBHDC have hired a consultant to assist with developing community housing profiles outlining key housing indicators. WBHDC will prepare a capital project submission to the Province for the 'Aging in Place' facility.</li> <li>Willow Square Continuing Care Centre under construction. Anticipate building will be complete by the end of November 2019 for transfer to AHS as they prepare the facility for occupancy in summer 2020.</li> </ul>	<ul style="list-style-type: none"> <li>WBHDC and stakeholders to bring the housing needs assessment to the attention of the Province to increase deficit-funding requests from the region as well as solutions for rural communities. WBHDC capital submission to Provincial government.</li> <li>Continued construction.</li> </ul>	⊙
3a	Work with Industry and Suppliers – Fly In, Fly Out	CAO office / Planning & Development	<ul style="list-style-type: none"> <li>Supporting FIFO sub-committees by providing data to inform conversations and eventual recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Continue supporting ongoing conversations by providing additional information as requested by stakeholders both internal and external.</li> </ul>	⊙
3b	Business Attraction and Incentives	WBEDC	<ul style="list-style-type: none"> <li>Transitioned to WBEDC</li> </ul>		⊙
3c	Small Business Incubator	WBEDC	<ul style="list-style-type: none"> <li>Transitioned to WBEDC</li> </ul>		⊙
3 d	Economic Gardening and Pop Up Stores	WBEDC	<ul style="list-style-type: none"> <li>Transitioned to WBEDC</li> </ul>		⊙
3 e	Shop Local Program	WBEDC	<ul style="list-style-type: none"> <li>Transitioned to WBEDC</li> </ul>		⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
3f	Support Arts and Culture	Public Works – Recreation & Culture	<p><b>2018 Winter Games Successfully Hosted</b></p> <ul style="list-style-type: none"> <li>Economic Impact assessment completed</li> <li>Presentation to Council in November-December 2018 delayed</li> </ul> <p><b>Wood Buffalo Regional Arts &amp; Culture Master Plan</b></p> <ul style="list-style-type: none"> <li>Public Engagement completed</li> <li>Re-titled <i>Wood Buffalo Culture Plan</i></li> <li>First draft of the plan vetted through internal stakeholders and Community Advisory Committee</li> <li>A total of \$5,000 budgeted in 2019 to support implementation.</li> </ul> <p><b>Comprehensive Multi-year public art plan and implementation guide</b></p> <ul style="list-style-type: none"> <li>RFP posted December 2018 and closed January 24, 2019</li> <li>A total of \$85,000 budgeted to support the development of the Plan</li> </ul> <p><b>Artist in Residency Successful Completion for 2018</b></p> <ul style="list-style-type: none"> <li>Annual Program completed for 2018</li> <li>Initiation of plan transfer to Arts Council Wood Buffalo</li> </ul> <p><b>Street Banner Program successfully implemented in Spring and Summer</b></p> <ul style="list-style-type: none"> <li>Successfully implemented spring and summer program</li> </ul> <p><b>Artist in Motion successfully completed two showcases at McMurray Experience for 2018</b></p> <ul style="list-style-type: none"> <li>Annual Program completed for 2018</li> </ul>	<ul style="list-style-type: none"> <li>2019 May 14<sup>th</sup> Presented recommendations to council to distribute the remaining funds from 2018 Alberta Winter Games and recommendations to formally dissolve the Society. Host Society presented final report and economic Development presented economic impact from the games.</li> <li>Presented to Mayor and Council May 14, 2019. The Culture plan was adopted as a guiding document to support and enhance arts and heritage initiatives in the Regional Municipality of Wood Buffalo over the next ten years. That Administration work with the established community based advisory committee to transition from development to implementation and evaluation of the Wood Buffalo Culture plan and that Administration report back to council meetings bi-annually on progress.</li> <li>Next scheduled Community Advisory Committee meeting is June 18<sup>th</sup></li> <li>Undertaking Review and evaluation of proponents received through RFP process.</li> <li>Hire Consultant to work with internal stakeholders and Public Art Committee to initiate the development of the plan</li> <li>Adoption of the plan by the public Art Committee and council to follow once completed.</li> <li>RFP closed, evaluations first week in June, to be awarded mid-June.</li> <li>Arts Council Wood Buffalo to lead the program, commencing in 2019</li> <li>Benchmark the installation process to evaluate one installation per year and continue to work closely with Operations/Roads</li> <li>Budgeted approximately \$27,150 for 2019-theme is Wood Buffalo History</li> <li>2019 costs associated with staff time only to support program</li> <li>Initiated Lunch and Learn component/ two public calls completed to date</li> </ul>	<p>☑/ ⊙ 🕒</p> <p>🕒</p> <p>☑/⊙ ☑/⊙</p> <p>☑/⊙</p>



#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4a	Truth and Reconciliation Commission Calls to Action	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> <li>Develop logo and tagline for TRC engagement campaign.</li> <li>Ongoing meetings with regional Indigenous organizations to gather feedback on Calls to Action.</li> <li>Refining communications and engagement plan as necessary.</li> <li>Begin planning TRC Symposium for late September, which will also serve as a community check-in.</li> </ul>	<ul style="list-style-type: none"> <li>Completion meetings with regional Indigenous organizations to gather feedback on Calls to Action.</li> <li>Update website to support TRC Calls to Action engagement with education piece.</li> <li>Incorporate feedback into draft report.</li> <li>Undertake TRC Symposium at end of Q3.</li> </ul>	⊙
4b	Indigenous Consultation	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> <li>Internal stakeholders have been identified for project working group.</li> <li>Comprehensive review of all existing internal material relating to previous engagement efforts.</li> <li>External review of relevant research and information.</li> </ul>	<ul style="list-style-type: none"> <li>Project team working session to take place end of June.</li> <li>Internal interviews with key administration and personnel in Q3.</li> <li>Internal stakeholder audit during Q3.</li> <li>Create draft policy in Q3.</li> <li>External stakeholder interviews and community engagement in Q3 and Q4.</li> </ul>	⊙
4c	Delivery of Water and Sewer Servicing	Engineering	<p>Design and Construction for Rural Water and Sewer Servicing Program is taking place simultaneously. The work in each community is divided into various contracts:</p> <p><b>A) Progress Update – Design:</b>  <b>ANZAC:</b></p> <ul style="list-style-type: none"> <li>Lift Station design 100% complete.</li> <li>Service connection design is at 30% (this is the conceptual part).</li> <li>Community engagement April 24.</li> </ul> <p><b>CONKLIN:</b></p> <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 now at 90%.</li> <li>Construction for these designs is 2020.</li> <li>Service connection design is at 20% (this is the conceptual part).</li> </ul> <p><b>DRAPER:</b></p> <ul style="list-style-type: none"> <li>3.7km of roadway contract is tendered.</li> <li>Balance of road depends on sewer and water decision which is related to slope stability.</li> <li>Water &amp; Sewer still at 50% complete.</li> <li>Service connection design is at 50% (this refers to the concept and some of the ‘on-lot’ design such as tanks and pumps, but not the runs from house to</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of project/program risks to continue</li> <li>Service Connections Pricing Survey <ul style="list-style-type: none"> <li>Planning to visit every lot</li> <li>Creating the team to do this survey with involvement from consultant and contractors</li> </ul> </li> </ul> <p>Draper</p> <ul style="list-style-type: none"> <li>Start construction of 3.7 km of road – only to the S bend</li> </ul> <p>Bylaw</p> <ul style="list-style-type: none"> <li>Working with Legal team to develop bylaw as required</li> </ul>	<p>⊙</p> <p>⊙</p> <p>⊙</p>

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<p>Road)</p> <ul style="list-style-type: none"> <li>Community Engagement on March 18, 2019.</li> </ul> <p><b>GREGOIRE LAKE ESTATE (GLE):</b></p> <ul style="list-style-type: none"> <li>Acquisition of private land is now complete.</li> <li>Design for force main GLE to Anzac- in South Utility Corridor (SUC) is complete.</li> <li>Service Connection Design is at 30% (this is the conceptual part).</li> <li>Community Engagement (with Anzac) April 24.</li> </ul> <p><b>JANVIER:</b></p> <ul style="list-style-type: none"> <li>Design for Janvier Lagoon and outfall pipe is now completed, and AEP approval received.</li> <li>Service connection design is at 50% (this is the conceptual part).</li> <li>Community Engagement May 9.</li> </ul> <p><b>SAPRAE CREEK:</b></p> <ul style="list-style-type: none"> <li>Lift Station to tender.</li> <li>Service connection design is at 90%.</li> <li>Community Engagement April 3.</li> </ul> <p><b>B) Progress Update – Construction:</b></p> <p><b>ANZAC:</b></p> <ul style="list-style-type: none"> <li>ANC Contract #1: Lift Stations – Construction started May 2019. Substantial completion by May 18, 2020</li> <li>ANC Contract #2: Remaining scope of work will be re-written and retendered. Current Contractor to complete deficiencies</li> </ul> <p><b>CONKLIN:</b></p> <ul style="list-style-type: none"> <li>CLN Contract #2: Construction on Two Lift Stations – substantially completed. Currently under warranty.</li> <li>CLN Contract #3: Construction of water and sewer up to property line along with road reconstruction on Pine Lane and Poplar Dr. – in progress with completion date Nov 2020.</li> </ul> <p><b>JANVIER:</b></p> <ul style="list-style-type: none"> <li>Janvier Contract #1: Construction of water and sewer up to the property line along with road reconstruction – in progress and will be completed by July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>To complete the remaining construction</li> </ul>	<p>⊙</p> <p>⊙</p> <p>⊙</p> <p>🕒</p> <p>⊙</p> <p>⊙</p>

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<p><b>GREGOIRE LAKE ESTATE (GLE):</b></p> <ul style="list-style-type: none"> <li>GLE Contract #1: Construction of water and sewer up to the property line along with road reconstruction, construction in progress; bottom lift on all roads completed, scheduled to be completed by Sept 2019.</li> <li>GLE Contract #2: Construction of water reservoir, pumphouse and lift station, construction in progress; scheduled to be completed by Oct 2019.</li> <li>Contract #3: Construction of force-main from GLE to Anzac – Tree clearing completed.</li> <li>Contract 4: force-main GLE to Anzac – Tender posted</li> </ul> <p><b>SAPRAE CREEK ESTATES (SCE):</b></p> <ul style="list-style-type: none"> <li>Contract #1: Construction of water and sewer up to the property line along with road reconstruction started and will be completed by Sept 2020.</li> <li>Contract #2: Construction of force-main and gravity main from SCE to Airport Sanitary System - the contract is awarded, construction in progress, 50% completed.</li> <li>Contract #3 – Lift Station: Tender is in award process</li> </ul>	<ul style="list-style-type: none"> <li>Complete top lift paving and address the seasonal deficiencies in summer 2019</li> <li>Continue construction</li> <li>Tender for construction in Q2 2019</li> <li>Construction shall continue in 2019 – 2020</li> <li>Construction to start in 2019 and finish in 2020</li> </ul>	<p>⊙</p> <p>⊙</p> <p>⊙</p>
4d	Amalgamation Review	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>Completion of the Amalgamation Review Workbook for foundation to engagement session conversations.</li> <li>Phase 1 of community engagement with rural and Indigenous leadership groups has been complete.</li> <li>Feedback from rural and Indigenous leadership groups has been compiled which will inform the summary and full Amalgamation Review reports.</li> </ul>	<ul style="list-style-type: none"> <li>Complete draft “What We Heard Engagement Report” and summary report in Q3.</li> <li>Evaluate initial engagement process and re-engage with any rural and Indigenous leadership groups that may require additional dialogue.</li> <li>Engage with key internal stakeholders in Q3 and Q4 that may have been identified through the initial phases of the review.</li> <li>Draft full Amalgamation Review report in conjunction with summary report.</li> </ul>	⊙
4e	Emergency Management	Regional Emergency Services	<ul style="list-style-type: none"> <li>The Community Based Plans are 100% complete and included in the Regional Emergency Management Plan (REMP).</li> <li>Household Emergency Management Guides will be distributed to every household in the Municipality during the month of May 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Operationalize each community plan by offering training and practical exercises.</li> </ul>	⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4f	<b>Inclusion and Partnerships (Rural Coalition)</b>	<b>Communications, Stakeholder, Indigenous &amp; Rural Relations</b>	<ul style="list-style-type: none"> <li>Completed and refining Rural Newsletters procedure.</li> <li>Supported the RRC in the transition of recreational programs at the Multi-Plex in Conklin.</li> <li>Hosted Seniors lunch in Janvier.</li> <li>Providing support to Emergency Social Services (ESS) in engaging rural communities.</li> </ul>	<ul style="list-style-type: none"> <li>Working with P&amp;D to support regular presence at rural contact offices, to answer questions related to permitting, safety codes, etc.</li> <li>Ongoing provision of rural events and programs.</li> </ul>	⊙
4g	<b>Advocate for Rural and Indigenous communities</b>	<b>Communications, Stakeholder, Indigenous &amp; Rural Relations</b>	<ul style="list-style-type: none"> <li>Continued updating of advocacy document, which captures rural area concerns to speak to other levels of government.</li> <li>Written correspondence the Federal government for an inquiry into Moccasin Flats.</li> <li>Support First Nations with Addition to Reserve (ATR) requests.</li> <li>Meeting and discussions with Indigenous Services Canada to discuss Municipal Services and Servicing costs.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing dialogue with First Nations to support ATR requests.</li> <li>Continue internal working committee meetings on a biweekly basis to discuss ATR requests and Municipal Service Agreements (MSAs).</li> <li>Continue facilitating a closer working relationship with Indigenous Services Canada to identify opportunities for collaboration.</li> </ul>	⊙
4h	<b>Transportation Strategy</b>	<b>Engineering</b>          <b>Public Works</b>	<ul style="list-style-type: none"> <li>Change 1-hour to 2-hour parking signage in front of Jubilee Building as well as MacDonald Street.</li> <li>Preliminary engineering work of egress routes for the rural areas is 100% complete.</li> <li>Clearwater Drive</li> <li>Between Riedel and Hardin Street is 80% complete and is open to traffic.</li> <li>Between Hardin and Morrison is 85% complete and is open to traffic.</li> <li>Secondary Egress Road (previously Saline Creek Parkway) – detailed design contract has been awarded and currently completing the “ROW acquisition”.</li> <li>Transit – Bus Bay turnout &amp; Transit Shelters (Thickwood &amp; Confederation) currently under construction</li> <li>Transit Facilities, construction underway</li> <li>Highway 63 at Hardin Street Overpass Study: Preliminary Designs Underway</li> <li>East Clearwater Highway: continue working with Alberta Transportation on business case and survey to evaluate benefits of the ECH</li> </ul>	<ul style="list-style-type: none"> <li>Provide an update to Council</li> <li>Proceed with detailed design</li> <li>Complete landscaping, final lift of asphalt and road markings</li> <li>ROW acquisition is planned to be finalized in 2019</li> <li>Completion date is 2019</li> <li>Construction completion in 2019</li> <li>Completion date is 2019</li> <li>Anticipated completion by September 2019</li> </ul>	⊙          🕒       ⊙   ⊙

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4i	Rural Operational Efficiencies & Cost Savings	Public Works/ Engineering	<ul style="list-style-type: none"> <li>Successfully merged Environmental Services with Public Works and created Rural Operations Team reporting out of Anzac including personnel from roads, environment and parks.</li> <li>RFP for Risk Assessment in Environmental Services awarded to KPMG. (Comprehensive Risk analysis of Environmental Services Branch that encompasses operational risk, OH&amp;S risk and Business continuity risk)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore opportunities for efficient delivery of core services, while ensuring fiscal responsibility.</li> <li>Work on Risk Assessment – Interviews with staff are being scheduled</li> <li>Internal reviews and data collection completed March.</li> </ul>	<input checked="" type="checkbox"/>  <input type="checkbox"/>  <input checked="" type="checkbox"/>