





Attachment 1 – Strategic Plan Progress Report, Oct 1 – Dec 31, 2019

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
Strategic Priority #1: Responsible Government					
1a	Fiscal Responsibility	Finance	<ul style="list-style-type: none"> • May 2019 – 2020 Fiscal Management Strategy presented to Council. • May 2019 – Tax Rate Bylaw presented and approved by Council. • Q1 & Q2 Financial Performance reports were presented to Council. 	<ul style="list-style-type: none"> • Continue to manage financial results to approved 2019 budget. 	☑
1b	Shared Services	Finance	<ul style="list-style-type: none"> • Wood Buffalo Economic Development Corporation is being supported by Finance as per the Shared Services model. 	<ul style="list-style-type: none"> • Continue to support Wood Buffalo Economic Development Corporation. 	☑
1c	Budgets and Financial Plans	Finance/CAO	<ul style="list-style-type: none"> • 2020 Budget and 2021 – 2024 Plans have been completed. 	<ul style="list-style-type: none"> • 2020 Budget and 2021 – 2024 Plans presented to Council and public for deliberation Nov 27 – 29, 2019. 	☑
1d	Asset Management	Engineering/ Public Works	<ul style="list-style-type: none"> • Water and Wastewater Treatment Process Equipment Data Collection project SOW was delivered to SCM in December to initiate tender process. • Bridge Inspection Program completed Dec 2019. Final invoices were paid prior to year-end. • Joint project with GIS to hire consultant to upload the backlog of construction projects into GIS database is on schedule. Final requirements confirmation with stakeholders will be held in Jan 2020, prior to tender • Five municipal employees successfully completed 4 of the 6 courses in the Certified Asset Management Professional program 80% grant funded by FCM/PEMAC. • Position posted for Asset Management Coordinator position in Engineering. • Reorganization of Corporate Drawings Database completed in December - required to facilitate the OpenText, Records Management migration of shared drives, and future state of corporate access to one source for record drawings. • Process equipment data collection was delayed. This project is with Engineering. • Data collection for the facilities will be complete end of Q1 2020. 	<ul style="list-style-type: none"> • Project will be tendered January 2020 and awarded March 2020; potential consulting proponents will be attending site visits to the WTP and WWTP as part of the requirement of SOW to understand project requirements. • Bridge Program 2020 has been initiated. • Finalize scope of work and tender January 2020 and award March 2020. • Complete course 5 and 6 by April 2020 and receive certification. • Competition closes January 2020; review applications and begin scheduling interviews for suitable candidate. • Project complete. • Pending SLT approval, continue with implementation of the Preventative Maintenance Model. • Prepare a plan to implement Asset Management Plan action items. 	<div style="display: flex; justify-content: space-around;"> 🎯 🕒 ☑ </div>


🎯 On Target

🕒 Delayed

☑ Complete

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1d	continued		<ul style="list-style-type: none"> • Procurement of new Facility Management system has been delayed and is required to be re-posted. • Implementation of the preventative maintenance model has been delayed and is currently on hold. Awaiting direction to proceed. Asset management Plan and Implementation Plan has been finalized. Facilities are undertaking a review of the plan to start implementation. 	<ul style="list-style-type: none"> • Engineering to complete the Process equipment Data collection so that the data can be entered into the new Facility Management program and 5-year asset planning can be developed. • Continue to work with I.T to procure a new Facility Management System. 	
1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> • 2020 Goal Setting session completed with leaders. • 2019 year-end reviews in progress for exempt employees. • Continued work and planning of leadership development and succession planning programs. 	<ul style="list-style-type: none"> • Complete 2019 exempt year-end reviews. • Continuation of succession planning and leadership development and training for 2020. 	
1f	Foster equality, diversity and inclusion in the region	Community Services	<ul style="list-style-type: none"> • Coordinated Access System (CAS) running with 8 access points in the community where individuals and families experiencing homelessness or at-risk of homelessness can be assessed and access the waiting list for housing supports. As of Jan 22nd, there were 144 people on the waiting list for housing supports. • Wood Buffalo Workplace Inclusion Charter employer workshops held. These workshops provided information about underrepresented groups in the labour market and provided information about attraction and retention through adoption of inclusive policies and practices. • "I am Different Because..." held in Nov 2019 which celebrated the various ways our region is diverse. • Snow Angels is supporting 100 seniors' homes with 84 volunteers. There are 16 homes that are in need of a volunteer. • Homeless Connect was held on Oct 17th with over 200 attendees. Services including health, employment, clothing, haircuts were provided along with a swag bag complete with hygiene kit and other necessities. • The first ever Poverty and Homelessness Awareness Week was launched in partnership with the Poverty Reduction Network and CPH. Eight events were held over Oct 15-22, 2019 and were attended by 954 people. 	<ul style="list-style-type: none"> • NCD Branch is continuing to recruit and train access points into 2020. • NCD is continuing to work with CSIRR to advertise Snow Angels volunteers. • NCD Branch is collaboratively with IRR and rural communities to organize Community Poverty Connects to be held in Q1 2020. 	
1g	Accessibility	Engineering/ Public Works	<ul style="list-style-type: none"> • All work that can be completed within the 2019 budget has been completed. 	<ul style="list-style-type: none"> • Prepare project plan for completing the required improvements. • Complete the Airport ramp installation end of Q1 2020. 	

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1g	continued		<ul style="list-style-type: none"> The Barrier Free ramp at the Airport is ahead of schedule and is almost complete. Pool sign is complete. 		🎯
1h	Intergovernmental Relations	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Support of Briefing Notes for Rural Municipalities of Alberta conference in November. Support of advocacy letters to elected officials regarding a variety of advocacy areas, including Prohibitive Condominium Insurance. Letters of congratulations post-Federal election to Prime Minister Trudeau and MP David Yurdiga; Inviting elected officials to region for caucus and cabinet meeting. 	<ul style="list-style-type: none"> Continued support of advocacy letters based on motions from Council. Continued tracking of issues or areas for Council advocacy. Coordination and development of Briefing Notes on issues of advocacy for Rural Municipalities of Alberta conference in March. 	🎯
1i	Partnerships with Social Profits	Community Services	<ul style="list-style-type: none"> Social Sustainability Plan Stewardship Committee hosted Workshop on November 22, 2019, to develop an action plan; supported by Municipal staff and building on partnerships with social profits. Final action plan report is due in Q1 2020. CIP Branch has partnered with the United Way, Wood Buffalo Community Foundation and Canadian Red Cross to revive a monthly gathering of regional social profit funders, including industry representatives, service clubs and foundations. Intent is to coordinate funding plans, strategies and timelines to better serve the social profit organizations in the Region, and where possible, reduce Red Tape for applications and reporting requirements. Community Services provides administrative support and Suncor [Energy Foundation] provides meeting space. 8-12 funders have attended each meeting. Through the 2020 Budget Workshops, Council approved grants to 54 social profit organizations through the Community Impact Grant (\$2.3M) and 21 grants through the Sustaining Grant (\$38.6M) to support ongoing social, cultural and recreational events, programs and services throughout the Region. 	<ul style="list-style-type: none"> Bridge the gap between the SSP Stewardship Committee and Livability Task Force, as many of the outcomes overlap. Continue to explore synergies between programs of funders in the Region through the Wood Buffalo Funders Coffee Group. Implementation of an CIP Online Grant Application software program in Q2 2020. 	🎯
1j	Implement Lessons Learned (2016 Wildfire Review)	Regional Emergency Services	<p>Vulnerable Persons Registry (VPR)</p> <ul style="list-style-type: none"> The VPR website has been launched and the official launch of program was held at the Golden Years Society on September 27, 2019. Marketing efforts ongoing to bring awareness and encourage applicants to sign up. 	<ul style="list-style-type: none"> Ongoing work to monitor and refine internal process to support the Registry as applications are being received. 2020 will see the continued effort to inform the community of the benefits of the 	☑️


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1j	continued		<p>Community Resiliency Strategy, PHASE II Operationalizing Resilience</p> <ul style="list-style-type: none"> • Held an Emergency Advisory Council meeting in November; • Complete the Hazardous Risk Vulnerability Assessment with Community Stakeholders. <p>Business Continuity Planning</p> <ul style="list-style-type: none"> • Potable Water services <ul style="list-style-type: none"> - Completed the Risk Assessments report for all areas of the Water Treatment Plant and issued the report to stakeholders for comments. - Some of the risks identified contributed to the development of business cases for capital investment in 2020 aimed at addressing and reducing exposure and vulnerability to the said risks. - Completed the installation of a UHF radio repeater to address the risk of lack of communications within many areas of the treatment plant. - Developed Potable Water Services continuity strategies should disruptive events impacted the operations of one or more service areas, equipment, or subprocesses of the Water Treatment Plant. - Initiated the development of the Continuity of Operations Plan (COOP). • Wastewater Services <ul style="list-style-type: none"> - Completed the Risk Assessments report for the Wastewater Plant and issued the report to stakeholders for comments. - The Risk Assessment looked at 9 major areas of risks, including staffing risks, and assessed the exposure and vulnerability of the Wastewater Treatment Plant (WWTP) and Lift Stations to such risks. - 12 major areas and 38 sub-areas were analyzed resulting in 886 risk assessment ratings being assessed and scored. 	<p>Registry. The VPR program has been integrated into the day to day business within the Emergency Management team.</p> <ul style="list-style-type: none"> • The final Phase II of the Community Resiliency strategy is scheduled for completion by Q3 2020 by completing the following: <ol style="list-style-type: none"> a) Administrative Procedure ADM-240 will be updated; b) Document the municipal essential services and incorporate the identified services into the Municipal Continuity Management Plan; c) Complete the Disaster Risk Management process; d) Create the Disaster Risk Management structure and planning process; e) Create a Recovery Plan. • Finalize the Potable Water Services Continuity of Operations Plan (COOP). • Finalize the draft Wastewater Services Continuity of Operations (COOP) Plan. 	


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1l	Public Engagement Strategy	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> • "Participate Wood Buffalo" online engagement tool launched in Q4. • Initial phase of DTR engagement completed in early December. • Engagement on proposed Downtown Indoor Multipurpose Facility completed. 	<ul style="list-style-type: none"> • Planning and preparation for 2020 engagement initiatives, including DTR, MDP, Memorial Park and Vehicle for Hire. • Continued exploration and usage of the Participate Wood Buffalo engagement tool. 	🎯
1m	Youth	Community Services	<ul style="list-style-type: none"> • Mayor's Advisory Committee on Youth (MACOY) launched cohort 2019/20 with over 70 youth enrolled in the program. • MACOY manual was developed to guide mentors and program advisor on coordination of the program based on lessons learned. • Working interdepartmentally to address diverse mentorship and skill development for MACOY youth. 	<ul style="list-style-type: none"> • "Top 20 Under 20" nominations open in Q1 2020. • Continuing to build relationships in rural communities to discuss youth mentorship and skill development needs. 	🎯
1n	Whistleblower Initiative	Human Resources	<ul style="list-style-type: none"> • Policy and procedure completed. 		☑️
Strategic Priority #2: Downtown Revitalization					
2a	Encourage Development in the Downtown	DCAO office / Planning & Development	<ul style="list-style-type: none"> • Following Downtown Revitalization regional community engagement that included more than 100 one on one meetings with stakeholder representatives, community organizations, individuals including members of Council and Municipal Staff. 24 public engagement sessions (approximately 1000 residents attended the sessions) and 1200 public surveys, a Downtown Revitalization Public Engagement Summary Report was completed in December 2019. • Stantec has been hired to assist in the completion of an updated Downtown Area Redevelopment Plan in 2020. • The Wood Buffalo Downtown Revitalization Advisory Committee was established in Q4 2019 and an inaugural meeting of the committee will take place in January 2020. 	<ul style="list-style-type: none"> • The Downtown Revitalization Public Engagement Summary Report information will be utilized to initiate the creation of the community's downtown vision and help guide recommendations for next steps and Area Redevelopment planning. 	🎯
2b	Establish Municipal Land Inventory	Planning & Development	<ul style="list-style-type: none"> • Completed. 		☑️


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2c	Incentives to Update Store Fronts	DCAO office / Planning & Development	<ul style="list-style-type: none"> Reviewed incentives used by over 30 municipalities in Alberta and across Canada. Identified 6 incentives, that could be applied in the Fort McMurray downtown area. (Grants for Façade/storefront improvements; building interior improvements (Tenant Attraction and Retention); patio development; demolition, and beautification, and property tax rebates and exemption. Engaged with stakeholders to inform which incentives are most favorable, and where they could be applied downtown. Revitalization Incentives report underway for Council consideration. 	<ul style="list-style-type: none"> Present Revitalization Incentives report to Council. Compile property owner information to inform upcoming design charrette, tentatively scheduled for early March, following Council approval of the incentives and pilot area. Prepare implementation guidelines for each incentive (i.e. eligibility criteria) along with the application process in collaboration with internal stakeholders. 	🎯
2d	Clear Land Use Plans and Regulations	Planning & Development	<ul style="list-style-type: none"> LUB draft is being finalized, and engagement with targeted stakeholders is planned to begin at the end of January 2020. The team is working with Legal to expedite review of the document, and with Communications to ensure an efficient engagement process. Change of Use process has been reviewed by planning staff along with other internal stakeholders involved in the circulation process. Recommendations have been drafted and identify areas that can be refined and tightened to decrease review times, and number of instances when a change of permit is required. The Draper ASP is complete and has resident support. It has undergone a Legal review with only minor issues. Edits are underway and the InDesign template is under development. 	<ul style="list-style-type: none"> Engage specific stakeholders on the LUB and incorporate any feedback received. After a final legal review has been conducted, the finished bylaw will be taken to Council for consideration. Management review of recommendations for an altered Change of Use process. Insert the Draper ASP into its official InDesign template, and bring it forward to Council for consideration. 	🎯
2e	Riverfront Master Planning & Revitalization	DCAO office / Planning & Development	<ul style="list-style-type: none"> Planning & Development is the project lead for this initiative, with Parks implementing. P&D has reviewed Parks' initial scope of work for riverfront design and provided direction on additional topics to include. To ensure the design work is well informed, the scope will require a plan to be drafted prior to commencement of any design work. 	<ul style="list-style-type: none"> Post the RFP for the planning and design work and select a consultant. 	🎯

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2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> Project team has reviewed similar plans in jurisdictions throughout Canada, and recommended possible new inclusions for the 2021 MDP, and sections of the existing MDP that should be updated. Scope of work has been refined to provide greater direction to the consultant on expectations for the re-written MDP. Team is working with Procurement to finalize the RFP and has initiated discussions with Communications. P&D management presented an update to SLT on January 15. 	<ul style="list-style-type: none"> Post the RFP for consulting support and select a consultant. Establish an internal multi-departmental working group. Work with Communications on preparing for project kick-off and engagement. 	🎯
2g	Aging in Place Facility	Community Services	<ul style="list-style-type: none"> Willow Square Continuing Care Centre under construction. Updated milestone dates: construction complete Spring 2020 and transfer over to AHS; occupancy in Fall 2020. 	<ul style="list-style-type: none"> Continue to monitor progress on this project through the Advisory Committee on Aging. 	🎯
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"> Consultant has been procured to assist with improvement project accommodation data and develop an interactive dashboard to display data in an easy-to-understand and accessible manner. Following Council's referral back to Administration, LUB amendments affecting project accommodations have been reviewed by OSCA and are under review by other affected stakeholders. Feedback is being reviewed and considered. Park and Ride is being implemented by Land Administration at the Markaz Ul Islam Mosque in Abram's Land, in coordination with Suncor. 	<ul style="list-style-type: none"> Review the consultant's work to ensure it meets our needs and implement a method to ensure the dashboard is regularly updated. Incorporate further feedback on LUB amendments and bring revised amendment back to Council for consideration. RMWB and Suncor to meet end of January to confirm site turn-over. Park and Ride is scheduled to start Feb 1, 2020. 	🎯
3b	Business Attraction and Incentives	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC. 		☑️
3c	Small Business Incubator	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC. 		☑️
3d	Economic Gardening and Pop Up Stores	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC. 		☑️

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3e	Shop Local Program	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC. 		<input checked="" type="checkbox"/>
3f	Support Arts and Culture	Communications, Stakeholder, Indigenous & Rural Relations – Rec & Culture	<p>2022 Arctic Winter Games</p> <ul style="list-style-type: none"> GM for Games has been hired. Host Society has been given list of possible retail and office spaces to use to house the Host Society and employees. <p>Culture Plan</p> <ul style="list-style-type: none"> Community organizations met regularly in Q4 to discuss their initiatives related to Culture Plan. <p>Public Art Plan</p> <ul style="list-style-type: none"> Consultant selected through RFP process with project to commence in Q1 2020. 	<p>Arctic Winter Games</p> <ul style="list-style-type: none"> The Host Society will be traveling to Whitehorse for the 2020 Games the between March 13-22. Finalizing the Retail and office space. This is expected to be completed by end of Q1. <p>Culture Plan</p> <ul style="list-style-type: none"> Update to Council in Q1 on implementation to date. Quarterly meetings with community organizations to share information, explore collaborative opportunities and identify areas of potential support. <p>Public Art Plan</p> <ul style="list-style-type: none"> Consultant to begin work, including stakeholder identification and engagement. 	
Strategic Priority #4: Rural and Indigenous Communities and Partnerships					
4a	Truth and Reconciliation Commission Calls to Action	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> Website updated to support TRC Calls to Action. TRC Sharing Circle held on October 23, 2019. Attendance increased by 20 percent from 2017 TRC Symposium. TRC Research report complete. Feedback from TRC Sharing Circle compiled and documented. Completed engagements with regional Indigenous organizations for feedback on TRC. Reconciliation newsletter announced. Reconciliation Advisory Circle struck. 	<ul style="list-style-type: none"> eLearning modules complete and released in Q1. TRC report to Council in Q1. Inaugural meeting of the Reconciliation Advisory Circle. Release first edition of Reconciliation newsletter. 	
4b	Indigenous Consultation	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> External engagement and community interviews with Indigenous organizations complete. Engagement report with recommendations for next steps complete. 14 engagements held with Rural and Indigenous organizations. 	<ul style="list-style-type: none"> Report back to Indigenous organizations to ensure engagement feedback captured accurately. Draft options for presentation to SLT and subsequent report to Council in Q1. 	

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4c	Delivery of Water and Sewer Servicing	Engineering	<ul style="list-style-type: none"> • Design and Construction for Rural Water and Sewer Servicing (RWSS) Program is taking place simultaneously. The work in each community is divided into various contracts. • Lot assessment to estimate cost of service connection on the residential lots completed. Report presented to Council on November 25, 2019. • Development of RWSS Service Connection Bylaw is in progress for all hamlets. <p>A) Progress – Update Design:</p> <p>ANZAC:</p> <ul style="list-style-type: none"> • Service connection design/guidelines are 80% complete. <p>CONKLIN:</p> <ul style="list-style-type: none"> • Design for water and sewer installation on Christina Lake Dr. and Father Mercredi Tr. and 2 packaged lift stations is 80% complete. Construction to start after completion of the current construction contracts on Pine Lane and Poplar Dr. The current start date is May 2021. • Service connection design/guidelines are 80% complete. <p>DRAPER:</p> <ul style="list-style-type: none"> • Meetings with geotechnical consultants held to discuss slope stability concerns. It was concluded that geotechnical analysis is required to complete the water and sewer design currently at 50% design stage. <p>GREGOIRE LAKE ESTATE (GLE):</p> <ul style="list-style-type: none"> • Service connection design/guidelines are 80% complete. <p>JANVIER:</p> <ul style="list-style-type: none"> • Design for Janvier lagoon and outfall pipe is completed. Tree clearing work in progress. • Service connection design/guidelines are 80% complete. <p>SAPRAE CREEK:</p> <ul style="list-style-type: none"> • Service connection design/guidelines are 80% complete. 	<ul style="list-style-type: none"> • Assessment of project/program risks to continue. • Service Connection Bylaw to be developed. • Design and construction work to continue. • Community engagements to continue. 	

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4c	continued		<p>B) Update - Construction:</p> <p>ANZAC:</p> <ul style="list-style-type: none"> • Contract #1: Lift Stations – Construction started May 2019, substantial completion by December 2020. • Contract #2: Remaining scope of Contract #2 has been tendered as Contract #3. • Contract #3: To start in May 2020 and complete in November 2022. • Service connection starts June 2021 (in partial areas where main infrastructure is completed). <p>CONKLIN:</p> <ul style="list-style-type: none"> • Contract #2: Construction on two Lift Stations is substantially completed. • 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 November 2020. • Contract 4: Christina Lake Drive to start May 2021 and finish November 2022. • Service connections opened for business industrial lots on Northland Drive. • Service connections for residential lots starts June 2020 (in partial areas where main infrastructure is completed - Northland Drive, Pine Lane and Poplar Dr.) • Water hydrants are now available for firefighting purposes on Northland Drive, Pine Lane and Poplar Dr. <p>DRAPER:</p> <ul style="list-style-type: none"> • Construction of the road for the first 3.7 Km started July 2019. First layer of asphalt placement in the 3.2 Km, including drainage improvement and temporary lane marking was completed in mid-October 2019. • The second layer of asphalt, traffic signage update, final line marking, final landscape, and the remaining 0.5 km of road will be completed by August 2020. 		

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4c	continued		<ul style="list-style-type: none"> • Construction of remaining portion of the roadway is tied to the outcome of geotechnical analysis and is currently planned to start June 2021. • Service connection is currently planned to start June 2023. <p>GREGOIRE LAKE ESTATES:</p> <ul style="list-style-type: none"> • GLE Contract #1: Construction of water and sewer up to the property line along with road reconstruction is completed in majority of the hamlet except one portion that requires winter construction. All work under this contract expected to complete by July 2020. • Contract #2: Construction of water reservoir and pump house is substantially completed. • Contract #3: Construction of force-main tender is posted. Construction to commence after the restricted activity period. The construction completion is scheduled to be completed by February 2022. • Service connection starts June 2022. • Water hydrants are now available for firefighting purposes. <p>JANVIER:</p> <ul style="list-style-type: none"> • Janvier Contract #1: Construction of water and sewer up to the property line along with road reconstruction is complete. • Tree clearing work for Janvier lagoon starts in mid-January/2020 • Construction of lagoon to Start in mid-May/2020 and Complete in mid-November 2020. • Service connection starts in June 2020. <p>SAPRAE CREEK ESTATES (SCE):</p> <ul style="list-style-type: none"> • Contract #1: Construction of water and sewer up to the property line is ongoing, expected completion is September 2020. • Contract #2: Construction of force-main and gravity main from SCE to Airport Sanitary System - construction 90% completed, commissioning August 2020. • Contract #3: Lift Station under construction - completion in August 2020. • Service connection construction starts September 2020. 		

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4d	Amalgamation Review	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> • What We Heard Engagement Report complete with preliminary findings included. • Engagement with internal stakeholders (Senior Leadership) complete. • Meeting between Rural and Indigenous organizations and RMWB to review What We Heard Report and preliminary findings. 	<ul style="list-style-type: none"> • Additional feedback on preliminary findings required. • Additional meeting between rural and Indigenous organizations and RMWB to discuss findings and key issues. • Report to Council in Q1. 	🎯
4e	Emergency Management	Regional Emergency Services	<p>Community Emergency Management Plan (CEMP)</p> <ul style="list-style-type: none"> • Rural Communities <ul style="list-style-type: none"> – Focus is preparing communities to operationalizing each Community plan. – Rural community meetings are ongoing. • Urban neighborhoods <ul style="list-style-type: none"> – Urban CEMP will be approached sector by sector starting with schools, homeless services, childcare, etc. – Urban Homelessness Planning is ongoing. – Urban Schools Planning is ongoing. – Public Education is ongoing. 	<ul style="list-style-type: none"> • The Community Based Emergency Plans (CEMP) are green documents and will continue to evolve. Through extensive engagement each one of the communities are at minimum familiar with the concept of CEMP specific to them. CEMP remains an important subject in the communities and has been integrated into the Emergency Management branch's day to day business. 	☑
4f	Inclusion and Partnerships (Rural Coalition)	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> • Feedback on new format of rural newsletters was received and contributed to the refined newsletter process. • Dene Game athlete development program delayed to 2020. • Events and programs in the rural communities delivered, including hockey-themed events for the Rogers Hometown Hockey weekend • Provide ongoing support for events that showcase Indigenous culture and history in the region. • Members of the Rural Coalition provided updates on Amalgamation Review, Municipal Indigenous Consultation Policy and Truth and Reconciliation. 	<ul style="list-style-type: none"> • Use feedback received to refine the newsletter format and process. • Work with partners to develop Dene Games athlete development opportunities. • Overall 2020 rural program and event delivery strategy finalization and ongoing delivery, including additional programming needs identified in 2019. • Future engagement with members of the Rural Coalition to ensure feedback from Amalgamation Review, Municipal Indigenous Consultation Policy projects, and Truth and Reconciliation captured accurately. 	🎯
4g	Advocate for Rural and Indigenous communities	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> • Meetings with Indigenous Services Canada. • Internal working committee met biweekly to work on Municipal Servicing Agreement for Addition to Reserve. 	<ul style="list-style-type: none"> • Continue to work with First Nations to support ATR requests. 	🎯

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4h	Transportation Strategy	Engineering/ Public Works	<ul style="list-style-type: none"> • Preliminary engineering work of egress routes for the rural areas is 100% complete. • Clearwater Drive: Construction to complete the project between Riedel and Hardin Street has already been 100% completed. Road is open for motorists. • Construction to finalize project deficiencies between Hardin and Morrison has already been 100% completed. Road is open to traffic. • Secondary Egress Road (Saline Creek Parkway) – currently completing the final stage of ROW acquisition. Due to lowering the roadway grade, cutting down the hill requires the relocation of the communication towers. • Transit – Bus Bay Turnout & Transit Shelters (Thickwood & Confederation) – currently under construction. • Transit Facilities (Bus Barn) construction underway. • Hwy 63 at Hardin Street Overpass Study: Preliminary designs is completed. • East Clearwater Highway (ECH): To-date the cost benefit study report is being finalized, public engagement has been completed, Environmental assessment has already been completed. 	<ul style="list-style-type: none"> • Completed. the next step is to start the design of Egress roads for Anzac and Janvier. • Completed and is in use. No further action. • The road work is completed, and no further action is needed. • Complete the right-of-way acquisition and the relocation of communication towers. • Completed and is in use. No further action. • Completed and is in use. No further action. • Completed. • Continue coordinating with the province to proceed with the Preliminary design. 	<p>🎯 ☑️</p> <p>🎯</p>
4i	Rural Operational Efficiencies & Cost Savings	Engineering/ Public Works	<ul style="list-style-type: none"> • Rural Operations will be relocated to the new WWTP site by the end of Q1 2020. The current building will be demolished as the facility is at the end of its useful life. Additionally, the land is being transferred to the Anzac Recreation and Social Society. 	<ul style="list-style-type: none"> • Working through the outstanding Safety Codes issues with the facility. • Completing accommodation plans for the Rural Ops relocation. • Transitioning the facilities operation to the RMWB. 	<p>🎯</p>