

Attachment 1 – Strategic Plan Progress Report, June 20 – Sept 30, 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 are being prepared. 	2020 Budget and 2021 – 2024 Plans to be presented to Council and public for deliberation Nov 26 – 30, 2019.	🎯
1d	Asset Management	Engineering/ Public Works	<ul style="list-style-type: none"> • Have received all project deliverables. • 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 Asset Management (AM) Team Member for each area, and determine what support they would like from Engineering. • The Municipality has received the draft AM Implementation Plans for all seven service areas. Public Works providing ongoing support to Engineering to review draft AM Plans. • RFP scope of work for data collection services related to vertical assets in development and being reviewed by Financial Services and Engineering. • Building Life Cycle – operational and capital projects ongoing. • Gap analysis initiated to assess preventative maintenance practices. 	<ul style="list-style-type: none"> • Strategic AM Plan and Implementation Plan are in draft and being reviewed before acceptance of final reports. • Engineering to continue to work with operating departments to develop asset data structure and hierarchies so asset data can be collected for more effective Asset Management. • Develop a 5-year plan with schedules/timelines for achieving corporate AM improvements and for monitoring and reporting progress to SLT/Council. • Equipment data collection and labeling is underway for Facilities. Aiming to complete Q1 2020. Once data is collected Steps will be taken to import this data to the Facilities Management system that is being implemented. • Public Works will be meeting with Engineering on Monday, September 30th to discuss the progress and next steps of this initiative. • Analysis of the Preventative Maintenance has been completed. Additional support is required to undertake Preventative Maintenance. A business case has been developed to support the request of four (4) FTEs to start implementing Preventative Maintenance. 	🎯



On Target



Delayed



Complete

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1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> • Mid-year reviews completed for all exempt employees. • Continue to identify critical positions across organization. • Working closely with operational areas regarding succession planning. • Fall 2019 Employee and Leadership Training is in progress. 	<ul style="list-style-type: none"> • Complete year end reviews for all exempt employees • Continuation of succession planning. • Finalize plans, upon budget approval, for management leadership training for 2020. 	🎯
1f	Foster equality, diversity and inclusion in the region	Community Services	<ul style="list-style-type: none"> • Coordinated Access System launched by which individuals and families 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 needs, prioritize them for housing support services according to standardized prioritization, and help refer them to available supports and resources. • Community Plan on Homelessness (CPH) team conducted a document review of research projects, regional plans, reports, and statistics related to housing and homelessness in the region. The review identified successes, challenges, and priorities based on the findings. Engagement sessions with the Homelessness Initiatives Strategic Committee (HISC), CPH funded agencies, service providers, and rural open houses were conducted to gather information and feedback. The document review and engagements informed the development of the Reaching Home Community Plan submitted to the Federal Government. • "I See You: Sawubona" exhibit is open at Keyano College Oct 15-22. • Poverty and Homelessness Awareness Week Oct15-22 launched in partnership with the Poverty Reduction Network and CPH. • Wood Buffalo Workplace Inclusion Charter launched and available for employers to sign at rmwb.ca/diversity. Workshop series available for employers to begin the process of implementing the commitments under the Charter and becoming an "Inclusion Champion". • As part of the Coalitions Creating Equity project, Anti-discrimination Response Training held Sept 28-29th to build capacity of individuals and organizations to be active witnesses to incidents of discrimination and hate. • Regional Advisory Committee on Inclusion, Diversity, and Equality (RACIDE) presented recommendations to the Senior Leadership Team to assist the RMWB in realizing its common commitments as a signatory to the UNESCO Coalition of Inclusive Municipalities. 	<ul style="list-style-type: none"> • Coordinated Access System will enter next phase of training service providers throughout the region who provide supports to individuals and families experiencing homelessness or at-risk of homelessness. • The Coalitions Creating Equity project is developing a community-based response model to incidents of hate and discrimination that will be launched across the province. • Homeless Connect will be held on Oct 17. 	🎯



On Target















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1f	continued		<ul style="list-style-type: none"> The Canadian Commission for UNESCO launched a new name and logo - “Coalition of Inclusive Municipalities” (formerly Canadian Coalition of Municipalities Against Racism and Discrimination) along with three toolkits to support inclusion within municipalities (Wood Buffalo is featured in all three with specific best practices). 		🎯
1g	Accessibility	Engineering/ Public Works	<p>We are progressing through this initiative. There are multiple components to this initiative and the following are in progress:</p> <ul style="list-style-type: none"> Fort Chip Terminal stairs and ramp improvements to be completed in Q3 2020. Fort Chip pool exterior signage has been ordered. Rural signage is being improved to include the various languages in the areas. Senior parking in Rural areas at public amenity facilities. Barrier free access to our rural communities has been evaluated and planning will be taking place to undertake any modifications in 2020. 	<ul style="list-style-type: none"> Rural areas complete by the end of 2020. 	🎯
1h	Intergovernmental Relations	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Ongoing updates of advocacy issues tracker and implementing relationship tracker tool. Support and coordination of Minister of Transportation’s involvement in Fort Chipewyan Water Treatment Plant Opening. Development of Briefing Notes for Council/CAO to support AUMA Fall conference. Council motion letters to different levels of government, for example: Education crisis in rural (Alberta Education, Alberta Indigenous Relations), East Clearwater Highway as transportation priority (Alberta MLAs, Alberta Transportation, Alberta Premier, Prime Minister, MP, Public Safety Canada). 	<ul style="list-style-type: none"> Additional Briefing Note support for RMA meeting in the fall. AUMA follow-up letters. Federal election follow-up letters. Ongoing support of Council in efforts to work with other communities to advocate for energy sector and healthy regional economy. 	🎯
1i	Partnerships with Social Profits	Community Services	<ul style="list-style-type: none"> Social Sustainability Plan Stewardship Committee planning a Launch Breakfast in October to plan, promote, and engage key influencers. 	<ul style="list-style-type: none"> On Nov 27th a working group workshop will be held to develop action plans and foster ownership. 	🎯
1j	Implement Lessons Learned (2016 Wildfire Review)	Regional Emergency Services	<p>VULNERABLE PERSONS REGISTRY (VPR)</p> <ul style="list-style-type: none"> Program launch occurred on September 27, 2019 at the Golden Years Society. 	<ul style="list-style-type: none"> A promotional strategy for the VPR program using social media and various marketing platforms has been developed to build community awareness and to encourage residents to register. 	🎯


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1k	Wildfire Recovery	Recovery Task Force	<ul style="list-style-type: none"> Assessment of damage to municipal greenspace document was received and passed on to the GOA's consultant for their review. Assessment of damage to sidewalks, roads, curb and gutters is under review by AEMA for funding approval. 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. Erosion Control project is ongoing and is anticipated to be completed by October 2019. Comprehensive Firebreak Homes Initiative is ongoing and to be completed this year. Hazardous tree removal has continued into 2019 and will be completed this year. Resurvey work is ongoing with the placement of monuments left to do this Spring. Soil Stockpiling will continue to the end of 2019, will review status of rebuild as the construction season continues. Water and Wastewater Restoration project will continue this year. We will monitor the rebuilds throughout the construction season. Playground area restoration work to commence and complete this season. 	<ul style="list-style-type: none"> Assessments have been completed, project has been tendered and is in review for award, work to start by end of September. Contract has been awarded and work is in progress. It is anticipated for completion by end of construction season 2020. This project is scheduled for completion by the end of this construction season but due to inclement weather this summer some work may flow into next Spring. Project ongoing and is anticipated to be complete next year due to weather conditions this past summer. The program is now in its final stages. Further reviews on some files was required which has extended its completion timeline. This project will now be extended to 2020 due to delays in getting it procured and awarded. It is also being reviewed for further areas to be added to the program due to some areas being missed initially. All monuments have been placed in Priority 1 areas and we are awaiting final reports from surveyors for Priority areas 2 and 3. Project ongoing, will review in October for further extension of the program. Project ongoing and will be reviewed in October for further extension of the program. Contract has been awarded and work is ongoing to the end of this construction season and to be completed in the Spring of 2020. 	         
1l	Public Engagement Strategy	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Engagements which occurred over Q3 including downtown revitalization, Community Investment Program, FireSmart, Rural Water and Sewer Servicing, and Truth and Reconciliation report. Secured online engagement tool. 	<ul style="list-style-type: none"> Roll-out of online engagement platform. Ongoing work on public engagement strategy through Q4. Explore tools to increase capacity for meaningful public engagement. Forecasted engagement through Q4 2019: next phase of downtown revitalization, construction wrap-up, igNIGHT Art initiative, ongoing RWSS and Winter Maintenance Zones. 	
1m	Youth	Community Services	<ul style="list-style-type: none"> Review of expansion of MACOY and lessons learned document developed. Recruitment for 2019/2020 term completed. Continue to collaborate interdepartmentally to address diverse mentorship and skill development for MACOY youth. 	<ul style="list-style-type: none"> Continue to develop and implement projects such as 20 under 20. Building relationships with rural and Indigenous organizations and communities to identify mentorship and leadership skills needs. 	


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1n	Whistleblower Initiative	Human Resources	<ul style="list-style-type: none"> Policy and procedure completed. 	<ul style="list-style-type: none"> Complete. 	☑
Strategic Priority #2: Downtown Revitalization					
2a	Encourage Development in the Downtown	DCAO office / Planning & Development	<ul style="list-style-type: none"> ARP RFP was posted, and 6 submissions were received. Submissions are now under review and proponent evaluations are due Sept 25. Land use inventory for the downtown core is underway by planning staff to update records on existing uses. This will form a crucial body of information to aid in the development of the ARP. Staff assisted Communications in facilitating multiple engagement sessions, beginning with targeted stakeholder meetings, migrating to broader community engagement over the last several weeks. Significant feedback has been gathered on a myriad of topics and assembled into a report. Planning team assembled ideas for developing the SEC lands for consideration. 	<ul style="list-style-type: none"> Choose consultant and initiate kick-off meeting to establish project timeline, discussion of deliverables and milestones. Continue engagement efforts and transition into ARP-focused engagement discussions. 	🎯
2b	Establish Municipal Land Inventory	Planning & Development	<ul style="list-style-type: none"> Completed and sent to Jamie Doyle and Brad McMurdo for further consideration. 	<ul style="list-style-type: none"> Complete. 	☑
2c	Incentives to Update Store Fronts	DCAO office / Planning & Development	<ul style="list-style-type: none"> Staff is working with Finance to explore a list of possible incentives and grants that could be applied anywhere across the downtown, not limited solely to a specific location. 	<ul style="list-style-type: none"> List all available incentives and grants. 	🎯
2d	Clear Land Use Plans and Regulations	Planning & Development	<ul style="list-style-type: none"> Land Use Bylaw (LUB) draft is complete and now under review by planning staff. Public engagement with the broader community took place over the summer and now targeted meetings are occurring with key stakeholders. Draper ASP is advancing on schedule. Public engagement events have been well attended, with positive discussion among residents and staff. Change of use permit process is being evaluated to find efficiencies. 	<ul style="list-style-type: none"> Review consultant submissions for parking regulations in the LUB. Continue meetings with key stakeholders. Finalize the Draper ASP draft and circulate to the community and subsequently bring forward for Council's consideration. P&D management will review the new proposed change of use process. Staff will determine if any amendments to the LUB are necessary to implement this change. 	🎯
2e	Riverfront Master Planning & Revitalization	DCAO office / Planning & Development	<ul style="list-style-type: none"> Planning continues to support Public Works in the creation of a new parks master plan. 	<ul style="list-style-type: none"> Parks will select a consultant to undertake the design work. 	🎯

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2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> RFP has been completed and circulated to relevant internal departments for review. 	<ul style="list-style-type: none"> P&D management to review RFP and approve. RFP will be posted by Procurement. 	🎯
2g	Aging in Place Facility	Community Services	<ul style="list-style-type: none"> 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. 		🎯
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"> Council deferred making a decision on the proposed LUB “housekeeping” amendments that were intended to provide better clarity to the project accommodations review and approval process. Administration were directed to re-engage industry and have been doing so over the summer. Conversations have been fruitful, and the amendments have been edited to find a balance between RMWB and Industry desires. Conversation occurred with AER to clarify their work camp approval process. This was a beneficial discussion and helped clarify where they did and did not exercise jurisdiction; their involvement in camp approvals is limited, and they allow the Municipality to exercise control over most types of camps in most situations. Work camp data has been analyzed and recorded in a better capacity to serve as a better resource for management in its discussions. Work is underway to continually improve data archives, double-check data, and provide baselines for reference purposes. An RFP was posted to solicit consultant help with this work but yielded one over-priced submission. Discussions are occurring with OSCA to discuss the indicators that could be used to track and monitor changes happening in industry as it relates to FIFO. Park and ride is being explored at Abram’s Land with an industrial partner. Municipally owned land is available and clear, but requires improvements to surface, lighting, and vehicle plug-ins. Whether the work is undertaken internally or externally, it is likely that substantial cost will be incurred, but also time (in order to tender the work). Other departments have been engaged to ensure all aspects of this project are considered. 	<ul style="list-style-type: none"> Finalize the LUB amendments for work camp regulations and bring back to Council for their consideration. Seek additional resources to assist in work camp data review and analysis. Review RFP submission and determine whether internal resources may exist for this work. Continue discussions with OSCA on FIFO. Seek confirmation on whether to pursue significant investments on the Abram’s Land site, or whether alternative locations are open for consideration. Work with Legal to draft an agreement with the industrial partner. 	🎯

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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. 		☑
3e	Shop Local Program	WBEDC	<ul style="list-style-type: none"> Transitioned to WBEDC. 		☑
3f	Support Arts and Culture	Communications, Stakeholder, Indigenous & Rural Relations – Rec & Culture	<p>2018 Winter Games</p> <ul style="list-style-type: none"> Retail Space needed for Arctic Winter Games. Staffing for the Games is currently underway. <p>Wood Buffalo Regional Arts & Culture Master Plan</p> <ul style="list-style-type: none"> Committee has determined top five Priorities from the Action Plan. Monthly meetings with the Implementation Committee have been established. <p>Comprehensive Multi-year public art plan and implementation guide</p> <ul style="list-style-type: none"> RFP has been rewarded to A. Adair & Associates. A total of \$85,000 budgeted to support the development of the Plan. <p>Artist in Residency Successful Completion for 2018</p> <ul style="list-style-type: none"> Annual Program completed for 2018. Initiation of plan transfer to Arts Council Wood Buffalo. 	<ul style="list-style-type: none"> Site Tour of potential space. GM Job description has been posted. Next step is to begin interview process. Committee will be attending Meetings with the AWGIC in Whitehorse in October. The Committee will identify the “quick wins” (current programs/projects) that each committee member’s organizations already do that align with the strategies in the Action Plan. Administration will report back to council meetings bi-annually on progress. Hire Consultant to work with internal stakeholders and Public Art Committee to initiate the development of the plan. Presentation of the plan by the Public Art Committee to council. Arts Council Wood Buffalo to lead the program, commencing in 2019. Benchmark the installation process to evaluate one installation per 	<p>🎯</p> <p>🎯</p> <p>🎯</p> <p>🎯</p>


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3f	continued		<p>Street Banner Program successfully implemented in Spring and Summer</p> <ul style="list-style-type: none"> • Banner Installations Completed. <p>Artist in Motion completed two showcases at McMurray Experience for 2018</p> <ul style="list-style-type: none"> • Annual Program completed for 2018. 	<p>year and continue to work closely with Operations/Roads.</p> <ul style="list-style-type: none"> • Complete. • McMurray Experience closed due to lack of attendance and cost of refurbishing interactive components in the space. 	 
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"> • Develop logo and tagline for TRC engagement campaign. • Ongoing meetings with regional Indigenous organizations to gather feedback on Calls to Action. • Refining communications and engagement plan as necessary. • Plan TRC Symposium for October, which will also serve as a community check-in. • Feedback from Indigenous organizations on Calls to Action has been collected. • A TRC Sharing Circle (formally symposium) has been scheduled for October 23, 2019. There is an opportunity to participate in either a daytime or evening session. “It’s Time” logo and engagement campaign being rolled out to public. • Municipal website and social media updated on a consistent basis to reflect ongoing work. • E-learning modules in final stages of development. • Senior Leadership, members of Council and municipal employees attended a Blanket Exercise – an interactive and participatory history lesson to foster truth, understanding and reconciliation among Indigenous and non-Indigenous peoples. 	<ul style="list-style-type: none"> • Completion meetings with regional Indigenous organizations to gather feedback on Calls to Action. • Update website to support TRC Calls to Action engagement with education piece. • Incorporate feedback into draft report. • Undertake TRC Symposium in October. • Make final revisions to draft TRC report. • Present report to Council targeted for November. • E-learning modules to be rolled out to internal staff by end of 2019. 	 
4b	Indigenous Consultation	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> • Internal stakeholders have been identified for project working group. • Comprehensive review of all existing internal material relating to previous engagement efforts. • Internal interviews with key administration and personnel completed. • Internal stakeholder audit completed. 	<ul style="list-style-type: none"> • Create draft policy for Q3. • External stakeholder interviews and community engagement in Q4. • Complete in person meetings with external participants. • Create draft policy based on input and feedback of internal and external participants. 	 

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4b	continued		<ul style="list-style-type: none"> • External review of relevant research and information. • Project team working session took place in August. • Engagement plan finalized. • Invitations to participate sent to external participants and organizations. • In person meetings scheduled with external participants. 	<ul style="list-style-type: none"> • Draft report/policy to Council targeted for Q1 of 2020. 	
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>A) Progress – Update Design:</p> <p>ANZAC:</p> <ul style="list-style-type: none"> • Service connection design is at 50%. • Community engagement September 9, 2019. • Lot assessment completed. <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 now at 80% complete. Construction to start after completion of the current contracts on Pine Lane and Poplar Dr. The current start date is May 2021. • Service connection design is at 50%. <p>DRAPER:</p> <ul style="list-style-type: none"> • 3.7 km of roadway Contract #1 is under construction. • Balance of road depends on sewer and water decision which is related to slope stability. • Water & Sewer still at 50% complete. • Service connection design is at 50%. • 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 road). • Community Engagement August 28, 2019. <p>GREGOIRE LAKE ESTATE (GLE):</p> <ul style="list-style-type: none"> • Design for force main GLE to Anzac - in South Utility Corridor (SUC) is complete and is tendered. • Service Connection design is at 50%. (this is the conceptual part). 	<ul style="list-style-type: none"> • Assessment of project/program risks to continue. • Service Connections Pricing Survey Report to be submitted to Council November 2019. • Service Connection Bylaw. Working with Legal team to develop bylaw as required. • Construction work to continue. 	

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4c	continued		<ul style="list-style-type: none"> Community Engagement (with Anzac) September 14, 2019. <p>JANVIER:</p> <ul style="list-style-type: none"> Design for Janvier lagoon and outfall pipe is now completed, and tendered. Construction to begin in Fall. Service connection design is at 50% (this is the conceptual part). Community Engagement August 21, 2019. <p>SAPRAE CREEK:</p> <ul style="list-style-type: none"> Lift Station is under construction. Service connection design is at 90%. Community Engagement September 5, 2019. <p>B) Progress Update - Construction:</p> <p>ANZAC:</p> <ul style="list-style-type: none"> ANC Contract #1: Lift Stations – Construction started May 2019. Substantial completion by December 2020. ANC Contract #2: Remaining scope of Contract #2 has been tendered as separately as Contract #3. The current contract to complete the work started under Contract #2. Contract #3 to start in May 2020 and complete in November 2021. <p>CONKLIN:</p> <ul style="list-style-type: none"> CLN Contract #2: Construction on two Lift Stations is substantially completed. Currently working on deficiencies. 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. <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 completed, deficiency work to continue. Water & Sewer still at 50% complete. Janvier Lagoon tendered, construction to start in fall 2019. <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 		

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4c	continued		<p>hamlet except one portion that require winter construction. All work under this contract expected to complete by July 2020.</p> <ul style="list-style-type: none"> GLE Contract #2: In progress, construction to complete by July 2020. GLE Contract #3: Tender is posted. Construction to commence after the restricted activity period. The construction completion is scheduled to complete by Feb. 2021. <p>SAPRAE CREEK ESTATES (SCE):</p> <ul style="list-style-type: none"> Contract #1: Construction of water and sewer up to the property line along with road reconstruction started and will be completed by June 2020. Contract #2: Construction of force-main and gravity main from SCE to Airport Sanitary System – the contract is awarded, construction in progress 80% completed and commissions August 2020. Contract #3: Lift Station tender and construction begins October and to complete in 2020. 		🎯
4d	Amalgamation Review	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Completion of the Amalgamation Review Workbook for foundation to engagement session conversations. Phase 1 of community engagement with rural and Indigenous leadership groups has been complete. Feedback from rural and Indigenous leadership groups has been compiled which will inform the summary and full Amalgamation Review reports. “What We Heard Engagement Report” complete based on initial round of engagement. 	<ul style="list-style-type: none"> Complete draft “What We Heard Engagement Report” and summary report in Q3. Evaluate initial engagement process and re-engage with any rural and Indigenous leadership groups that may require additional dialogue. Engage with key internal stakeholders in Q3 and Q4 that may have been identified through the initial phases of the review. Draft full Amalgamation Review report in conjunction with summary report. Coordinate the return to engagement schedule. Engage with internal and external participants identified in first phase of engagement to verify the “What We Heard Report”. Draft full Amalgamation Review Report in conjunction with summary report. Draft Council Report and Presentation. Report to Council targeted for Q1 of 2020. 	🎯

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4e	Emergency Management	Regional Emergency Services	COMMUNITY EMERGENCY MANAGEMENT PLAN (CEMP) <ul style="list-style-type: none"> Operationalizing the CEMP by meeting with various rural communities (Willow Lake, Janvier, Conklin, McMurray Metis, Fort Chipewyan, Draper, Saprae Creek and Fort McKay) with a focus on preparing the community for the risks that have been identified in their respective Hazard Risk Vulnerability Assessment (HRVA) by discussing the various CEMPs and Community Guides. Discussions have now begun in the Urban areas to discuss various emergency response plans. Meetings have been arranged with Fort McMurray Public School District, Anzac Community School, Athabasca Tribal Council, and various vulnerable sectors (schools, homeless services, childcare centers etc.) 	<ul style="list-style-type: none"> Collaborate with the rural communities in emergency preparedness. Further establish community emergency management groups that have focused conversations on the community's emergency management in Janvier, Anzac, and Conklin (Fort Chipewyan, McMurray Métis and Fort McKay currently have a platform to have these discussions). Meet with the Catholic School Board to start discussions, follow up with the Northland School Division to continue the conversation, and convene a multi-agency emergency planning meeting with the homeless service providers. 	🎯
4f	Inclusion and Partnerships (Rural Coalition)	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Completed rural newsletters procedure review and launched new format. Arctic Winter Games initiative supporting TRC call to action #88 (Indigenous Sport); partnership with several community organizations and RRC. Wood Buffalo Seniors Social held in Fort McKay for the first time; 40 Seniors from a variety of rural communities attended. Hosted information sessions on Municipal programs and projects in each of the rural communities. Council meeting held in Anzac to discuss the Anzac Community Hall. Attended and supported cultural events, festivities and commemorations in the region like the ATC cultural festival, Treaty Days, an Experiential Learning Camp in Janvier and Orange Shirt Day. 	<ul style="list-style-type: none"> Continue to refine rural newsletters as necessary. Support Athlete development by creating a weekly training program for Dene Games. Continued provision of events and programs in rural communities, including Rogers Hometown Hockey special event. Provide ongoing support for events that showcase Indigenous culture and history in the region. 	🎯
4g	Advocate for Rural and Indigenous communities	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> Continued updating of advocacy document, which captures rural area concerns to speak to other levels of government. Written correspondence the Federal government for an inquiry into Moccasin Flats. Support First Nations with Addition to Reserve (ATR) requests. Meeting and discussions with Indigenous Services Canada to discuss Municipal Services and Servicing costs. Letter of support sent to Minister, Crown-Indigenous Relations for the 	<ul style="list-style-type: none"> Ongoing dialogue with First Nations to support ATR requests. Continue internal working committee meetings on a biweekly basis to discuss ATR requests and Municipal Service Agreements (MSAs). Continue facilitating a closer working relationship with Indigenous Services Canada to identify opportunities for collaboration. 	🎯

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4g	continued		inclusion of Acden lot in ACFN Addition to Reserve. <ul style="list-style-type: none"> Administration working to enter into a Service Agreement for Addition to Reserve request. Quarterly meetings scheduled with Indigenous Services Canada (ISC) to discuss current capital projects and opportunities for synergies. 		
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: Continue construction to complete project between Riedel and Hardin Street, it is 95% complete but it is open to traffic. Continue construction to finalize project deficiencies between Hardin and Morrison, it is 95% complete and is open to traffic. Secondary Egress Road (Saline Creek Parkway) – currently completing the “ROW acquisition” and working on 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 are underway. East Clearwater Highway (ECH): continue working with Alberta Transportation on the business case and survey to evaluate benefits of the ECH. 	<ul style="list-style-type: none"> Completed, provide an update to Council. Completion in 2019. ROW acquisition is planned to be finalized in 2020. Completion in 2019. Completion in 2019. Completion in 2019. Completion in 2019. 	
4i	Rural Operational Efficiencies & Cost Savings	Engineering/ Public Works	<ul style="list-style-type: none"> Successfully merged Environmental Services with Public Works and created Rural Operations Team reporting out of Anzac including personnel from roads, environment and parks. Environmental Services Risk Assessment by KPMG and Nor-Ex Engineering completed September 30, 2019. 	<ul style="list-style-type: none"> Continue to explore opportunities for efficient delivery of core services, while ensuring fiscal responsibility. Administration to review and validate report findings by end of Q4 2019. 	