



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Strategic Plan 2015-2017

Building a Strong and Resilient Community

Responsible Government

Balanced Regional Services

Vibrant Economy

Effective Land Strategy

Reliable Transportation System

Sustainable Region

Healthy and Active Lifestyle

Introduction

On May 26, 2015, the 2013-2017 Council of the Regional Municipality of Wood Buffalo approved its Strategic Plan. The Strategic Plan addresses the steps the Municipality will take over the next three years, from 2015 – 2017, to address the vision and the goals of our longer-term Municipal Development Plan (MDP). Each goal and strategy within our three-year Strategic Plan aligns with one or more of the strategies from the MDP.

Council's Strategic Plan sets the direction for the next three years and clarifies the important goals and accomplishments that are needed to continue to build the Region.

The Strategic Plan focuses on **Building a Strong and Resilient Community**. It was built on the feedback received from community residents and leaders and reflects the wishes and needs of the community. As a result, the 2013-2017 Council will put building blocks in place for the following goals:

- ❖ An effective land strategy
- ❖ A reliable transportation network
- ❖ Balanced services for all residents in the region
- ❖ A more responsible government
- ❖ A healthy and active lifestyle
- ❖ A sustainable community
- ❖ A continued robust economy

Departmental Business Plans, to be published by December 2015, will be based on Council's Strategic Plan and will provide transparency to residents and stakeholders about how the Municipality will achieve these goals.

Vision

A balanced future with opportunity for all

Mission

To continually improve the quality of life within our communities by providing valued services

Our Success Factors

Engage our citizens
Champion innovation
Collaborate effectively
Empower our people
Deliver best value

Our Values

Our people
Sharing information
Working together
Accountability
Integrity

Building Responsible Government

Goal: To ensure that the Municipality operates effectively and efficiently, by demonstrating accountability, integrity and transparency in all that it does.

From 2015-2017, a priority goal for Council is operational excellence in all areas of the Municipal government. The Municipality will continue to offer outstanding services in areas that are strong and will rebuild other areas by bringing in resources, and by offering training, due diligence and oversight.

Municipal staff will be supported so they can do the best job possible for residents of the Region. The Municipality will increase the internal capacity to carry out municipal development through improved procedures, enhancement of skills and knowledge of employees, better communication and improved information-sharing with partners throughout the region.

Objectives

- ❖ Implement a governance model that fosters a leadership-based approach.
- ❖ Implement business delivery processes that enhance customer service for residents throughout the region.
- ❖ Ensure consistency and continuity of RMWB policies and procedures.
- ❖ Strengthen responsible financial management procedures.
- ❖ Enhance public engagement in all areas of municipal activities.
- ❖ Strengthen the organizational capacity to plan, self-assess, and report.
- ❖ Strengthen a positive work environment of trust and respect.
- ❖ Improve working relationships with other levels of government as well as Aboriginal stakeholders.

Projects to be completed by 2017

- ◆ Policy framework and policies approved and in place.
- ◆ Governance structure established and functioning well.
- ◆ Recommendations for AIT audit implemented.

Building Balanced Regional Services

Goal: To deliver high quality and well-planned services to our residents.

By re-focusing attention to core services, as outlined in the Municipal Government Act, and by clearly defining service standards, the Municipality will strengthen service delivery to all residents and businesses within the Region. Our core services are:

*Roadways, streets and sidewalks • Flood protection • Police, fire and emergency services
Public transit • Solid waste • Water • Sanitary and storm drainage • Bylaw enforcement
Parks and recreation • Cemeteries • Planning and development*

Objectives

- ❖ Strengthen regional service delivery quality.
- ❖ Strengthen service delivery monitoring practices.
- ❖ Implement, improve and maintain core service infrastructure.

Projects to be completed by 2017

- ◆ Updated Master plans for water and wastewater.
- ◆ Key performance indicators (KPIs) established, measured and publicly reported.
- ◆ Long-term plan for developing and maintaining infrastructure for core services.
- ◆ The following infrastructure projects will be completed:
 - ❖ Fort Chipewyan Water Treatment Plant Upgrade.
 - ❖ Parsons Creek water supply from Water Treatment Plant (WTP) to Parsons Creek reservoir.
 - ❖ Flood mitigation plan.
 - ❖ Saline Creek water main from Hardin Street to King Street booster station.
 - ❖ Janvier sewage lagoon upgrade.
 - ❖ Anzac Fire Hall built.
 - ❖ Anzac waste water treatment plant and effluent pipeline construction.
 - ❖ Confederation Way sanitary sewer bypass.
 - ❖ Beacon Hill outfall, water supply and pipeline upgrades.
 - ❖ Southwest Water line.
 - ❖ Fort McKay Fire Hall.

Building a Vibrant Economy Together

Goal: To systematically collaborate with local businesses, residents and industry to encourage creation of a viable and sustainable marketplace.

Working together with residents, business, the Province and industry, the Municipality supports programming, policy, and a fiscal environment to encourage and grow business and industry. Specifically, the Municipality will help address the lack of affordable retail and commercial space. The downtown will be revitalized through a balanced mix of improvements that reflect our focus on the whole Region.

Objectives

- ❖ Increase collaboration with the oil sands industry to understand growth trends, as well as corporate and employee needs.
- ❖ Increase the presence of businesses in the Region to create a balanced economic model.
- ❖ Leverage local economic conditions for high and low pricing.
- ❖ Increase opportunities for local businesses in urban and rural areas.
- ❖ Enhance local workforce residency.
- ❖ Improve business intelligence gathering and use.

Projects to be completed by 2017

- ◆ Municipality-wide Entrepreneurship Program.
- ◆ Facilitation of commercial development including:
 - ❖ Approved design, development and build-out of the Athabasca Power Centre site.
 - ❖ Initial development of Prairie Creek Business Park.
 - ❖ Initial development of Parson Creek town centre site.
 - ❖ Initial development of Saline Creek commercial development site.
 - ❖ South side Highway 69 industrial.

Building an Effective Land Strategy

Goal: To have an integrated and planned approach to the effective and efficient release and development of land.

Land is one of the Region's most precious assets. Because of historic issues relating to fast growth and the oil sands development, the land release process has not kept up with the increasing needs of residents, business and industry.

A renewed planning approach will efficiently and effectively align current planning documents, such as the Municipal Development Plan (MDP), Downtown Area Redevelopment Plan, and the RMWB Structure Plan, which will result in faster processes for developers and residents. The Municipality will examine new planning models, including the creation of a Transportation Authority, that ties some aspects of land release to direct funding for transportation improvements.

Objectives

- ❖ Improve land planning.
- ❖ Foster stronger integrated land planning and development.
- ❖ Improve the efficiency of land release process in urban and rural areas.
- ❖ Strategic and critical analysis-based approach to land release.

Projects to be completed by 2017

- ◆ A master agreement between the Municipality, Alberta Infrastructure and Alberta Transportation will be implemented including:
 - ❖ Sale of Parsons Creek Town Centre lands.
 - ❖ Sale of lot 1, 6, 7 & 8 at Saline Creek.
- ◆ Land policies and procedures updated.
- ◆ Master planning documents to be updated including:
 - ❖ Census.
 - ❖ Municipal Development Plan.
 - ❖ Fringe area study.
 - ❖ RMWB Structure Plan.
 - ❖ Downtown Area Redevelopment plan.
 - ❖ CILUS review.

Building a Reliable Transportation System

Goal: To provide sustainable and reliable transportation and so improve the quality of life throughout the Region.

Addressing the transportation infrastructure and plans is one of the most important issues for businesses, industry, and residents of the Region because our bustling oilsands economy relies heavily on a functioning transportation system.

The Municipality is committed to collaborating with the provincial government as well as leaders of business and industry to improve transportation throughout the Region.

Objectives

- ❖ Enhance collaboration with the province and industry to improve regional transportation.
- ❖ Improve the transportation infrastructure to meet industry, business and resident needs.
- ❖ Ensure safe, barrier free urban and rural transit services that have the flexibility to accommodate the current and future needs.
- ❖ Improve transportation service delivery capacity.

Projects to be completed by 2017

- ◆ Creation of a Transportation Authority (TA).
- ◆ Creation of a transit master plan and improved business model.
- ◆ Improvements to the transportation infrastructure including:
 - ❖ Twin Highway 69 from west of Saline Creek to Range Road 85 (West Airport Boundary Road).
 - ❖ Highway 63 – Intersection improvements at Hwy 69 and Mackenzie Blvd.
 - ❖ Fort Chipewyan Firebag Bridge replacement.
 - ❖ Highway 63 – Six lane highway from Hospital Street to Main Street interchange.

Building a Sustainable Region

Goal: To value our environment as our natural, community and economic foundation.

The Municipality is committed to its role as a steward of sustainable practice. Together, we will strengthen our image as a responsible government by making balanced decisions with respect to the environment, local community and economy. Our successes in this area will be shared by all.

Objectives

- ❖ Implement a business model to provide sustainable water, waste water and other related utilities.
- ❖ Protect the natural environment.
- ❖ Reduce and enable the reduction of carbon footprint in the region by maintaining carbon neutral level or better.
- ❖ Reduce landfill waste.

Projects to be completed by 2017

- ◆ Implement sustainability programs for homeowners including:
 - ❖ Retrofit rebates for home-based water conservation.
- ◆ Improve infrastructure including:
 - ❖ Commissioning and operating an industrial-scale compost facility at the landfill.
 - ❖ Enhancements to and optimization of material recovery facility (MRF).
 - ❖ An enhanced landfill gas management system on the old landfill site.
 - ❖ Phase 1 of Zero Waste Initiative.
 - ❖ Implemented effluent re-use in industrial applications.
- ◆ Utility Corporation will be operational.

Building for a Healthy and Active Lifestyle

Goal: To connect people and communities through accessible, regional-based leisure and wellness activities, programmes and public gathering places.

Working with partner organizations and through direct delivery of services to residents throughout the Region, the Municipality provides opportunities for community members to enjoy a high quality of life. Opportunities will include arts, recreation, health and wellness, as well as leisure activities.

Objectives

- ❖ Encourage the use of the Region's recreational and community facilities, including natural amenities.
- ❖ Encourage and support the social profit sector.
- ❖ Increase accessible recreation and leisure opportunities for all user groups in the Region.
- ❖ Increase opportunities for large-scale sports/cultural tourism events.
- ❖ Increase tourism, culture and arts programming throughout the Region.

Projects to be completed by 2017

- ◆ Regional indoor recreation and community facility master plan.
- ◆ Host major sports tourism events including:
 - ❖ Western Canada Summer Games.
 - ❖ Northern Kick-off presented by Shell.
 - ❖ FC Edmonton regular season soccer game.
 - ❖ Tim Horton's Canadian Ringette championships.
 - ❖ Grand Slam of Curling Elite 10.
 - ❖ Crescent Point Energy Western Canada Cup (hockey).
 - ❖ 2016 Baseball Canada Cup.
- ◆ Construct new recreation, wellness and leisure facilities throughout the region including:
 - ❖ Conklin Multiplex Centre.
 - ❖ Northside Multi-Use Facility - Phase 1 (Twin Arenas).
 - ❖ Fort Chipewyan Aquatic Centre.
 - ❖ SEC development is underway.