


Attachment 1 – Strategic Plan Progress Report, July 1 – Sept 30, 2018

NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
Strategic Priority #1: Responsible Government					
1a	Fiscal Responsibility	Finance	<ul style="list-style-type: none"> 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. 		☑
1b	Shared Services	Finance	<ul style="list-style-type: none"> On May 30, 2018 – the CAO announced to the organization that a Shared Services Model with RRC has been adopted for the areas of Human Resources, Communications and Safety. Review of shared service opportunities with Wood Buffalo Regional Library have been placed on hold. Wood Buffalo Economic Development Corporation accounting system setup is progressing, a temporary solution is in place while a full system is being put in place. 	<ul style="list-style-type: none"> Wood Buffalo Economic Development Corporation - continue with setup. 	🎯
1c	Budgets and Financial Plans	Finance/CAO	<ul style="list-style-type: none"> Council has been presented with the first two quarter Financial Performance Reports. 	<ul style="list-style-type: none"> The Third Quarter Financial Performance Report is scheduled to be presented to Council on October 23rd. 2019 Budget and 2020 – 23 Financial Plans are being prepared for Council workshops on November 28 – Dec 1. 	🎯
1d	Asset Management	Engineering/ Public Works	<ul style="list-style-type: none"> Draft Asset Management Plans for Transportation, Fleet & Transit, and Water Treatment. Expect to have the Draft AMPs for Wastewater Treatment, Facilities, Parks, and Underground Services before October 31, 2018. Working in collaboration with Engineering and serving on internal working group. 	<ul style="list-style-type: none"> Council approval of Asset Management Policy and Administration Procedure on November 27, 2018. Begin implementation of the Asset Management Plans on January 1, 2019. Attend formal meeting throughout the remainder of 2018 and into 2019 to contribute to overarching asset management 	🎯
1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> Launched unionized performance management/feedback initiatives, including delivery of mandatory training for Supervisors with unionized direct reports. Succession Plan / Goal setting for 2019 Continued to remove barriers to work experience opportunities through collective bargaining. 	<ul style="list-style-type: none"> Continue to reinforce performance management and train new Supervisors Meet with each business unit to better understand internal talent and develop. Collective bargaining continues with IAFF & RRC. 	☑ 🎯

🎯 On Target

🕒 Delayed

☑ Complete

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			<ul style="list-style-type: none"> Implemented a shared service model with RRC. 	<ul style="list-style-type: none"> Continue to look for ways to improve efficiencies with shared service model. 	
1f	Foster equality, diversity and inclusion in the region	Corporate and Community Services	<p><i>Diversity & Inclusion:</i></p> <ul style="list-style-type: none"> RACIDE continuing to support implementation of the Diversity and Inclusion Community Plan in collaboration with government, businesses, community organizations, etc. Human Rights Education and Multiculturalism Fund (HREMF) grant proposal submitted for Employee Diversity Census based on feedback from Human Rights Commission. Grant proposal submitted for Inclusive Business Program to Alberta Works. Local Coalitions Creating Equity (CCE) working in partnership with RACIDE, conversation café was held with public and organizations in September, and a local response model to hate incidents and hate crimes. 25 participants and 6 facilitators were in attendance. The discussions included how empathy can be created within the perpetrators, how we can heal as a community, how to support survivors, and what actions/initiatives/supports our service providers, businesses, and organizations can implement that would help prevent these issues. Discussions with HIV North, Pride YMM, and CMHA to host quarterly LGBTQ2S+ workshops for small businesses, community members, and social profits are underway. Additional fee for service workshops will be available to larger businesses and organizations with all proceeds going towards future Pride initiatives. Neighborhood and Community Development (NCD) collaboration with Learning and Development department on providing toolbox talks on topics of inclusion and diversity. Toolbox talks will be developed for delivery to departments in Fall/Winter. 	<ul style="list-style-type: none"> RACIDE working closely with Coalitions Creating Equity on awareness campaign to be launched in November Continue building and facilitating partnerships, projects and funding opportunities Await response of a successful HREMF grant submission Await response of a successful Inclusive Business Program grant submission. Implementation of workshops, outcomes measurement Toolbox talks on Diversity and Inclusion Implemented 	

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			<ul style="list-style-type: none"> • Holiday and Observances calendar launched on RMWB intranet. <p><i>Adopt aging and dignity practices:</i></p> <ul style="list-style-type: none"> • Advisory Committee on Aging (ACOA) is moving forward in developing age friendly initiatives and workplan for 2019. <p><i>Community Plan to end Homelessness (“CPH”):</i></p> <ul style="list-style-type: none"> • The April Point-in-Time (PIT) detailed report released • The 8-year update is currently in the data collection phases and a full report is expected to be released in the late Q3. • Rent Smart courses successfully held in Q2. • National 20,000 Homes campaign (an initiative focused on ending chronic homelessness) continues to collect data for the online tracking system. • A By-Name List has been created as one of the initial stages for Coordinated Access intake systems and training of initial staff has taken place. • Agency appreciation was held for agencies who serve the homeless population including Housing First landlords <p><i>Poverty Reduction:</i></p> <ul style="list-style-type: none"> • Poverty Reduction network conducted a Poverty Simulation in September on CRNL site to raise awareness in the community on the issue of Poverty. 	<ul style="list-style-type: none"> • ACOA Workplan developed • Release CPH 8-year update • Additional Rent Smart classes to be held in Q4 • Implementation of Coordinated access • Homeless Connect event to be held October 17th. This is a one-day annual event, helping to open doors and connect homeless, near homeless and recently housed individuals to services within the community. • Finalize poverty profile and snapshots. • Research into living wage calculations for the region. • Poverty reduction network has been asked to provide a simulation in May 2019. 	

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1g	Accessibility	Engineering/ Public Works	<ul style="list-style-type: none"> Public Rural Facilities focused on for the beginning of the year. Most of the rural facility assessments are completed and we are working to address any issues identified for older buildings. Remainder of Facility Assessments will continue to be undertaken throughout 2018 and into 2019. Assessments will be completed to meet building code changes and requirements as well as barrier free access and reviewing accessibility for vulnerable sector related to aging population. Prioritization will be on public facing buildings. 	<ul style="list-style-type: none"> November: Mamawi Centre Fort Chip, Fort Chip pool, RCMP Timberlea (primarily parking lot and entry/public area), Haxton Centre. December: SAP Clubhouse, Janvier Contact office, Water Treatment Plant Tower, Underground Services Building. 2019: Vista Ridge, Casman Centre and Frank Lacroix 	🎯
1h	Intergovernmental Relations	Communications & Stakeholder Relations	<ul style="list-style-type: none"> Working with consultant from CSR process review to build out intergovernmental function. Updating advocacy issue document and sharing with Administration and Council. 	<ul style="list-style-type: none"> Conclude work with consultant and work on developing strategy, tools, and tactics for function. Ongoing update of advocacy issue document. Coordination of community stakeholder group to discuss potential areas of advocacy. 	🎯
1i	Partnerships with Social Profits	Public Works – Recreation & Culture	<ul style="list-style-type: none"> Social Sustainability Plan was presented to Council June 26, 2018, where council adopted the plan as a guiding document. Working towards implementation with the stakeholder group/implementation team. Document has been sent through internal departments to review and incorporate into any aligned department initiatives. Ensure that the plan continues to be community driven, review and analyze feedback. Recreation and Culture Branch within Public Works was responsible for plan development process which is now completed. Neighborhood and Community Development branch within Finance is now leading implementation. A community-based stewardship committee has been formed as of October 16th. Terms of reference have been drafted and community co-chairs have been appointed. <p>Neighbourhood & Community Development:</p> <ul style="list-style-type: none"> Stewardship Committee has been formed. Key messaging has been developed. Work has started on raising awareness 	<ul style="list-style-type: none"> Community based stewardship committee is meeting monthly Stewardship committee will identify primary goals for 2019. Neighborhood and Community Development Branch (Corporate & Community Services) now responsible for formal implementation. <ul style="list-style-type: none"> Facilitated sessions to be arranged for the Stewardship Committee to focus on their role in the implementation and evaluation phases. 	🎯

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			of the Social Sustainability Plan (SSP) in the community. The SSP has already been adopted by some organizations as a guide for their strategic planning	Ensure that the plan continues to be community driven. Review and analyze feedback, as received, to ensure outcomes are met.	
1j	Implement Lessons Learned (2016 Wildfire Review)	Regional Emergency Services	<ul style="list-style-type: none"> • REMP Published, hardcopy and online • Risk Assessment for Continuity Management Plan for Water Treatment Plant has been completed 	<ul style="list-style-type: none"> • Secure funding for Community Resiliency Strategy • Vulnerable Sector Self-Registry kick off engagement meeting with community organizations – scheduled for November 2, 2018 • Risk Assessment for Continuity Management Plan for Potable Water and Waste Water Treatment Plant pending • Continuity Management Plan development and revision • Revisions to Emergency Management ADM-240 	🎯
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, and curbs is ongoing by the consultant. Tender package will be prepared once the assessment is complete. • Work is still ongoing on the firebreak and trail restoration project and is planned to be 90% complete by the end of 2018. Aspen tree planting will be done in 2019. • Erosion Control project has been tendered and work is scheduled to begin this fall. • Compensation to Firebreak homes continues with a goal of completion for May 2019 or sooner. • Hazardous tree removal is wrapping up throughout the Region. • The rebuild of the Bike Park is nearing completion, anticipated to be complete by end of October. 	<ul style="list-style-type: none"> • Design Build RFP for the playgrounds is being reviewed by SCM for tender. • Tender for the repairs to sidewalks, roads, and curbs is being prepared. • Negotiations to occur with the Government of Alberta for funding on the damages to greenspace, sidewalks, roads, and curbs. • Transition of staff has been discussed and in progress. • RFT for contractor for erosion control work to be awarded in October. • Focus will be on preparing tenders for all work planned for 2019. 	🎯





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1l	Public Engagement Strategy	Communications & Stakeholder Relations	<ul style="list-style-type: none"> • Citizen Satisfaction Survey completed and presented to Council. • Working with IT, RFP posted for online engagement platform. • Public Engagement Framework on pause while CSR process review is implemented. • Ongoing engagements which have occurred over Q3 include: Cannabis legislation, Land Use Bylaw, and Rural Water and Sewer Service program. 	<ul style="list-style-type: none"> • Work with IT to award RFP on online engagement platform and begin to develop strategy for use of engagement tool. • Revise Public Engagement Framework based on implementation of CSR process review. • Some forecasted engagements: Land Use Bylaw, Egress Routes in rural communities, Rural Water and Sewer Service program, Construction Impact Resident Survey, and Transit. 	🎯
1m	Youth	Corporate and Community Services	<ul style="list-style-type: none"> • Expansion of MACOY to include 71 youth and 5 mentors. Working closely with Fort McKay and Anzac to include youth from rural communities. 	<ul style="list-style-type: none"> • Program runs until May 2019 with current group. Evaluate and report back to Council by Q2 2019 	🎯
1n	Whistleblower Initiative	Human Resources	<ul style="list-style-type: none"> • Whistleblower Administrative Directive - redrafted • Whistleblower Council Policy approved by Council (Oct 23, 2018) 	<ul style="list-style-type: none"> • Finalize amendments and update Whistleblower Directive. • Bring revised Whistleblower Directive to Council for approval. • Public report and communication of Whistleblower Directive amendments. 	☑
Strategic Priority #2: Downtown Revitalization					
2a	Encourage Development in the Downtown	Planning & Development	<ul style="list-style-type: none"> • Prepared an RFP to solicit development proposals for the Sports and Entertainment Centre lands. • Facilitating permits for downtown developments. • Review of Public Utility Lots 	<ul style="list-style-type: none"> • Review submitted proposals for the RFP and select proponent(s) • Continue managing permits in the downtown and guide applicants through the permit review process. Negotiate with developers to reach a mutually agreeable development proposal. • Processing request to purchase vacant PUL from RMWB by local realtor. Council approval required. 	🎯
2b	Establish Municipal Land Inventory	Planning & Development	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • Identify which rural RMWB lots have historical lease issues, which lots are ready for exposure to the open market or development. 	☑

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2c	Incentives to Update Store Fronts	Planning & Development	<ul style="list-style-type: none"> Prepared an Incentives report to research possible incentives available for use. Researched approaches taken by mid and large-sized cities throughout Canada. 	<ul style="list-style-type: none"> 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. 	🎯
2d	Clear Land Use Plans and Regulations	Planning & Development	<ul style="list-style-type: none"> Brought forward amendments to cannabis regulations in an effort to provide clarity to the existing regulations in the Smoke Free Bylaw, and allow cannabis retail stores and production facilities in additional Land Use Bylaw districts. Seeking the input of stakeholders on the draft Land Use Bylaw, and seeking consultant assistance in drafting the parking and signage regulations. 	<ul style="list-style-type: none"> Monitor effectiveness of cannabis regulations and bring forward subsequent amendments as necessary Review and incorporate feedback received on LUB draft from stakeholders. Continue engagement as necessary. Review submitted proposals for parking and signage sections and choose consultant to undertake work. 	🎯
2e	Riverfront Master Planning & Revitalization	Planning & Development	<ul style="list-style-type: none"> Preparing council submission package for rezoning riverfront lots along the Clearwater to Parks and Recreation Supporting Public Works and Engineering in the upgrading of the riverfront trail along Clearwater River 	<ul style="list-style-type: none"> Bring forward council report recommending the rezoning of residential lots to Parks and Recreation – City Centre for first reading in December. Provide support and feedback to Public Work, participate in working group during all stages of the project. Comprehensive review and authorization for rezoning of waterfront lots and remediation of contaminated sites along the Snye. 	🎯
2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> Work plan for the MDP has been created, breaking it down into components and fully costing each component so that costs can be factored into the 2019 budget. 	<ul style="list-style-type: none"> Develop scope of work for MDP components, and work with Procurement to post RFP(s) soliciting consultant assistance in delivering the components. 	🎯
2g	Aging in Place Facility	Corporate and Community Services	<ul style="list-style-type: none"> Continuing Care facility is on track 	<ul style="list-style-type: none"> WBHDC working closely with the Province to carry out needs assessment for Aging in Place facility 	🎯

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Strategic Priority #3: Regional Economic Development					
3a	Work with Industry and Suppliers – Fly In, Fly Out	Planning & Development	<ul style="list-style-type: none"> Economic Development is a committee member on the “Be the One” campaign led by the Chamber. The committee has created a strategic plan and implementing strategic priorities to address labour demands in the region. The Chamber hosted a “Be the One” Job Fair in Q3 which focused on jobs that required candidates to live in the region. 	<ul style="list-style-type: none"> The Chamber will launch a website in Q4 specifically focused on the regional labour market. The website will include recruitment tools such as job-specific workforce videos, industry workforce profiles, regional information, etc. RMWB will work with the Wood Buffalo Economic Development Corporation to create an economic development strategic plan which includes a branding and marketing strategy for the region, which may influence FIFO. 	🎯
3b	Business Attraction and Incentives	Planning & Development	<ul style="list-style-type: none"> CILUS & Retail Market Analysis is complete. Economic Development is working with Communications and Community Planning & Development to develop a communications plan to ensure the public is aware of the current and future land and retail needs identified in the reports. Presentations have been delivered to The Fort McMurray Construction Association and through Economic Development’s monthly stakeholder meeting, which includes representation of multiple stakeholder groups in the business community. 	<ul style="list-style-type: none"> Present presentation to remaining stakeholders including the Fort McMurray Chamber of Commerce, BILD Wood Buffalo and the Northeastern Alberta Aboriginal Business Association. Work with Communications to implement full communications plan, including social media graphics and document to highlight key findings of the reports. Economic Development will work with Wood Buffalo Economic Development Corporation to develop an economic development strategic plan for the region. 	🎯
3c	Small Business Incubator	Planning & Development	<ul style="list-style-type: none"> Economic Development continues to provide businesses with support and resources through its Business Resource Centre. Specific programs that have been developed include: <ul style="list-style-type: none"> Business Coaching Programming which is available for up to 200 eligible businesses; Keyano College Voucher Program which is available for up to 500 eligible businesses; Group Programming such as “Ask an Expert”, workshops and events are available to the entire community free of charge. Economic Development has delivered 29 group programming sessions to the end of September. 	<ul style="list-style-type: none"> Economic Development will continue to collaborate and partner with stakeholders to develop programming to meet the needs of the business community. To date, Economic Development has 19 business programming events scheduled for Q4 and two BSN events. The RIN strategic plan will be complete Q4. Economic Development will work with Wood Buffalo Economic Development Corporation to develop an economic development strategic plan for the region. 	🎯

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			<ul style="list-style-type: none"> ○ Economic Development is a partner on the Business Support Network (BSN) committee which organizes networking events for the business community. Seven BSN events have been hosted to date. ● Economic Development is co-chair of the Regional Innovation Network (RIN) steering committee. The RIN's purpose is to formalize the region's entrepreneurial and innovation ecosystems to improve access and service delivery and programs. The RIN is currently working on a strategic plan for the region. ● Economic Development has established a partnership with Business Link to have a full time Business Link employee in the region until 2020 who will facilitate Business Link workshops, meet with entrepreneurs to assist in business startup activities such as business planning, research and program delivery. 		
3d	Economic Gardening and Pop Up Stores	Economic Development	<ul style="list-style-type: none"> ● Supported Chamber of Commerce in their efforts to create and implement the 2018 summer Public Market. ● Partnered with Willow Lake Community Association to host their first rural tradeshow in June 2018 where local businesses were provided the opportunity to sell goods 	<ul style="list-style-type: none"> ● Providing further support to the Willow Lake Community Association to host a second tradeshow in Winter 2019 ● Economic Development will work with Wood Buffalo Economic Development Corporation to develop an economic development strategic plan for the region which may address 'Economic Gardening and Pop Up Stores' 	🎯
3e	Shop Local Program	Planning & Development	<ul style="list-style-type: none"> ● Economic Development is working with Communications & Stakeholder Relations to implement a shop local campaign. ● Economic Development continues to provide ongoing business programming through workshops, one-on-one coaching, events and networking. Specific training on procurement is scheduled to assist local businesses in the region. 	<ul style="list-style-type: none"> ● Participate in the Festival of Trees with a shop local tree. ● Work with community stakeholders to implement shop local campaign. ● Based on demand, Economic Development will work to host additional procurement training workshops. 	🎯

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3f	Support Arts and Culture	Public Works – Recreation & Culture	<p><i>2018 Winter Games Successfully Hosted</i></p> <ul style="list-style-type: none"> Economic Impact assessment completed. <p><i>WoodBuffalo Regional Arts & Culture Master Plan</i></p> <ul style="list-style-type: none"> Consultant hired in process of completing the plan Currently completing analysis of current state Any funds unspent in 2018 will be carried forward into 2019 to address implementation. <p><i>Comprehensive Multi-year public art plan and implementation guide</i></p> <ul style="list-style-type: none"> On schedule to be initiated in Q4 2018 <p><i>Artist in Residency Successful Completion for 2018</i></p> <ul style="list-style-type: none"> Annual Program completed for 2018 <p><i>Street Banner Program successfully implemented in Spring and Summer.</i></p> <ul style="list-style-type: none"> Successfully implemented spring and summer program <p><i>Artist in Motion successfully completed two showcases at McMurray Experience for 2018</i></p> <ul style="list-style-type: none"> Annual Program completed for 2018 	<p><i>2018 Winter Games Successfully Hosted</i></p> <ul style="list-style-type: none"> Economic Impact Assessment and Legacy funds to be presented in early November to Mayor and Council. <p><i>WoodBuffalo Regional Arts & Culture Master Plan</i></p> <ul style="list-style-type: none"> Selection and prioritization, action and implementation and performance measurement to be completed as next steps (will include community engagement across the region) Will be presented to Mayor and Council Q1 2019 for adoption of the plan. <p><i>Comprehensive Multi-year public art plan and implementation guide</i></p> <ul style="list-style-type: none"> Adoption of the plan by the public Art Committee and council to be initiated in Q4 2018 <p><i>Artist in Residency Successful Completion for 2018</i></p> <ul style="list-style-type: none"> Budgeted approximately \$40,000 for 2019 <p><i>Street Banner Program successfully implemented in Spring and Summer</i></p> <ul style="list-style-type: none"> Winter program implementation currently underway Budgeted approximately \$27,150 for 2019 <p><i>Artist in Motion</i></p> <ul style="list-style-type: none"> 2019 costs associated with staff time only to support program 	<p>🎯</p> <p>🎯</p> <p>🎯</p> <p>☑️</p> <p>🎯</p> <p>☑️</p>

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			<ul style="list-style-type: none"> ○ Land has been acquired from First Nation & private land owners is in process. ○ Design for Force Main GLE to Anzac- in South Utility Corridor (SUC) is at 60% complete. ○ Service Connection Design is at 30% complete. ● JANVIER: <ul style="list-style-type: none"> ○ Design for Janvier Lagoon and outfall pipe is at 60% complete and waiting for AEP approval to build a new lagoon. ○ Service connection design is at 50%. ● SAPRAE CREEK: <ul style="list-style-type: none"> ○ Lift Station design is at 90%. ○ Service connection design is at 70%. B) Progress Update – Construction: ● ANZAC: <ul style="list-style-type: none"> ○ ANC Contract #1: Lift Stations – Currently posted with a closing date of Nov 1, 2018. ○ ANC Contract #2: Construction of water and sewer up to the property line along with road reconstruction – in progress with a completion date Nov 2020. ● CONKLIN: <ul style="list-style-type: none"> ○ CLN Contract #1: Sanitary Sewer on Northland Drive - Completed. ○ CLN Contract #2: Construction on Two Lift Stations – in progress with completion date Nov 2018. ○ 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. ● JANVIER: <ul style="list-style-type: none"> ○ 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. 		   

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			<ul style="list-style-type: none"> ○ Janvier Contract #2: Construction of Lagoon is at 60% design and waiting for AEP approval to build a new lagoon. ● GREGOIRE LAKE ESTATE (GLE): <ul style="list-style-type: none"> ○ GLE Contract #1: Construction of water and sewer up to the property line along with road reconstruction, construction in progress; scheduled to be completed by Oct 2019. ○ GLE Contract #2: Construction of water reservoir, pumphouse and lift station, construction in progress; scheduled to be completed by Oct 2019. ○ Contract #3: Construction of force-main from GLE to Anzac – Tender is planned for Nov 2018 and construction to start by Jan 2019 – Nov 2020. ● SAPRAE CREEK ESTATES (SCE): <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 Dec 2019. ○ Contract #2: Construction of force-main and gravity main from SCE to Airport Sanitary System - the contract is awarded, construction to commence in October to be completed in Dec 2019. ○ Contract #3 – Lift Station: Tender is planned for Dec 2018 and construction to start by March 2019 to Nov 2019. 		
4d	Amalgamation Review	Communications & Stakeholder Relations – IRR	<ul style="list-style-type: none"> ● IRR spoke via telephone with Ron Quintal to better understand and seek clarity re: Rural Coalitions request for an Amalgamation Review. 	<ul style="list-style-type: none"> ● Scope sent to Rural Coalition Working Group for review. ● Meeting on November 26, 2018 to finalize RFP. 	◎
4e	Emergency Management	Regional Emergency Services	<ul style="list-style-type: none"> ● All rural communities have been engaged; plans are underway and near completion ● HRVA interviews completed. Report pending 	<ul style="list-style-type: none"> ● Rural Plans and Guides are close to completion ● Urban mapping inclusive of evac routes, reception centers etc. ● Operationalizing plans ● Waiting on census information to assist with demographics details 	◎

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4f	Inclusion and Partnerships (Rural Coalition)	Communications & Stakeholder Relations – IRR	<ul style="list-style-type: none"> Collaborated with community associations to support the delivery of 18 activities (Fort McKay Cultural Camp, Conklin Community Association, Sekweha, Anzac FCSS, Seniors Month Committee). Delivered 39 activity opportunities for rural residents (seniors activity days, youth field trips, gardening, baseball, beading, nature walks, youth cooking). Supported coordination of community events including Treaty Days and Métis Days. Held 2 Open Houses within the rural communities. Worked with Willow Lake Community Association on finding a solution to the Anzac Community Hall situation. Meeting between Members of Council, RMWB Administration and the Rural Coalition took place on September 18, 2018. 	<ul style="list-style-type: none"> Support coordination of community events. Working with Communications to finalize Rural Newsletter procedures. Collaborate with the Regional Recreation Corporation of Wood Buffalo for the Conklin Multiplex grand opening on October 20 and future programming needs for residents. Engage Anzac community on solutions for Anzac Community Hall and make decision on Hall's future at October 20 special Council meeting in Anzac. Rural Coalition meeting to take place on October 30, 2018. Explore development of overarching Rural Engagement Strategy and Rural Advisory Committee. 	🎯
4g	Advocate for Rural and Indigenous communities	Communications & Stakeholder Relations – IRR	<ul style="list-style-type: none"> Updating intergovernmental advocacy issue document (#1H) which has overlap of some issues. Supported CAO with briefing notes on matters in rural communities ahead of meeting with government officials at AUMA convention. Rural specific issues included: internet connectivity, EMS site in the south of the region, Dore Beach funding, affordable housing, and Moccasin Flats. 	<ul style="list-style-type: none"> Continued updating of advocacy issue document, which captures rural area concerns to speak to other levels of government. Supporting CAO and senior leadership with briefing notes and advocacy issue document ahead of meetings with government officials at RMA convention, November 20-22. 	🎯
4h	Transportation Strategy	Public Works/ Engineering	<ul style="list-style-type: none"> Completed draft options of egress routes for the rural areas. Clearwater Drive: <ul style="list-style-type: none"> between Riedel and Hardin Street is 80% complete. Segment is open for traffic. Between Hardin Street and Morrison Street is 90% complete, still under construction. On-Street Parking Study has been completed and it was presented to Council for approval. Council accepted study. 	<ul style="list-style-type: none"> Complete egress routes by the end of 2018. Completion of Clearwater Drive construction by end of 2018. On-Street Parking Study presentation to Council September 2018. Complete land acquisition for Secondary Egress Road. Continue working with Province. Construction contract by Bus Bay Turnout will be awarded in 2018. Construction of Transit Facility will start in 2018. Complete study in 2019. 	🎯

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			<ul style="list-style-type: none"> • Secondary Egress Road (previously Saline Creek Parkway) – detailed design has already been awarded with land acquisition to be completed first before any other tasks. Work is in progress for the land acquisition. • Administration is working with the Province regarding the reimbursement of funds. • Transit – Bus Bay Turnout & Transit Shelters on Thickwood Boulevard and Confederation Way - detailed design is 98% complete. In the process of selecting a contractor. • Transit Facility – Construction contract has been awarded. • Overpass on Hardin Street and Hwy 63: initiated a study to evaluate the feasibility of this project including the four-laning of Morrison Street east of Franklin Avenue <p><i>East Clearwater Highway</i></p> <ul style="list-style-type: none"> • Continue to liase with the GOA and P&D on the East Clearwater Highway • Waiting for updated project timeline from the GOA • Stakeholder Engagement Plan and Survey have been reviewed and vetted <p><i>On Street Parking Strategies</i></p> <ul style="list-style-type: none"> • Public Works is working with engineering department of the RMWB to implement on-street parking strategies including improved signage to prevent parking on one side of the congested residential streets in alignment with the on-street parking presentation given to Mayor and Council on September 11, 2018. • Public Works to place stickers on stop signs informing of no parking within 10 metres • Change from 1 hour to 2-hour parking signage in front of Jubilee Building as well as McDonald Street 	<p><i>East Clearwater Highway</i></p> <ul style="list-style-type: none"> • GOA to move forward with the Survey and tabulate results and provide a formal report and analysis to RMWB regarding the scope of work for the Benefits Analysis of ECH <p><i>On Street Parking Strategies</i></p> <ul style="list-style-type: none"> • Formal bylaw changes to be implemented by Engineering • Once bylaw changes have been implemented Public Works to facilitate installation of signage, preventing parking on one side of the congested residential streets in alignment to approved bylaws, (once approved by Mayor and Council) • Stickers have been ordered • Signs have been ordered and will be installed when received. 	

NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<ul style="list-style-type: none"> • Work with transit to explore a new location for downtown transit terminal. <p><i>Return responsibility of Hwy 63, Hwy 69, Hwy 881 and Winter Roads (Laloche and Fort Chipewyan to Alberta Transportation jurisdiction)</i></p> <ul style="list-style-type: none"> • Public Works is <ul style="list-style-type: none"> ○ In negotiations with Athabasca Minerals regarding taking over 24km section of the Winter Road as well as Conklin West Road, this would be through an LOC while we continue to negotiate with the GOA regarding overall responsibility ○ In negotiations with Suncor to take over Poplar Creek Rd • Have indicated to the GOA that the RMWB will not take over the RDS in relation to the True North Road if it is relocated to facilitate the Fort Hills mine expansion. Therefore, operations and maintenance will in effect be transferred to the GOA through this process 	<ul style="list-style-type: none"> • Main street terminal is not needed downtown based on projected population growth, what is needed is a transfer station that alleviates the congestion on main street and the safety risk of the traffic within this area. Public Works is exploring a new location downtown for a transit transfer station to facilitate routing efficiencies. Once analysis is completed, formal recommendation to go to CAO. <p><i>Return responsibility of Hwy 63, Hwy 69, Hwy 881 and Winter Roads (Laloche and Fort Chipewyan to Alberta Transportation jurisdiction)</i></p> <ul style="list-style-type: none"> • Continue with negotiations with Oil Sands companies to take over interim responsibility and have them pay for capital upgrades to support their heavy use of this infrastructure. Transfer ongoing maintenance costs to Oil Sands heavy users, while we continue to lobby the GOA to take over full responsibility. • Waiting for a legal opinion from GOA's Lawyer regarding the Alberta Governments formal position on why they feel these roads are our responsibility. Once we receive this legal opinion, our legal department can formulate our specific legal response. 	
4i	Rural Operational Efficiencies & Cost Savings	Public Works/ Engineering	<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. 	<ul style="list-style-type: none"> • Continue to explore opportunities for efficient delivery of core services, while ensuring fiscal responsibility. • Comprehensive Risk analysis of Environmental Services Branch that encompasses operational risk, OH&S risk and Business continuity risk. 	