


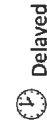
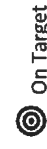


**Attachment 1 – Strategic Plan Progress Report, Oct 1 – Dec 31, 2018**

NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
<b>Strategic Priority #1: Responsible Government</b>					
1a	Fiscal Responsibility	Finance	<ul style="list-style-type: none"> <li>On May 8, 2018 the 2018 – 2020 Fiscal Management Strategy was presented to Council along with the 2018 Tax Rate Bylaw. The Tax Rate Bylaw was adopted by Council.</li> </ul>		☑
1b	Shared Services	Finance	<ul style="list-style-type: none"> <li>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.</li> <li>Review of shared service opportunities with Wood Buffalo Regional Library have been placed on hold.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Wood Buffalo Economic Development Corporation- continue with setup.</li> </ul>	🎯
1c	Budgets and Financial Plans	Finance/CAO	<ul style="list-style-type: none"> <li>Council has been presented the Financial Performance Reports for the first three quarters of 2018.</li> <li>Council has reviewed and approved the 2019 Operating Budget and 2020 – 2023 Operating Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Financial Performance Report for the last quarter will be presented in March once the Year End Audit has been completed.</li> </ul>	🎯
1d	Asset Management	Engineering/ Public Works	<ul style="list-style-type: none"> <li>Public Works working in collaboration with Engineering on overarching asset management plan including data identification and process mapping for asset management implementation.</li> <li>Public Works staff met with the PM for the Draft Asset Management Plan to review and provided feedback through the PM to the consultant.</li> <li>Asset Management Plans have all been received.</li> <li>Meetings to review Asset Management plans with the operational departments have been completed.</li> <li>Received draft sections of the Strategic AM Plan, Monitoring and Improvement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm and identify relevant data.</li> <li>Finalize Draft Asset Management Plan.</li> <li>Finalize the Strategic Asset Management Plan, Monitoring and Improvement Plan.</li> <li>Finalize Council Policy Report on Asset Management Policy and present report to Council March 2019.</li> </ul>	🎯



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NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> <li>• Council Policy and Administrative Procedure related to Asset Management has been reviewed by Corporate Governance.</li> <li>• Draft Report of Council Policy and Administrative Procedure on Asset Management has been completed.</li> <li>• Performance management program for exempt employees was reviewed and HR will be rolling out a new program in 2019 along with revisions to the documents.</li> <li>• An all-day Goal setting session with SLT and all leaders scheduled for January 10, 2019 whereby 2019 organizational goals will be cascaded (this includes all levels of leaders – Director, Sr Manager, Manager &amp; Acting Manager along with Shift Supervisors and Acting Shift Supervisors).</li> </ul>	<ul style="list-style-type: none"> <li>• Cascade 2019 goals to leaders.</li> <li>• Review and redesign performance management (exempt) documentation.</li> <li>• Provide tools for all leaders to use for goal setting (including examples).</li> <li>• Identification of critical positions across organization.</li> </ul>	🎯
1f	Foster equality, diversity and inclusion in the region	Corporate and Community Services	<ul style="list-style-type: none"> <li>• Community Plan to End Homelessness (CPH).</li> <li>• Homelessness Initiatives Strategic Committee (HISC) have met to assess, rank and make recommendations to Council for funding in 2019/2020 fiscal year as well as two amendments to 2018/2019 approved budget.</li> <li>• Preparation for the launch of “Reaching Home: Canada’s Homeless Strategy” has commenced. Launch is expected in April 2019. Focus will be on outcomes-based approaches, implementing coordinated access and robust data collection.</li> <li>• Homeless Connect event was held in October 2018. This was a one day annual event, helping to connect homeless, near homeless and recently housed individuals to services within the community. Over 100 participants and over 40 service providers participated.</li> </ul> <p>Diversity and Inclusion</p>	<ul style="list-style-type: none"> <li>• Grand funding recommendations to be presented to Council for approval on February 12, 2019.</li> <li>• Continue to work with HISC on aligning Community Plan on Homelessness with Canada’s Homeless Strategy.</li> <li>• CPH 8 yr. update.</li> </ul>	🎯



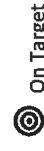
NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<ul style="list-style-type: none"> <li>• 'I am Different because...' campaign was very successful with 500 t-shirts being issued.</li> <li>• First LGBTQ+ workshop held in December.</li> <li>• Quiet rooms planned in 6 municipal buildings.</li> <li>• Working with Poverty Reduction Network to align goals with National Poverty reduction strategy.</li> <li>• Advisory Committee on Aging (ACOA) adopted the Age Friendly Work Plan. Presentation to the Senior Leadership Team scheduled for January 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• "I see you: Sawubona" project dedicated to providing an opportunity to reflect on how we see others starts February 15<sup>th</sup> for a month at MacDonald Island. The installation will then will be available to other agencies for awareness and training purposes.</li> <li>• Implementation of quiet rooms.</li> <li>• Poverty profile developed.</li> <li>• Market Basket Measure developed.</li> </ul>	
1g	Accessibility	Engineering/ Public Works	<ul style="list-style-type: none"> <li>• All rural locations evaluations completed inclusive of Fort Chipewyan. One item of note was to implement the inclusion of various community languages on wayfinding and building signage to properly recognize local vernacular.</li> </ul>	<ul style="list-style-type: none"> <li>• Remaining urban location evaluations scheduled for completion in Q1.</li> <li>• Capital Planning will be undertaken in 2019 to address initiatives identified from the assessments.</li> <li>• Communications has been Engaged to assist facilitating with community groups and members regarding the signage recommendations.</li> </ul>	🎯
1h	Intergovernmental Relations	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>• Implementing strategic tools to support intergovernmental relations.</li> <li>• Continued support of Council motions by way of correspondence to different levels of government; as an example, letters to government regarding rural broadband and Fort Chipewyan All-Weather Road.</li> </ul>	<ul style="list-style-type: none"> <li>• Further development of tools and strategy.</li> <li>• Continued updating and support of advocacy issues.</li> </ul>	🎯
1i	Partnerships with Social Profits	Public Works – Recreation & Culture	<ul style="list-style-type: none"> <li>• Social Sustainability Plan Stewardship Committee has started work on developing primary goals, communications and engagement planning.</li> <li>• Updated Community Investment Program Policy approved by Council and community engagement sessions held in urban and rural areas.</li> <li>• Social Sustainability Plan was presented to Council June 26, 2018, where council adopted the plan as a guiding document. Working towards implementation with the</li> </ul>	<ul style="list-style-type: none"> <li>• Develop workplan.</li> <li>• Presentation of CIP grant recommendations to Council for consideration and approval, January 2019.</li> <li>• Community based stewardship committee is meeting monthly</li> <li>• Stewardship committee will identify primary goals for 2019.</li> </ul>	🎯

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NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1j	Implement Lessons Learned (2016 Wildfire Review)	Regional Emergency Services	<p>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 16<sup>th</sup>. Terms of reference have been drafted and community co-chairs have been appointed.</p> <p>Neighborhood &amp; Community Development:</p> <ul style="list-style-type: none"> <li>Stewardship Committee has been formed. Key messaging has been developed. Work has started on raising awareness.</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood and Community Development Branch (Corporate &amp; Community Services) now responsible for formal implementation.</li> <li>Facilitated sessions to be arranged for the Stewardship Committee to focus on their role in the implementation and evaluation phases.</li> </ul>	
1k	Wildfire Recovery	Recovery Task Force	<ol style="list-style-type: none"> <li>Vulnerable Persons Self Registry project kick off meeting was held with community organizations; preliminary discussions for the development of community-based focus groups.</li> <li>Community Resiliency Strategy, Phase II Operationalizing Resilience project awarded.</li> <li>Business Continuity planning: Complete risk assessment for the water intake stage of the potable water service.</li> <li>Received funding approval for the 911 Back Up Centre.</li> </ol> <ul style="list-style-type: none"> <li>Assessment of damage to municipal greenspace document was received and passed on to the GOA's consultant for their review.</li> </ul>	<ol style="list-style-type: none"> <li>Project team to assess existing program in Sault Ste Marie in February. Development of project plan, establishment of legal framework and assessment of technological database infrastructure.</li> <li>Analyze Disaster Risk Management risk assessment and resiliency scorecard;</li> <li>Revise Admin Procedure ADM-240: Emergency Management Program.</li> <li>Investigate mitigation measures on identified risks of the intake stage of the potable water service.</li> <li>Initiate risk assessment of waste water processes.</li> <li>Determine site location for the 911 Back Up Centre;</li> <li>Initiate discussions with telecommunication service providers.</li> </ol> <ul style="list-style-type: none"> <li>Design Build RFP for Wildfire Related Playground Area Rehabilitation is ready for tendering.</li> <li>Tender for the repairs to sidewalks, roads, and curbs is being prepared.</li> </ul>	

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NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1j	Public Engagement Strategy	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>Assessment of damage to sidewalks, roads, and curbs has been completed and is under review by the GOA's consultant.</li> <li>Work on the firebreak and trail restoration project has wrapped up for 2018 and is approximately 90% complete, tree planting will be done in 2019.</li> <li>Erosion Control project has been awarded and is in progress.</li> <li>Compensation to Firebreak homes continues with a goal of completion for May 2019.</li> <li>Hazardous tree removal is wrapping up throughout the Region.</li> <li>The rebuild of the Bike Park has been completed and is to be opened in Spring 2019.</li> <li>Survey Pins have been completed and public forum held by the Director of Surveys Office.</li> <li>Street Sign Replacement, Fencing Repairs are completed.</li> <li>Underground Services Repairs will continue into 2019.</li> <li>Public Engagement Framework was on hold while communications process review implemented; ready to once again to start moving forward on this.</li> <li>Working on securing online engagement service.</li> <li>Ongoing engagements which occurred over Q4: Rural Water and Sewer Service program, egress routes in rural communities, and land use bylaw.</li> </ul>	<ul style="list-style-type: none"> <li>Negotiations to occur with the Government of Alberta for funding on the damages to greenspace, sidewalks, roads, and curbs.</li> <li>Transition of staff has been completed, all projects to be transferred to internal resources.</li> <li>Focus will be on preparing tenders for all work planned for 2019.</li> </ul>	🎯
1m	Youth	Corporate and Community Services	<ul style="list-style-type: none"> <li>Expansion of MACOY to include 71 youth and 5 mentors. Working closely with Fort McKay and Anzac to include youth from rural communities.</li> </ul>	<ul style="list-style-type: none"> <li>Program runs until May 2019 with current group. Evaluate and report back to Council by Q2 2019</li> </ul>	🎯



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NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
1n	Whistleblower Initiative	Human Resources		<ul style="list-style-type: none"> <li>Completed</li> </ul>	☑
<b>Strategic Priority #2: Downtown Revitalization</b>					
2a	Encourage Development in the Downtown	Planning & Development	<ul style="list-style-type: none"> <li>Review Committee is reviewing proponent submission for the SEC lands RFP.</li> <li>Facilitating permits for downtown development.</li> <li>WBEDC Working with 2 potential investors on downtown sites.</li> <li>WBEDC Developing a Small Business Incubator business plan for revitalization of an existing downtown building.</li> </ul>	<ul style="list-style-type: none"> <li>If proposal is deemed satisfactory, award contract and enter into negotiations with the Proponent.</li> <li>Continue managing permits in the downtown and guide applicants through the permit review process. Negotiate with developers to reach a mutually agreeable development proposal.</li> <li>WBEDC continuing to work with investors and encourage further interest.</li> <li>By end of Q1, WBEDC to present Small Business Incubator concept to Wood Buffalo Regional Innovation Network.</li> </ul>	🎯
2b	Establish Municipal Land Inventory	Planning & Development		<ul style="list-style-type: none"> <li>Land Administration has completed and submitted SLT.</li> </ul>	☑
2c	Incentives to Update Store Fronts	Planning & Development	<ul style="list-style-type: none"> <li>Prepared an Incentives report to research possible incentives available for use. Researched approaches taken by mid and large-sized cities throughout Canada.</li> </ul>	<ul style="list-style-type: none"> <li>Determine which incentives are best suited to fit Council's goals. Design a framework that provides a breakdown and description of the suite of incentives. Explore approaches for how best to offer the incentives to developers.</li> <li>WBEDC to contribute and support initiative moving forward.</li> </ul>	🎯
2d	Clear Land Use Plans and Regulations	Planning & Development	<ul style="list-style-type: none"> <li>Brought forward Land Use Bylaw amendments to better regulate project accommodations. Approved by Council.</li> <li>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.</li> <li>Working with consultant to draft the parking and signage regulations for the Land Use Bylaw.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor effectiveness of regulations and bring forward further amendments if necessary.</li> <li>Bring forward additional refinements to cannabis regulations as Council deems necessary.</li> <li>Bring forward (via Finance) an increased application fee for project accommodations.</li> <li>Develop draft Land Use Bylaw for review.</li> </ul>	🎯

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2e	Riverfront Master Planning & Revitalization	Planning & Development	<ul style="list-style-type: none"> <li>Brought forward proposal to re-district municipal lands along the Snye and Clearwater River to Parks &amp; Recreation City Centre district. Council approved.</li> <li>Supporting Public Works and Engineering in the upgrading of a riverfront trail along the Clearwater River.</li> <li>WBEDC Exploring opportunities to contribute during the Corporation's start up stage.</li> </ul>	<ul style="list-style-type: none"> <li>Land Administration to explore the purchase of remaining Imperial Oil and Suncor lots. Contamination issues.</li> <li>Collaborate with Public Works on development of a waterfront master plan.</li> <li>WBEDC to Continue to contribute and support Downtown Waterfront Development moving forward.</li> </ul>	🎯
2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> <li>Work plan for the MDP has been created and a project charter drafted. Consulting fees have been budgeted in 2019 to gain professional assistance in drafting the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Gain approval of project charter and work plan and begin scoping out sections of the work in finer detail, taking into consideration available project management resources.</li> <li>Work with Procurement to post RFPs soliciting consultant assistance.</li> <li>WBEDC to contribute and support initiative moving forward.</li> </ul>	🎯
2g	Aging in Place Facility	Corporate and Community Services	<ul style="list-style-type: none"> <li>Continuing Care facility is on track for AHS to move in by Spring 2020. Commissioning agent is Stantec.</li> <li>WBHDC have hired a consultant to assist with developing community housing profiles outlining key housing indicators. WBHDC will prepare a capital project submission, by June 2019, to the Province for the 'Aging in Place' facility.</li> </ul>	<ul style="list-style-type: none"> <li>Results of WBHDC needs assessment released.</li> <li>WBHDC capital submission to Provincial government.</li> </ul>	🎯
<b>Strategic Priority #3: Regional Economic Development</b>					
3a	Work with Industry and Suppliers – Fly In, Fly Out	Planning & Development	<ul style="list-style-type: none"> <li>Prepared list of stakeholders to inform future discussions.</li> <li>Prepared detailed statistics and mapping portraying the characteristics and distribution of work camps.</li> <li>The Wood Buffalo Development Corporation (WBEDC) has hired a full time CEO effective January 7, 2019. Implementation of the Corporation's mandate will contribute to improved Quality of Life, influencing people's decisions on staying or moving to the RWMB, part of this mandate includes regional brand and image.</li> </ul>	<ul style="list-style-type: none"> <li>Support ongoing conversations by providing additional information as requested by Council.</li> <li>WBEDC initiatives will be pursued around Brand &amp; Reputation, Trade &amp; Investment, Tourism &amp; Events, and StartUps and ScaleUps in 2019.</li> <li>WBEDC to complete grassroots community brand &amp; story research by end of Q1.</li> <li>WBEDC to create the Economic Development Strategic Plan by Q4.</li> </ul>	🎯



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3b	Business Attraction and Incentives	Planning & Development	<ul style="list-style-type: none"> <li>Two WBEDC staff will be attending the International Council of Shopping Centers conference in Whistler, BC in January to network with prospective investors including retailers to send the message that Fort McMurray and Wood Buffalo are business ready. In addition, the goal is to entice retailers, developers, or real estate firms to visit Fort McMurray for a tour, showcasing the investment opportunities here. The conference will also be a lessons-learned on how to better engage with the audience in 2020 (e.g., do we host a booth in the tradeshow area).</li> <li>Actively working with 4 potential investors.</li> </ul>	<ul style="list-style-type: none"> <li>In Q1, Connect with new contacts from ICSC and arrange for follow up in Fort McMurray, further expanding on the investment opportunities and Confirm list of real estate forums and tradeshow the Corporation will attend in 2020.</li> <li>By end of Q2, Structure Trade &amp; Investment Plan for 2020.</li> <li>By end of Q3, Develop Trade &amp; Investment Materials for Target Markets.</li> <li>By end of Q4, Achieve New Economic Impact of \$4.5 million.</li> </ul>	🎯
3c	Small Business Incubator	Planning & Development	<ul style="list-style-type: none"> <li>Completed the Wood Buffalo Regional Innovation Network Strategic Plan Q4 2018 in collaboration with Keyano College.</li> <li>Initial concept document underway for creation of Small Business Incubator.</li> </ul>	<ul style="list-style-type: none"> <li>By end of Q1, Approve WBRIN membership and funding to support operations.</li> <li>By end of Q1, present Small Business Incubator concept to Wood Buffalo Regional Innovation Network.</li> <li>By end of Q3, Commence space activation plan for targeted location.</li> <li>By end of Q3, Launch Stakeholder engagement.</li> <li>By end of Q4, Oversee the achievement of new \$1.0 million.</li> </ul>	🎯
3d & 3e	Economic Gardening and Pop Up Stores Shop Local Program	Economic Development Planning & Development	<ul style="list-style-type: none"> <li>"Vocal About Local" campaign launched by the Strategic Communications and Economic Development team in November 2018. The initial launch focused on a shop local campaign during the holiday season. This launch involved collaboration with several community partners, including during the annual "Moonlight Madness" event featuring local small businesses.</li> <li>Partnered with Economic Development, Chamber of Commerce and local businesses to develop a "Shop local" themed tree for the 2018 Festival of Trees.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communication campaigns involving local businesses, including the "21 Days to Make a Habit" promotion.</li> </ul>	🎯
3f	Support Arts and Culture	Public Works – Recreation & Culture	<ul style="list-style-type: none"> <li>2018 Winter Games Successfully Hosted</li> <li>Economic Impact assessment completed.</li> </ul>	<ul style="list-style-type: none"> <li>2018 Winter Games Successfully Hosted</li> <li>Economic Impact Assessment and Legacy funds to be presented in Q1 2019.</li> </ul>	🕒



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			<ul style="list-style-type: none"> <li>• Presentation to Council in November-December 2018 delayed.</li> </ul> <p><i>Wood Buffalo Regional Arts &amp; Culture Master Plan</i></p> <ul style="list-style-type: none"> <li>• Public Engagement completed.</li> <li>• Re-titled <i>Wood Buffalo Culture Plan</i>.</li> <li>• First draft of the plan vetted through internal stakeholders and Community Advisory Committee.</li> <li>• A total of \$5,000 budgeted in 2019 to support implementation.</li> </ul> <p><i>Comprehensive Multi-year public art plan and implementation guide</i></p> <ul style="list-style-type: none"> <li>• RFP posted December 2018 and closing January 24, 2019.</li> <li>• A total of \$85,000 budgeted to support the development of the Plan.</li> </ul> <p><i>Artist in Residency Successful Completion for 2018</i></p> <ul style="list-style-type: none"> <li>• Annual Program completed for 2018.</li> <li>• Initiation of plan transfer to Arts Council Wood Buffalo.</li> </ul> <p><i>Street Banner Program successfully implemented in Spring and Summer.</i></p> <ul style="list-style-type: none"> <li>• Successfully implemented spring and summer program.</li> </ul> <p><i>Artist in Motion successfully completed two showcases at McMurray Experience for 2018</i></p> <ul style="list-style-type: none"> <li>• Annual Program completed for 2018.</li> </ul>	<p><i>Wood Buffalo Regional Arts &amp; Culture Master Plan</i></p> <ul style="list-style-type: none"> <li>• Edit, update and revise the plan as required with key stakeholders to finalize contents.</li> <li>• On schedule to present to Mayor and Council Q1 2019 for adoption of the plan.</li> </ul> <p><i>Comprehensive Multi-year public art plan and implementation guide</i></p> <ul style="list-style-type: none"> <li>• Review and evaluation of proponents received through RFP process.</li> <li>• Hire Consultant to work with internal stakeholders and Public Art Committee to initiate the development of the plan.</li> <li>• Adoption of the plan by the public Art Committee and council by Q4, 2019.</li> </ul> <p><i>Artist in Residency Successful Completion for 2018</i></p> <ul style="list-style-type: none"> <li>• Arts Council Wood Buffalo lead the program, commencing in 2019.</li> </ul> <p><i>Street Banner Program successfully implemented in Spring and Summer</i></p> <ul style="list-style-type: none"> <li>• Benchmark the installation process to evaluate one installation per year and continue to work closely with Operations/Roads.</li> <li>• Budgeted approximately \$27,150 for 2019.</li> </ul> <p><i>Artist in Motion</i></p> <ul style="list-style-type: none"> <li>• 2019 costs associated with staff time only to support program.</li> <li>• Initiated Lunch and Learn component.</li> <li>• Working on a revised Communications plan.</li> </ul>	<p>☉</p> <p>☉</p> <p>☉</p> <p>☉</p> <p>☉</p>

**Strategic Priority #4: Rural and Indigenous Communities and Partnerships**




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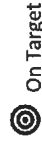
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4a	Truth and Reconciliation Commission Calls to Action	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> <li>Established new timelines for Municipal Response to TRC Calls to Action report.</li> <li>Development of communications and engagement plan for Indigenous partners on draft Municipal Response to TRC Calls to Action.</li> <li>Scope development completed.</li> <li>Preliminary discussions with consultant.</li> <li>Awaiting project budget information.</li> </ul>	<ul style="list-style-type: none"> <li>Finalizing communications and engagement plan for going out to Indigenous partners.</li> <li>Engaging Indigenous partners on draft Municipal Response to TRC Calls to Action report in Q1/Q2 2019.</li> <li>Incorporating feedback from engagement sessions into draft report.</li> </ul>	
4b	Indigenous Consultation	Communications, Stakeholder, Indigenous & Rural Relations – IRR	<ul style="list-style-type: none"> <li>Scope development completed.</li> <li>Preliminary discussions with consultant.</li> <li>Awaiting project budget information.</li> </ul>	<ul style="list-style-type: none"> <li>Work plan from consultant with timelines and deliverables in Q1.</li> </ul>	
4c	Delivery of Water and Sewer Servicing	Engineering	<p>Design and Construction for Rural Water and Sewer Servicing Program is taking place simultaneously. The work in each community is divided into various contracts.</p> <p><b>A) Progress Update – Design:</b></p> <ul style="list-style-type: none"> <li><b>ANZAC:</b> <ul style="list-style-type: none"> <li>Lift Station design 100% complete.</li> <li>Service connection design is at 30% (this is the conceptual part).</li> </ul> </li> <li><b>CONKLIN:</b> <ul style="list-style-type: none"> <li>Design for Water and Sewer Installation on Christina Lake Dr. and Father Mercredi Tr. and 2 packaged Lift Stations is now at 70%. <ul style="list-style-type: none"> <li>These designs will be completed in Q1 2019.</li> <li>Construction for these designs is 2020.</li> </ul> </li> <li>Service connection design is at 20% (this is the conceptual part).</li> </ul> </li> <li><b>DRAPER (Delayed):</b> <ul style="list-style-type: none"> <li>Road Design 90% complete.</li> <li>3.7km is ready for tender.</li> <li>Balance of road depends on sewer and water decision which is related to slope stability.</li> <li>Water &amp; Sewer still at 50% complete.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Follow-up on Draper Community Engagement.</li> <li>Assessment of project/program risks to continue.</li> <li>Service Connections Pricing Survey <ul style="list-style-type: none"> <li>Planning to visit every lot.</li> <li>Creating the team to do this survey with involvement from consultants and contractors.</li> </ul> </li> <li>Draper <ul style="list-style-type: none"> <li>Looking at construction of 3.7 km of road and Garden Lane.</li> <li>Asking consultant for the cost and schedule impact of installing full pressure line along the 3.7 km length.</li> </ul> </li> <li>Bylaw <ul style="list-style-type: none"> <li>Working with legal team to develop bylaw as required.</li> </ul> </li> </ul>	

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			<ul style="list-style-type: none"> <li>o 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).</li> <li>o Community Engagement on October 17.</li> <li>• <b>GREGOIRE LAKE ESTATE (GLE):</b> <ul style="list-style-type: none"> <li>o Acquisition of private land is now complete.</li> <li>o Design for Force Main GLE to Anzac- in South Utility Corridor (SUC) is at 60% complete, because tree clearing needed before design can continue.</li> <li>o Service Connection Design is at 30% (this is the conceptual part).</li> <li>o Community engagement (with Anzac) October 17.</li> </ul> </li> <li>• <b>JANVIER:</b> <ul style="list-style-type: none"> <li>o Design for Janvier Lagoon and outfall pipe is now at 90% complete and waiting for AEP approval to build a new lagoon.</li> <li>o Service connection design is at 50% (this is the conceptual part).</li> <li>o Community engagement on October 29.</li> </ul> </li> <li>• <b>SAPRAE CREEK:</b> <ul style="list-style-type: none"> <li>o Lift Station design is now being reviewed before tender.</li> <li>o Service connection design is at 70%.</li> <li>o Community Engagement October 24.</li> </ul> </li> <li><b>B) Progress Update – Construction:</b> <ul style="list-style-type: none"> <li>• <b>ANZAC:</b> <ul style="list-style-type: none"> <li>o ANC Contract #1: Lift Stations – SCM is in the process of awarding the contract to the successful bidder.</li> <li>o ANC Contract #2: Construction of water and sewer up to the property line along with road reconstruction – delayed, remaining scope of work will be retendered Q2-2019.</li> </ul> </li> <li>• <b>CONKLIN:</b> <ul style="list-style-type: none"> <li>o CLN Contract #1: Sanitary Sewer on Northland Drive - Completed.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• To start construction after contract execution.</li> <li>• Remaining scope of work will be re-written and retendered.</li> <li>• To complete deficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>🎯</li> <li>🎯</li> <li>🎯</li> <li>🕒</li> </ul>

NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
			<ul style="list-style-type: none"> <li>o CLN Contract #2: Construction on Two Lift Stations – delayed, 98% complete. Contractor submitted for substantial completion, currently under review.</li> <li>o CLN Contract #3: Construction of water and sewer up to property line along with road reconstruction on Pine Lane and Poplar Dr. – in progress with completion date Nov 2020.</li> <li>• <b>JANVIER:</b> <ul style="list-style-type: none"> <li>o Janvier Contract #1: Construction of water and sewer up to the property line along with road reconstruction – in progress and will be completed by July 2019.</li> <li>o Janvier Contract #2: Its design is 60% complete.</li> </ul> </li> <li>• <b>GREGOIRE LAKE ESTATE (GLE):</b> <ul style="list-style-type: none"> <li>o GLE Contract #1: Construction of water and sewer up to the property line along with road reconstruction, construction in progress; bottom lift on all roads completed, scheduled to be completed by Oct 2019.</li> <li>o GLE Contract #2: Construction of water reservoir, pumphouse and lift station, construction in progress; scheduled to be completed by Oct 2019.</li> <li>o Contract #3: Construction of force-main from GLE to Anzac – Tree clearing tendered in Dec 2018 and awarded.</li> <li>o Contract 4: force-main GLE to Anzac – planned for summer 2019.</li> </ul> </li> <li>• <b>SAPRAE CREEK ESTATES (SCE):</b> <ul style="list-style-type: none"> <li>o Contract #1: Construction of water and sewer up to the property line along with road reconstruction started and will be completed by Dec 2019.</li> <li>o Contract #2: Construction of force-main and gravity main from SCE to Airport Sanitary System - the contract is awarded, construction in progress.</li> <li>o Contract #3 – Lift Station: Tender is planned for Dec 2018 and construction to start by March 2019 to Nov 2019.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• To complete construction.</li> <li>• To complete the remaining construction.</li> <li>• To complete the design and get AEP approvals before construction.</li> <li>• Complete top lift paving and address the seasonal deficiencies in spring/summer 2019.</li> <li>• Continue construction.</li> <li>• Complete the tree clearing and tender the force main in 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• To continue construction and complete the remaining work.</li> <li>• Final design under review.</li> </ul>

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4d	Amalgamation Review	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>• Scope development completed.</li> <li>• RFP out to public tender.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of proponent submissions and consensus meeting in Q1 of 2019.</li> <li>• Successful proponent to begin workplan in Q1 of 2019.</li> <li>• Initial engagement with identified stakeholders to be completed by end of Q2 2019.</li> <li>• All draft versions of reports are completed by end of Q4 2019.</li> <li>• Final engagement with stakeholders and presentation to Council complete by Q1 2020.</li> </ul>	☉
4e	Emergency Management	Regional Emergency Services	<ul style="list-style-type: none"> <li>• Community Emergency Management Program Plans and Guides for Janvier, Fort McKay, Fort Chipewyan are 95% complete.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalization of each community plan.</li> <li>• Meet with rural community leadership, fire departments and internal stakeholders to socialize the plan in Q1 2019.</li> <li>• Conduct tabletop exercises with each community with a means to operationalize the plan throughout 2019.</li> </ul>	☉
4f	Inclusion and Partnerships (Rural Coalition)	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>• Revising Rural Newsletter procedures.</li> <li>• Held grand opening of the Conklin Multiplex on October 20, 2018.</li> <li>• Held Council meeting in Anzac (with focus on Anzac Community Hall) and grand opening of Anzac Fire Hall on October 20, 2018.</li> <li>• Rural Coalition and correspondence to discuss areas of interest, Rural Advisory Committee, and Amalgamation Review.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of procedure for Rural Newsletters.</li> <li>• Support the establishment of Rural and Indigenous Advisory Committee.</li> <li>• Continue to support the RRC in the transition of recreational programs at the Multi-Plex in Conklin.</li> </ul>	☉
4g	Advocate for Rural and Indigenous communities	Communications, Stakeholder, Indigenous & Rural Relations	<ul style="list-style-type: none"> <li>• Ongoing updating of intergovernmental advocacy issue document, which captures rural area concerns to speak to other levels of government.</li> <li>• Written correspondence to Provincial and Federal governments to support rural broadband initiatives and to explore all-weather road from Fort McMurray to Fort Chipewyan.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued updating of advocacy issue document, which captures rural area concerns to speak to other levels of government.</li> </ul>	☉

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4h	Transportation Strategy	Public Works/ Engineering	<ul style="list-style-type: none"> <li>Supported CAO, SLT and Council with briefing notes and advocacy issue document ahead of meetings with government officials at RMA convention November 2018.</li> <li>Public Works to place stickers on stop signs informing of no parking within 10 metres.</li> <li>Change 1 hour to 2 hour parking signage in front of Jubilee Building as well as MacDonald Street.</li> <li>Bus Bay Turnout contract awarded.</li> <li>Bus Barn Construction underway.</li> <li>90% completion of the preliminary engineering work of the egress routes in rural communities.</li> <li>Completed the Clearwater Drive construction between Riedel and Morrison Street. The road is open for traffic.</li> <li>On-Street Parking Study report was presented to Council and it was approved. Engineering is in the process of implementing the recommendations of the report with other departments.</li> <li>80% completion of land acquisition for Saline Creek Parkway Secondary Egress Road.</li> <li>Construction contract of the Bus Bay Turnout has been awarded 2018.</li> <li>Construction of Transit Facility is in progress. Contract has been awarded.</li> <li>Transit Facility – Construction in progress.</li> <li>East Clearwater Highway, GOA engaged a consultant to complete a survey, tabulate results and provide a formal report and analysis to RMWB regarding the scope of work for the benefits Analysis of ECH.</li> <li>Overpass on Hardin Street and Highway 63 initiated a study to evaluate the feasibility of this project including four-</li> </ul>	<ul style="list-style-type: none"> <li>Was not installed due to colder temperatures late 2018. Planned for Spring of 2019.</li> <li>No further action required.</li> <li>Construction this spring.</li> <li>Complete Fall 2019.</li> <li>Complete the report in March 2019 and start the land acquisition and detailed design.</li> <li>Clearwater Drive start the detailed design of phase 3 between Riedel and Franklin Avenue.</li> <li>On-Street Parking Study formal bylaw changes to be implemented. 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 with approved bylaws.</li> <li>Saline Creek Parkway, start the detailed design in 2019.</li> <li>Bus Bay, start construction in 2019.</li> <li>Transit Facility, complete construction in 2019.</li> <li>East Clearwater Highway, the survey is to be launched and is scheduled for completion in 2019.</li> <li>Overpass on Hardin Street and Highway, retain a consulting engineering firm to complete the feasibility study in 2019.</li> </ul>	  



On Target      Delayed      Complete

NUMBER	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4i	Rural Operational Efficiencies & Cost Savings	Public Works/ Engineering	<p>laning of Morrison Street east of Franklin Avenue. Seven proposals were received to complete this study.</p> <ul style="list-style-type: none"> <li>• Successfully merged Environmental Services with Public Works and created Rural Operations Team reporting out of Anzac including personnel from roads, environment and parks.</li> <li>• RFP for Risk Assessment of Environmental Services Branch drafted and posted on Alberta Purchasing Connection (APC).</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to explore opportunities for efficient delivery of core services, while ensuring fiscal responsibility.</li> <li>• RFP Posted and closes end of January – Work will begin February 2019.</li> </ul>	