

Attachment 1 – Strategic Plan Progress Report - Summary of Progress (2018-2021)

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
Strategic Priority #1: Responsible Government					
1a	Fiscal Responsibility	Finance	<ul style="list-style-type: none"> 2020 Audited Consolidated Financial Statements presented to Council. 2021 Tax Rate Bylaw presented to and approved by Council. 	<ul style="list-style-type: none"> Present quarterly financial updates to Council and Public. 	🎯
1b	Shared Services	Finance	<ul style="list-style-type: none"> Agreements for Arctic Winter Games, Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT) and Wood Buffalo Regional Library in place. Services are being delivered with existing staff and no fulltime equivalent staff additions are required. 	<ul style="list-style-type: none"> Review agreements annually. 	🎯
1c	Budgets and Financial Plans	Finance/CAO	<ul style="list-style-type: none"> 2021 Budget approved by Council. 	<ul style="list-style-type: none"> Prepare 2022 Budget and plans. 	🎯
1d	Asset Management	Engineering/ Public Works	<ul style="list-style-type: none"> Completed the procurement process to retain a consultant for the uploading of approximately 75 as-built project drawings into Geographic Information System (GIS). The uploading will provide asset inventory database of these already completed projects. 	<ul style="list-style-type: none"> Targeted to be complete uploading by August 2021. To date, 65 as-built project drawings have been uploaded and completed. The remaining projects are in process of upload or Quality Assurance/Quality Control. 	🕒
			<ul style="list-style-type: none"> Consultant has been on board and working on uploading completed contracts since Q4 2020. 	<ul style="list-style-type: none"> Targeted to be completed by end of January 2021 and overall project is planned to be completed by Q3 2021. 	🎯
			<ul style="list-style-type: none"> Completed the procurement process of retaining a consultant to provide inventory and create a database for mechanical equipment related to water and wastewater facilities such as Water Treatment Plant, Wastewater Treatment Plant, Lift Stations, Pump Houses, etc. The product of this contract would provide asset database of these pieces of equipment. 	<ul style="list-style-type: none"> To complete the asset inventory data collection on High Lift Pump Station and Administration building. Continue identifying and assessing critical assets and asset useful life cycle. 	🎯
			<ul style="list-style-type: none"> Continue working on the Asset Management implementation plans across municipal departments. 	<ul style="list-style-type: none"> Asset Management Improvement and Reporting tool has been developed and currently being reviewed with functional groups. Functional working groups have been identified. CMMS (Computerized Maintenance Management System), System Application and Product in Processing (SAP) Asset Management and Plant Maintenance Module Corporate Working Group have been identified and requirements definition is being conducted. Continue preparing Tangible Capital Asset reports for completed capital projects. 	🎯



On Target






Delayed














Complete

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1d	Continued		<ul style="list-style-type: none"> Support for asset registry development, growth and improvement across multiple departments. 	<ul style="list-style-type: none"> Determine requirements for ongoing municipal Asset Management initiatives, adjust data mining when deemed valuable, and provide support as required by stakeholders. 	🎯
			<ul style="list-style-type: none"> Initiating development of processes and procedures to create synergies regarding asset acquisition, disposal, and refurbishment. This effort will help close gaps that affect operation and maintenance of municipal assets, improving our return on investment and ensuring municipal assets reach expected life expectancy. 	<ul style="list-style-type: none"> Working groups have been created and working sessions are ongoing. This is a cross-functional effort to ensure the process is working for all stakeholders. 	🎯
1e	Developing Our People	Human Resources	<ul style="list-style-type: none"> Continue 2021 goal setting and roll-out. Working with leaders regarding business continuity and workforce planning during the Coronavirus Disease 2019 (COVID-19) pandemic. Creation of a leadership development program for 2021. 	<ul style="list-style-type: none"> 2021 mid-year performance reviews are in the process of being completed for all exempt employees. Continue to roll out the leadership development program. 	🎯
1f	Foster equality, diversity and inclusion in the region	Community & Protective Services	<ul style="list-style-type: none"> The Coordinated Access System (CAS) continues to run with 13 access points in the community where individuals and families experiencing or at risk of homelessness can be assessed, access referrals for supports, and be added to the centralized waiting list for Community Plan on Homelessness (CPH) programs. As of August 4, 2021, there were 56 people on the wait list for housing program supports. Of the 56, 52 are active – 29 chronic and 23 episodic. From January 1 to July 31, 2021 the Community Plan on Homeless programs transferred 39 new individuals from the By-Name List into a housing program and had 168 individuals and families on caseload. As of June 30, 2021, 62 individuals were diverted out of shelter into alternate safe housing options through the Diversion Program (funded through the federal COVID-19 grant). Reaching Home Funding allotted through Homelessness Initiatives Strategic Committee (HISC) to Council with a focus on Indigenous Housing, a Graduate program, and Diversion and Outreach programs. The funding was allotted with the intent of reaching Functional Zero; ending chronic homelessness and aligning with the Truth and Reconciliation Commission (TRC) Calls to Action. 	<ul style="list-style-type: none"> Agencies and CPH to work together to move and support individuals from the Housing First program to the Graduate program. Making room for more chronic individuals to be housed in the appropriate program. 	🎯
			<ul style="list-style-type: none"> In collaboration with Indigenous and Rural Relations (IRR), completed review of the Community Impact Grant to integrate the TRC Call's to Action as foundational to the grant and not a separate goal. This enables Community Investment Program (CIP) review clear data on the progress 	<ul style="list-style-type: none"> Ongoing collaboration with IRR to ensure Indigenous perspective is maintained in Community Investment Program funding. 	

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1f	Continued		as we work toward reconciliation in the region and support identification of areas for improvement.		
			<ul style="list-style-type: none"> Development of a CIP logic model with an outcome focused on diversity and inclusion. Outcome and measurement can be used by nonprofits receiving a CIP grant. This will support our data collection on community outcomes around diversity and inclusion within the grants CIP allocates. 	<ul style="list-style-type: none"> One-to-one support is provided to nonprofit organizations for outcome measurement. 	
			<ul style="list-style-type: none"> Diversity and Inclusion Community Plan 2017-2022 progress report completed and presented to Council in Q4 2020. 	<ul style="list-style-type: none"> Social Planning working to complete outstanding actions within the Diversity & Inclusion Community Plan by end of 2022. 	
			<ul style="list-style-type: none"> Administration continues to sit on the Canadian Commission for the United Nations Education, Scientific, and Cultural Organization (CCUNESCO) Coalition of Inclusive Municipalities and is a continued signatory. 	<ul style="list-style-type: none"> Involvement to continue. 	
			<ul style="list-style-type: none"> The Advisory Committee On Aging (ACOA) Work Plan has been completed and adopted as a guiding document by Council. 	<ul style="list-style-type: none"> Culture and Social Development (CSD) will work collaboratively with ACOA and partner organizations to implement the ACOA Work Plan. 	
			<ul style="list-style-type: none"> The Snow Angels program was a success serving more than 80 households during the winter of 2021. 	<ul style="list-style-type: none"> Recruitment is underway for volunteers for 2021/22. 	
			<ul style="list-style-type: none"> Poverty profile and snapshot have been completed. RMWB joined the Alberta Living Wage Network Council and have completed the 2021 living wage calculation. 	<ul style="list-style-type: none"> Launch of annual Poverty and Homelessness Awareness Week. 	
			<ul style="list-style-type: none"> An Equity & Inclusion Office supported by interdepartmental staff members has been created to support continued progress on equity and inclusion within the organization. 	<ul style="list-style-type: none"> Results of the Employee Census will be released in Q3 and will include an action plan to address recommendations from the census results. 	
1g	Accessibility	Engineering/ Public Works	<ul style="list-style-type: none"> Progress has been delayed due to COVID-19 and employee resources. Technical drawings are being developed. 	<ul style="list-style-type: none"> Issuance of Scopes of Work for vendors to tender on Q3 2021. 	
1h	Intergovernmental Relations	Communications & Engagement	<ul style="list-style-type: none"> Impactful communications through different levels of government supporting numerous advocacy topics: COVID-19, flood recovery and mitigation funding, jurisdictional responsibilities, Emergency Medical Services (EMS) dispatch, rural taxation, the energy industry, insurance accessibility, Highway 881 impacts, Métis cultural center, early learning and child care plan, and shovel ready infrastructure projects. Secured a third party to support government relations and have begun to work on intergovernmental relations strategy. 	<ul style="list-style-type: none"> Continue providing support through advocacy on important Municipal topics. Continue tracking issues and monitoring areas of interest to the region. Preparation of information package for meetings with government as required. Development and refinement of government relations strategy as it relates to priority advocacy issues and outcome of Federal Election and Provincial By-Election. 	

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1i	Partnerships with Social Profits	Community & Protective Services	<ul style="list-style-type: none"> Co-Leading with the Centre of Hope in the planning and implementation of the 2021 Heading Home BBQ. The Community Plan on Homelessness staff and agency staff participated in a Built for Zero-Canada (BFZ-C) East Meets West information series in July sharing information and making presentations on Coordinated Access System and Landlord relations. The Federal Government announced a third allotment of the Reaching Home – COVID-19 funding (\$1.1M for RMWB); request for proposals closed in June 2021, with the eligible projects of Housing First, Graduate Program, Diversion Program, Outreach Program. Each agency received funding for client cultural needs. Continued engagement and collaboration with local agencies that serve individuals experiencing homelessness, including regular sector meetings, quarterly meetings with funded CPH agencies, training for staff at the funded CPH agencies. Motivational Interviewing (MI) Training Community Team planning and implementation. Each of the funded agencies (1 representative trained in MI, the Community Based Organizations (CBO) and the Canadian Alliance to End Homelessness are collaborating to work on a training system for all funded agency staff. 2021 Point In Time (PiT) Count was conducted in the community with the support and collaboration of funded agencies, AHS and homeless serving agencies. For the 2021 Point in Time count, the Regional Municipality of Wood Buffalo worked with 7 Cities, the Province, and a data consultant on a 7 Cities sub-committee to ensure consistency in collecting the administrative data. The original plan was to conduct a street count with unsheltered individuals and a shelter count for sheltered individuals. Due to the increase of COVID-19 positive cases, it was decided at the 7 Cities leadership table to collect administrative and systems data only. This decision was based on minimizing risk to agencies and ensuring staff remain safe, while still collecting data to satisfy Reaching Home 	<ul style="list-style-type: none"> Working with Alberta Health Services (AHS) permitting, internal safety department, parks and recreation, Transit, Council and management. Royal Canadian Mounted Police (RCMP) and Bylaw are attending. Focus on the Indigenous Liaison Officer. A bus from Transit to be onsite for a ridership etiquette activity. Continue to attend East Meets West Information sessions to share information and to obtain information from other communities across Canada. Continue working with Built for Zero and aim to drive reductions in chronic and veteran homelessness. Reach the next milestone of a 50% reduction in chronic homelessness with 21 or fewer active chronic homeless individuals for 3 months consecutively. As of August 4, 2021, Fort McMurray had 29 active chronic homeless individuals on the By-Name List (BNL). Continue to engage and collaborate with local agencies in the same capacity. Develop training program with slide deck presentation, pre- and post- participant assessments and training surveys. Development of participant certificates. Establish the training for the funded agency staff. Continue to meet, evaluate the program and debrief after each training session. 7 Cities to review and vet reporting being developed by the contract. Discuss next steps with the contract compiling the information. RMWB leadership to review the local PiT Count report being developed by 7 Cities. 	




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1i	Continued		<p>requirements, and providing a baseline understanding of homelessness in the province.</p> <ul style="list-style-type: none"> On April 20, 2021, the 2021 Point in Time Count took place. The administrative and system data is currently being evaluated and reviewed. 		
			<ul style="list-style-type: none"> The department has been working closely with social profit organizations through delivery of direct programs and support to funded organizations delivering external programs. Over \$64M was allocated through the Community Investment Program (CIP) in 2020 to programs and services that enhance the wellbeing of individuals, families, parents, seniors, children, youth and the community at large. Nonprofit organizations have been engaged through one-on-one meetings, larger discussion forums, surveys and small group discussions with the goal of strengthening partnerships and moving forward to effectively ensure residents have access to social services they need. 	<ul style="list-style-type: none"> Annual surveys to collect feedback and data from nonprofit organizations on the CIP processes and relations. Continue to engage and have open dialogue with nonprofit organizations to better understand how we can work together and what a strong partnership looks like. 	
1j	Implement Lessons Learned (2016 Wildfire Review)	Regional Emergency Services	<ul style="list-style-type: none"> Community Resiliency Strategy, Phase II Operationalizing Resilience. 	<ul style="list-style-type: none"> The final Phase II of the Community Resiliency Strategy has been started. Final items have been delayed for completion until Q3 2021 due to COVID-19 and staffing changes: <ul style="list-style-type: none"> Administrative Procedure <i>Emergency Management Program ADM-240</i> will be updated. Complete the Disaster Risk Management structure and planning process. Develop a Recovery Plan for Municipal Essential Services. 	
			<ul style="list-style-type: none"> Implement Lessons Learned (2016 Horse River Wildfire). 	<ul style="list-style-type: none"> Implement Lessons Learned in conjunction with final phase II of Community Resiliency Strategy end of Q1 2021. 	<input checked="" type="checkbox"/>
			<ul style="list-style-type: none"> Business Continuity Planning. <ul style="list-style-type: none"> Various Business Continuity Plans for critical services are being updated and finalized: <ul style="list-style-type: none"> Completed tabletop walkthrough of the Water Treatment Plant Business Continuity Plan. Completed lessons learned exercise and report from the Boil Water Advisory Event, following the 2020 River Breakup. 911 Services Continuity Plan. 	<ul style="list-style-type: none"> Water Treatment Plant & Wastewater Treatment Plant Business Continuity Plans have been developed and tested. <ul style="list-style-type: none"> Underground Services Plan was developed, tabletop exercise in Q1. Rehearsal of Concept Exercise was developed and completed for River Breakup Preparations in Q1. 911 Services Continuity Plan was developed, and walkthrough completed. Completed failover and failback continuity plan in Q2. 	<input checked="" type="checkbox"/>

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1k	Wildfire Recovery	Recovery Task Force	<ul style="list-style-type: none"> Assessment of damage to municipal greenspace has been completed by the Government of Alberta's (GOA) consultant. Project has been tendered and awarded. 	<ul style="list-style-type: none"> Construction portion of project is 80-85% complete as of July 31, 2021. Forecast 98% completion by end of Q3 2021, and full completion by Q4 2021. 	
			<ul style="list-style-type: none"> Assessment of damage to sidewalks, roads, curbs and gutters has been completed and the GOA have accrued \$10M for this project. 	<ul style="list-style-type: none"> Project is 85% complete as of July 31, 2021. Forecast 95% completion by end of Q3 2021, and full completion by Q4 2021. 	
			<ul style="list-style-type: none"> Work on Firebreak and Trail Restoration project deficiencies to be completed by end of Q4 2020. 	<ul style="list-style-type: none"> Seasonal deficiencies for Firebreak and Trail Restoration are 95% complete. Full completion is projected by Q4 2021. 	
			<ul style="list-style-type: none"> Erosion Control Project still has some outstanding areas to complete in 2020 and 2021. Approximately 10 areas that must be completed. 	<ul style="list-style-type: none"> Erosion Control to be completed by Q4 2021. 	
			<ul style="list-style-type: none"> Comprehensive Firebreak Program (CFBP) will continue into 2021. More engineering is required to verify some claims. 	<ul style="list-style-type: none"> CFBP is complete and has been closed. 	
			<ul style="list-style-type: none"> Hazardous tree removal to be continued into Q4 of 2019 and Q1 of 2020. 	<ul style="list-style-type: none"> All areas have been completed. 	
			<ul style="list-style-type: none"> Resurvey project of Priority 1 areas has been completed. Priority 2 areas will be completed in Q1 and Q2 of 2020. 	<ul style="list-style-type: none"> Priority 2 resurvey reports and staking is complete. 	
			<ul style="list-style-type: none"> Soil Stockpiling has been ongoing and was been requested to continue to the end of 2021. 	<ul style="list-style-type: none"> Soil Stockpiling is now complete. 	
1l	Public Engagement Strategy	Communications & Engagement	<ul style="list-style-type: none"> Public Engagement Framework has been completed and posted online. Created diverse, inclusive, and community tailored engagement approaches for projects throughout region. Numerous new initiatives have been introduced to the community to provide virtual engagement opportunities throughout the pandemic. For example, virtual open houses and meetings. Success in educating the community on the connection of public engagement and Participate Wood Buffalo. Continued Community Conversation on Flood Risk engagement and providing transparent reporting on Participate Wood Buffalo. 	<ul style="list-style-type: none"> Strengthen internal understanding and opportunities of Public Engagement department. Continue meaningful dialogue with residents and key community groups and stakeholders. Continue using different online tools available on Participate Wood Buffalo. Continue supporting public engagement campaigns needing community input. 	
1m	Youth	Community & Protective Services	<ul style="list-style-type: none"> Mayor's Advisory Council On Youth's (MACOY) year (September 2020- June 2021) was a success, producing several initiatives that had a positive impact in the community such as: <ul style="list-style-type: none"> Social Equity – advocacy work with regards to the draft school curriculum. Arts and Culture – Word on the Street implemented in Q2 2021. Engagement and Outreach - virtual Art and Culture workshops. 	<ul style="list-style-type: none"> 120 applications have been received for the 2021-2022 program year. 	

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1m	Continued		<ul style="list-style-type: none"> Regional Planning – ongoing engagements with Downtown Revitalization and Municipal Development Plan. Health and Wellness - Community Helpers Program with Some Other Solutions. 		
1n	Whistleblower Initiative	Human Resources	<ul style="list-style-type: none"> The Whistleblower Program, including <i>Whistleblower Policy LEG-150</i>, has been successfully implemented. 	<ul style="list-style-type: none"> Complete. 	☑
Strategic Priority #2: Downtown Revitalization					
2a	Encourage Development in the Downtown	DCAO office / Planning & Development	<p>Downtown Revitalization Incentive Program (DRIP):</p> <ul style="list-style-type: none"> Phase 1 of the Program (June 29 to December 31, 2020) was a success. By the December closing date over 200 inquiries had been received, some 85 pre-application meetings had been held and 100 applications submitted, 70 being received in the final month. On December 8, 2020, Council approved extending the closing date to January 31, 2021. In total, under Phase 1, out of the 100 applications received, 79 applications were approved, amounting to \$3.2M of grant monies and a total investment in the downtown of \$9.4M. Of the remaining applications, 15 were refused and 6 were withdrawn. At their meeting on December 8, 2020, Council also required Administration to report back with an updated Program (Phase 2), based on stakeholder feedback. Phase 2 of the Program was approved by Council on April 13, 2021 and launched on April 19. This Phase 2 Program closes on March 31, 2022. It offers 5 grant streams for façades, interior improvements, patios, beautification projects and murals, and a new grant for the premises surrounding eligible buildings. Almost 6 months after being launched, the Phase 2 Program appears to equal the success of Phase 1. To date Administration has received 84 inquiries, held 46 pre-application meetings, received 20 grant applications and approved 13 (with 6 under review and 1 has been withdrawn). Approved applications amount to \$377,188 in grants, and a total investment in the downtown of \$1.06M. With some Phase 1 projects now nearing completion, Administration has begun providing re-imbursments. To date, 22 Phase 1 projects have requested re-imbursments. Just over \$605,864 has already been paid out for 14 projects, with eight more currently under review (5 façade grants, 8 interior improvement grants, and 1 beautification grant). 	<ul style="list-style-type: none"> Monitoring and review of the DRIP will occur in the near future to understand the impact of the grants on the downtown’s revitalization. Information from Program recipients, in addition to stakeholder feedback, will help determine whether the Program should be updated and extended for a further period (Phase 3). Pending this feedback, Administration will consider whether additional recommendations or extensions must be brought before Council for approval. 	🎯








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2a	Continued		<ul style="list-style-type: none"> Stakeholder engagement is ongoing to ensure all downtown businesses are aware of the Program. 		
			<p>Property Tax Exemption Program:</p> <ul style="list-style-type: none"> This program offers exemptions on the municipal portion of property taxes for newly constructed commercial properties and for additions to existing commercial premises. It is regulated by Downtown Tax Exemption Bylaw No.20/018, approved by Council on June 23, 2020. The closing date for applications is December 31, 2021. Over the 14 months of the Program, approximately 7 inquiries have been received, but no applications yet submitted. 	<ul style="list-style-type: none"> Administration will review the Program and identify reasons for low uptake, and report back to Council with recommendations on whether to update/amend Downtown Tax Exemption Bylaw No.20/018, after the Program concludes on December 31, 2021. 	🎯
			<p>Downtown Area Redevelopment Plan (ARP):</p> <ul style="list-style-type: none"> Public engagement on the Downtown ARP took place late November – December 2020. The engagement focused on the Plan’s vision and principles and included 8 targeted stakeholder sessions and virtual open house for the general public. Feedback was positive overall, with residents and stakeholders supporting the direction of the Plan. Primary components of the Plan have been drafted, including vision, goals, and guiding principles, along with supporting maps. A draft action plan has also been developed identifying the specific actions needed to implement the plan, broken down into short, medium, and long-term time horizons. Key topics or theme areas have been established for the Plan, including place-making, open spaces, movement, arts and culture, and land use and growth. Focus districts have also been established throughout the downtown, each with their own unique set of uses, functions and opportunities. Following submission of the first draft ARP in April/May 2021, comments were provided and incorporated. Administration is currently reviewing the second draft received in August 2021. 	<ul style="list-style-type: none"> Internal stakeholders will be engaged on the draft document, with discussions focused on the policies and actions relevant to their role and operations. Comments from internal stakeholders will be considered and incorporated into a final draft of the ARP which will then be presented to council advisory committees. Targeted public engagement will then occur on the final draft in late 2021/early 2022. The completed ARP is expected to be presented to Council for first reading in Q2 of 2022. 	🎯
			<p>Kiyām Community Park</p> <ul style="list-style-type: none"> Planning and Development supported the creation of this park by refining the concept with other municipal departments and the landscape architect and facilitating the development approval process. Construction is now underway, with the park anticipated to attract 	<ul style="list-style-type: none"> Once the park is complete, Planning & Development will review trade permit applications, conduct inspections and issue licenses to businesses locating within the planned pop-up shops. 	🎯

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2a	Continued		residents and activities to the downtown core and help stimulate businesses in the surrounding area.		
2b	Establish Municipal Land Inventory	Planning & Development	<ul style="list-style-type: none"> Land Administration compiled a comprehensive list of properties owned and or titles held by the RMWB in June 2018. The Municipal Land Inventory is comprised of data maintained by three departments: Geographic Information Systems, Planning and Development, and Tax and Assessment. The Municipal Land Inventory includes attributes for each property (legal address, civic address, current assessed value, zoning, service areas, and land/building leases) The goal for the Municipal Land Inventory is to provide a comprehensive inventory that can be used to: <ul style="list-style-type: none"> Understand specific land uses of municipal lands to identify conflicts/opportunities relating to municipal operations, public access, recreation, and environmental resource protection. Determine what properties (if any) are deemed surplus. Identify existing municipal land that could be used to facilitate capital projects prior to acquiring land. Track municipal land to allow for: organization of land information, spatial representation (maps), statistical analyses, queries to retrieve information quickly. 	<ul style="list-style-type: none"> When the Municipal Land Inventory was completed, Land Administration used the inventory to determine lots with development potential that are surplus for exposure to the open market. To determine properties with development potential Land Administration performed a query using the Municipal Land Inventory and selected properties that are not leased, developed, zoned parkland/environmental protection, reserve properties, designated open space/parkland in the Area Structure Plan (ASP), etc. This list was used to create an interactive mapping tool that displays land owned by the Regional Municipality of Wood Buffalo with site specific information for each property. The Municipal Land Inventory mapping tool allows users to identify property that may be available for development/surplus. The online mapping tool was made available to the public in January 2021, and is accessible via the RMWB webpage (Municipal Land (arcgis.com)) Land Administration and Communications are working together on developing a strategy to create public awareness on the site. 	🎯
2c	Incentives to Update Store Fronts	DCAO office / Planning & Development	<ul style="list-style-type: none"> The update for Incentives to Update Store Fronts is included above in Strategy/Initiative 2a – DRIP. 	<ul style="list-style-type: none"> The update for Incentives to Update Store Fronts is included above in Strategy/Initiative 2a – DRIP. 	🎯
2d	Clear Land Use Plans and Regulations	Planning & Development	<p>Land Use Bylaw Re-Write:</p> <ul style="list-style-type: none"> The proposed Land Use Bylaw went to a public hearing on April 27, 2021 where residents, businesses and stakeholders provided additional feedback. Council directed Administration to re-engage with the community and bring forward an updated Land Use Bylaw for first reading for consideration before the 2021-2025 Council. Administration has developed a comprehensive re-engagement strategy to address community feedback on major items of interest, including land use provisions relating to signage, Quarry Ridge, and the community of Draper, along with re-visiting discussions on the bylaw with Indigenous partners. 	<ul style="list-style-type: none"> In the near-term, Administration will re-engage with Indigenous partners and targeted stakeholders on issues such as signage, provisions relating to Quarry Ridge. In-depth engagement with the community of Draper will occur once Council has set the direction for flood recovery in the community. Engagement is anticipated to occur in late 2021 or early 2022. Administration will continue development of flood provisions and engage with the public prior to bringing them forward as part of the broader Land Use Bylaw re-write. 	🎯








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2d	Continued		<ul style="list-style-type: none"> As a prelude to conducting in-depth engagement with Draper residents, a dedicated webpage was launched on the Participate Wood Buffalo website on July 26, 2021 thanking residents for their contributions to the project and providing a forum for online discussion. Administration has developed an approach for enhanced flood provisions and is now working on draft language and a public engagement plan to seek feedback on the proposed language. 		
			<p>Draper Area Structure Plan (ASP):</p> <ul style="list-style-type: none"> A final version of the ASP has been developed based on many years of community engagement. In 2019, two open houses were conducted to seek public feedback on the policies and land uses and re-affirm support for the Plan's direction prior to proceeding to Council. The ASP was planned to be brought forward for first reading in early 2020 but was put on hold pending Council's direction for flood recovery in the community. 	<ul style="list-style-type: none"> Administration will re-engage residents once Council has set direction for flood recovery in the community. This is anticipated to occur in late 2021 or early 2022. 	
2e	Riverfront Master Planning & Revitalization	DCAO office / Planning & Development	<ul style="list-style-type: none"> 90% Detailed Design for Snye Point Outdoor Event Space (the foremost priority for waterfront revitalization) is in progress and will be complete by early Fall 2021. Preferred concept design has been created for the remainder of the waterfront area (deemed the second priority after Snye Point), with public engagement on the design beginning August 30, 2021. Project team has been coordinating with Flood Mitigation and Environmental Services with facilitation through the Strategic Planning and Program Management Department. 	<ul style="list-style-type: none"> Administration will provide an update to Council on the final design for the Snye Point Outdoor Event Space and post it publicly on Participate Wood Buffalo in the near term. The design is expected to be tendered in late Fall or early Winter 2021. 	
2f	Review Municipal Development Plan	Planning & Development	<ul style="list-style-type: none"> Phase 1-4 are complete, with Phase 5 now underway. <ul style="list-style-type: none"> Phase 1 - Background Research: This phase included a review of the 2011 Municipal Development Plan (MDP), a best practice review through studying 18 MDPs from various Canadian cities, and a review of RMWB's existing plans and policies. Phase 2 - First Round of Public Engagement: This Phase included two open houses, 35 workshops, and in-person meetings with rightsholders, key stakeholders, Council committees, Councillors, Steering Committee, public, etc., where about 700 participants provided feedback through the online survey or in-person engagement. 	<ul style="list-style-type: none"> Phase 6 - Third Round of Public Engagement: <ul style="list-style-type: none"> This will begin following the preparation of the draft MDP and is slated to occur in October-November of 2021. In this phase, the draft MDP policies will be discussed with rightsholders, key stakeholders, Council Committees, Council members, steering committee, public, etc. At least 40 meetings and in-person workshops are anticipated, along with two open houses to discuss the proposed MDP policies. The engagement numbers are expected to be higher than previous engagements because of the amount of content the new draft will entail. 	

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2f	Continued		<ul style="list-style-type: none"> Phase 3 - Analysis of Public Feedback and Preparation of Draft Vision, Goals, and Big-Moves: This phase included compiling and analyzing the public feedback and creating a draft vision, goals, and big moves based on public input and background research. Phase 4 - Second Round of Public Engagement: This Phase included presenting the draft vision, goals, and big moves to rightsholders, key stakeholders, council committees, members of the council, steering committee, public, etc. It included two virtual open houses (one for urban and another for the rural areas) and 41 workshops and in-person meetings wherein about 1250 participants were engaged. Phase 5 is now underway and consists of analyzing the responses received through Phase 4 and preparing a draft MDP. Once prepared, the internal stakeholders and the Steering Committee will review the document. 	<ul style="list-style-type: none"> Phase 7 - Finalization of the MDP: <ul style="list-style-type: none"> After analyzing and incorporating the feedback from the third round of engagement in Phase 6, the document will be finalized. Phase 8 - Preparation of the Council Report Package and First Reading at Council: <ul style="list-style-type: none"> This is slated to occur in March 2022. 	
2g	Aging in Place Facility	Community & Protective Services	<ul style="list-style-type: none"> Willow Square Continuing Care Centre (WSCCC) was open on June 23, 2021. Seniors residing at the Hospital were moved to the WSCC and supported by volunteers. 	<ul style="list-style-type: none"> Wood Buffalo Housing and Development continues to pursue funds from the GOA to create a seniors housing master plan to identify needs of seniors for the next 10-20 years. 	🎯
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"> Following Council's referral back to Administration, LUB amendments regulating project accommodations were brought before Council and unanimously approved on January 26, 2021. 	<ul style="list-style-type: none"> Complete. 	☑️
3b	Business Attraction and Incentives	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		
3c	Small Business Incubator	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		
3d	Economic Gardening and Pop Up Stores	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		
3e	Shop Local Program	FMWBEDT	<ul style="list-style-type: none"> Transitioned to Fort McMurray Wood Buffalo Economic Development and Tourism 		



#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
3f	Support Arts and Culture	Community & Protective Services	<ul style="list-style-type: none"> The Culture Plan continues to be implemented including the following important actions: <ul style="list-style-type: none"> The Public Art Plan and 2021 Work Plan was approved by Council in Q2 2021. Implementation of the 2021 Work Plan is underway including creation and placement of reconciliation artwork in Council Chambers, IgNIGHT, banner program, artwork in several public sites including Birchwood Trails, Waterfront Park, and Kiyām Park. The latter includes a mural installation for which a partnership with FMWBEDT includes pop-up photography tours throughout the region to capture stories of residents. The Culture Infrastructure Needs Assessment project is underway and will provide information about current state, needs, and opportunities for cultural infrastructure in the region. The project completion date is tentatively Q3 2022. The Heritage Management Plan project is underway and will provide guidance on identification and management of heritage resources in the region. The project completion date is tentatively Q3 2022. 	<ul style="list-style-type: none"> Culture and Social Development continues to work collaboratively with art and culture organizations to complete the Culture Plan. This includes: <ul style="list-style-type: none"> Completing the Public Art 2021 Work Plan including finalizing and placing the artwork in council chambers, launching IgNIGHT, hanging selected banners in the program, installing the mural, benches, and fencing in Kiyām Park, and finalizing artwork for Waterfront. Developing the Artist in Community program which will provide capacity building support for local artists. Continue to develop the Heritage Resources Management Plan and Cultural Infrastructure Needs Assessment. Engagement will be launched in Q3 2021. Following Council approval, implement the recommendations within the RMWB TRC Report which includes the Reconciliation Action Plan and additional Calls to Action. Annually support events and collaborate with Indigenous partners to meaningfully commemorate the National Day for Truth and Reconciliation on September 30. 	🎯
Strategic Priority #4: Rural and Indigenous Communities and Partnerships					
4a	Truth and Reconciliation Commission Calls to Action	Indigenous & Rural Relations	<ul style="list-style-type: none"> Drafted and finalized the Municipality’s official response Report to the TRC Calls to Action and Principles of Reconciliation, scheduled for Council on September 14, 2021. Conducted and completed Indigenous engagement on the Flag Policy in May 2021, particularly inclusions of Indigenous flags, helping to inform a new Flag Policy released July 6, 2021. Engaged Indigenous communities in Spring 2021 on proposed Moccasin Flats Memorial design concepts, per Council’s December 2020 Motion. Finalized and confirmed Memorial design elements through engagement, including a survey with several respondents. Flag raising ceremony in Anzac and in partnership with the Willow Lake Métis Nation. Launched the 6 Week Reconciliation Challenge. Launched National Indigenous History Month. 	<ul style="list-style-type: none"> Following Council approval, implement the recommendations with the RMWB’s TRC Report which includes the Reconciliation Action Plan and additional Calls to Action. Annually support events and collaborate with Indigenous partners to meaningfully commemorate the National Day for Truth and Reconciliation on September 30. 	🎯

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4a	Continued		<ul style="list-style-type: none"> Created an engagement strategy and facilitated Visioning sessions with Indigenous partners including NAABA for an Indigenous Procurement Policy. 		
4b	Indigenous Consultation	Indigenous & Rural Relations	<ul style="list-style-type: none"> Transition from focus on an Indigenous Consultation Policy to the collaborative development of Protocol Agreements with Indigenous communities. Engagements completed with majority of Indigenous communities focused on a Discussion Guide- Protocol Agreements with Indigenous communities Engagements completed on a draft Protocol Agreement with majority of Indigenous communities. Collaborative discussions with Indigenous communities focused on finalizing Protocol Agreements for RMWB Council review/approval. 	<ul style="list-style-type: none"> Continuing collaborative discussions with Indigenous communities focused on finalizing Protocol Agreements for RMWB Council review/approval. 	
4c	Delivery of Water and Sewer Servicing	Engineering	Design Phase: <ul style="list-style-type: none"> Virtual Open House for the installation of service connection on private lots in Saprae Creek Estate held on May 10, 2021. The recording of the Open House is posted on the web site along with answers to various questions. 	<ul style="list-style-type: none"> Answer questions on the guidelines and legal documents to continue. Further communication and engagement planning to enhance participation is ongoing with a focus on Conklin and Janvier. 	
			<ul style="list-style-type: none"> Service connections opened for hook up in Janvier. Since September 2020, no applications have been received. 	<ul style="list-style-type: none"> Review of Service Connection Applications to continue for Janvier. 	
			<ul style="list-style-type: none"> Service connections opened for hook up in Saprae Creek Estates. Since September 2020, 50 Applications received. 	<ul style="list-style-type: none"> Review of Service Connection Applications to continue for Saprae Creek Estates. 	
			<ul style="list-style-type: none"> Service connections opened for hook up for all streets in Conklin except Christina Lake Drive and Father Mercredi's Trail. Since September 2020, no applications have been received. 	<ul style="list-style-type: none"> Review of Service Connection Applications to continue for Conklin. 	
			<ul style="list-style-type: none"> Service connection in Conklin for Christina Lake and Father Mercredi's Trail will start following the installation of water and sewer lines currently scheduled for November 2021 - November 2023 construction. 	<ul style="list-style-type: none"> Tenders for Christina Lake Drive and Father Mercredi's Trail Conklin Water and Sewer Project is scheduled for November 2021. 	
			<ul style="list-style-type: none"> Service connection in Anzac and Gregoire Lake Estates (GLE) is currently scheduled for June 2022. 	<ul style="list-style-type: none"> Anzac and GLE - to complete the ongoing construction before opening the service connection. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4c	Continued		ANZAC, GREGOIRE LAKE ESTATES, JANVIER AND SAPRAE CREEK: <ul style="list-style-type: none"> Design completed. 	ANZAC, GREGOIRE LAKE ESTATES, JANVIER, DRAPER AND SAPRAE CREEK: <ul style="list-style-type: none"> Construction to continue in these communities. 	🎯
			<ul style="list-style-type: none"> Draper Road Phase II design is completed. Garden Lane and Riverbend Close road design is 95% complete, land acquisition is in progress. 	<ul style="list-style-type: none"> Construction started. First lift of asphalt is to be placed by the end of September 2021. Second or top lift of asphalt in 2022. Prepare for Tenders for Garden Lane and River Bend Close. 	🎯
			Construction Phase: <ul style="list-style-type: none"> Contract # 1 in Anzac - Two engineered Lift Stations (LS 1, 4) and three packaged Lift Stations (LS 2, 3 & 5): <ul style="list-style-type: none"> All five Sanitary Lift stations have been commissioned and are fully operational. 	Construction Phase: <ul style="list-style-type: none"> Contractor is in the process of completing final site grading and landscaping activities across the five lift stations. <ul style="list-style-type: none"> This includes final asphalt paving works, concrete curbs, fencing, topsoil placement and seeding. 	🎯
			<ul style="list-style-type: none"> Target contract completion of September 2021. 	🎯	
			<ul style="list-style-type: none"> Contract #2 and #3 in Anzac – Sanitary and Water installations and road rehabilitation on the North and South half of Anzac: <ul style="list-style-type: none"> Base lift asphalt paving works have been completed on Singer Drive, Gilmore Drive, Oak Court, Willow Lake Road and portions of Stony Mountain Road. Water and sewer installation works completed on Park Drive, Donovan Drive, and portions of Cheecham Drive, inclusive of service connections for the residential properties 	<ul style="list-style-type: none"> All water and sewer work under the Contract #3 scope of work is expected to be completed, as well as the bottom lift of asphalt across the community, by end of 2021. 	🎯
			<ul style="list-style-type: none"> Top lift of asphalt and seasonal deficiencies tied to Contract #3 work activities will be completed in 2022. 	🎯	
			<ul style="list-style-type: none"> There are a considerable amount of deficient items that stem from work related to Anzac Contract #2 that will need to be resolved during the 2022 Construction season. This includes but is not limited to: <ul style="list-style-type: none"> Road settlement issues. Sanitary service sag and ponding issues. Ditching and landscaping issues. 	🕒	
<ul style="list-style-type: none"> Contract# 2 in Conklin - Lift Stations, WTP Upgrade, service stubs to Northland Drive: <ul style="list-style-type: none"> Commissioning both lift stations has been completed. 	<ul style="list-style-type: none"> Deficiency works have been rectified. Project is completed. 	☑️			

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4c	Continued		<ul style="list-style-type: none"> Contract #3 in Conklin - Poplar Drive, Pine Lane and Spruce Point. <ul style="list-style-type: none"> Asphalt Paving completed for Wapos Lane, Poplar Lane, Conklin Drive, Pine Lane and Poplar Drive. Underground services (water and sanitary) and road work is completed on Pine and Poplar Drive including service road between Pine and Poplar Drive is completed. 	<ul style="list-style-type: none"> All deficiency works have been rectified. Project is completed. 	
			<ul style="list-style-type: none"> Contract #1 in Draper - Draper Road Phase 1: <ul style="list-style-type: none"> Construction is complete. 	<ul style="list-style-type: none"> To complete deficiencies and the respective documentations for project closure by Oct 2021. 	
			<ul style="list-style-type: none"> Contract #2 in Draper - Draper Road Phase 2: <ul style="list-style-type: none"> Construction is in progress. 	<ul style="list-style-type: none"> First lift of asphalt is to be placed by the end of September 2021. Top lift of asphalt is to be placed in 2022. 	
			<ul style="list-style-type: none"> Contract #1 in Gregoire Lake Estates (GLE) - Water, Sanitary and Storm pipe installation and paving the roads in GLE. <ul style="list-style-type: none"> Contract #1 substantially completed. 	<ul style="list-style-type: none"> Completed the investigation/ assessment to determine the cause of the sanitary pipe settlement in the easement. Remove and reinstall the settled section of the Sanitary line as per the design grade. Expected completion in February 2022. 	
			<ul style="list-style-type: none"> Contract #2 in GLE - Lift Station, Water Reservoir and Lift Station on Crown Land behind Poplar Crescent: <ul style="list-style-type: none"> Substantially completed. 	<ul style="list-style-type: none"> Deficiencies completed and facility in operation. 	
			<ul style="list-style-type: none"> Contract #3 in GLE - Forcemain GLE to Anzac – in South Utility Corridor (SUC): <ul style="list-style-type: none"> Estimated to be 90% completed as of August 2021. All horizontal directional drilling works completed within the utility corridor. 12.3 kilometers of sanitary force main has been pressure tested and passed. 	<ul style="list-style-type: none"> Horizontal Directional Drilling activities completed. Contractor working to install, and pressure test the final 185 meters of sanitary force main. Final construction of the six maintenance access roads located off Highway 881 will take place from August 2021 to October 2021. These roads will provide access to the Environmental Services Operations team to conduct routine maintenance on the new infrastructure. 	
			<ul style="list-style-type: none"> Contract #2 in Janvier - Janvier Lagoon and Outfall Pipe: <ul style="list-style-type: none"> Contract is partially substantially completed. 	<ul style="list-style-type: none"> Landscaping, minor deficiencies, commissioning, and remaining part of the STEP system will be completed by Summer 2021. Tender to build the outfall extension will be posted by January 2022 and will require a new budget request. Construction of the outfall extension will start by June 2022 and be completed by September 2022. 	

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4c	Continued		<ul style="list-style-type: none"> Contract #1 in Sapræe Creek - Water and Sewer and Road Rehabilitation: <ul style="list-style-type: none"> Water and Sewer Lines are installed and commissioned. Closing Deficiencies and carrying out inspections for substantial completion. Second lift of paving is in progress. 	<ul style="list-style-type: none"> Remaining work such as ditching, landscaping, top layer of Asphalt and seasonal deficiencies will be completed by October 2021. Some of the seasonal deficiencies will be completed in Summer 2022. 	🎯
			<ul style="list-style-type: none"> Contract #3 in Sapræe Creek - Lift Stations: <ul style="list-style-type: none"> Substantial completion achieved October 9, 2020. 	<ul style="list-style-type: none"> Contractor is working to close deficiencies. 	☑️
4d	Amalgamation Review	Indigenous & Rural Relations	<ul style="list-style-type: none"> Conversations and feedback with the Indigenous and Rural Communities are ongoing. 	<ul style="list-style-type: none"> The process of working through the Amalgamation Review has resulted in discussions that align to deliverables associated with the protocol agreements and the RMWB TRC Report. All these matters will continue to proceed in collaboration with Rural and Indigenous communities for the duration of the Strategic Plan and into the future work of the organization. 	🕒
4e	Emergency Management	Regional Emergency Services	<ul style="list-style-type: none"> Community Emergency Management Plans. 	<ul style="list-style-type: none"> Complete. 	☑️
4f	Inclusion and Partnerships (Rural Coalition)	Indigenous & Rural Relations	<ul style="list-style-type: none"> Regular meetings with Indigenous communities to discuss community priorities, issues, and solutions (e.g., Traffic/Community Safety; Infrastructure projects; etc.). Event strategy, news release and flag raising ceremony completed in partnership with Willow Lake Métis Nation. 	<ul style="list-style-type: none"> Continue to meet regularly with rural and Indigenous communities to discuss priorities and mitigate concerns. Continue partnership with Reconciliation Advisory Circle to advance reconciliation in Wood Buffalo. 	🎯
4g	Advocate for Rural and Indigenous communities	Indigenous & Rural Relations	<ul style="list-style-type: none"> Support the sharing of information from internal departments and external non-profit groups through the Rural Newsletters. Support the rural residents through the community contact offices. Set up to work from home and manage the calls and emails. Continue to support virtual programs through direct delivery methods where appropriate, virtually, or through external resources. Support Engineering in the Sapræe Creek Community Hall Capital Project (currently at 90% final design). Creation of the IRR Email address to send relevant News Releases and other information to Community Associations. Confirmed approach with Indigenous communities for the development of protocol agreements to define a better relationship between the RMWB and Indigenous communities, including identification of 	<ul style="list-style-type: none"> Continue to encourage information sharing via submissions into the newsletters through external non-profit group connections. Contact Offices in rural communities (Anzac, Conklin, Janvier) reopen with safety protocols and in alignment with organizational re-opening plans and timeline. Deliver monthly Seniors Packages in Janvier. Move to in person programming when appropriate as per the plan. Continue to support non-profit agencies with virtual program or in person programs as required. Present Sapræe Creek Community Hall business case. Continue to advocate to other orders of government for Calls to Action that are being led at the provincial and/or federal level. 	🎯

#	STRATEGY/ INITIATIVE	DEPARTMENT RESPONSIBLE	PROGRESS	NEXT STEPS	STATUS
4g	Continued		community priorities, engagement processes and processes to advance solutions. <ul style="list-style-type: none"> Updated internal IRR processes to support communities in their Covid-19 safety initiatives. 		
4h	Transportation Strategy	Engineering/Public Works	<ul style="list-style-type: none"> Transit Bus Bay Turnout & Transit Shelters (Thickwood & Confederation) are complete. 	<ul style="list-style-type: none"> Complete. 	<input checked="" type="checkbox"/>
			<ul style="list-style-type: none"> Bus Barn is complete. 	<ul style="list-style-type: none"> Complete. 	<input checked="" type="checkbox"/>
			<ul style="list-style-type: none"> Rural Egress Road Anzac and Janvier - This project is deferred to 2022 pending land acquisition. 	<ul style="list-style-type: none"> Design and land acquisition are simultaneously in progress and planned to be completed by Q3 2022. 	
			<ul style="list-style-type: none"> Secondary Egress Road (Saline Creek Parkway) - Design complete. 	<ul style="list-style-type: none"> Construction will commence after land acquisition in 2023. 	<input checked="" type="checkbox"/>
			<ul style="list-style-type: none"> East Clearwater Highway (ECH): Administration received the second draft for the ECH report from the Province on November 30, 2020. 	<ul style="list-style-type: none"> Construction deferred to 2023 as per Council Motion. Waiting on the final report from the Province. 	
4i	Rural Operational Efficiencies & Cost Savings	Engineering/ Public Works	<ul style="list-style-type: none"> Anzac Wastewater Treatment Plant (WWTP) has been transferred to Facilities for sustainment. Study has been commissioned and is underway regarding alternate uses of the Anzac WWTP. Trailer vendor selection has occurred as has site layout design, and permitting processes are complete. 	<ul style="list-style-type: none"> Report on alternate uses of the Anzac WWTP will be complete Q3 2021, options will be reviewed and assessed for course of action. Rural trailer complex is anticipated to be completed and turned over Nov 2021. 	