



## **Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Tuesday, November 22, 2016  
6:00 p.m.

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## **Agenda**

### **In Camera** (3:00 p.m.)

- Personnel Matter  
(in camera pursuant to section 17 of the *Freedom of Information and Protection of Privacy Act*)

### **Call To Order**

### **Adoption of Agenda**

### **Minutes of Previous Meetings**

1. Minutes of Regular Council Meeting - November 15, 2016

### **Recognition**

2.
  - World AIDS Day December 1, 2016
  - International Day of Persons with Disabilities December 3, 2016

### **Bylaws**

3. Bylaw No. 16/026 – Amendment to Timberlea Area Structure Plan and Land Use Bylaw – Lot 25, Block 20, Plan 152 4140 (Paulson Street)
  - 1st reading
  - proposed Public Hearing date (December 13, 2016)

### **Reports**

4. Joint Plan for Bill 21 Transition  
- delegations
5. Citizen Recognition Program Recommendations  
- delegations
6. Toys for Tickets Program  
- delegations
7. Third Quarter 2016 Capital Budget Fiscal Amendments Update  
- delegations
8. Wood Buffalo Recovery Committee Recommendation - RMWB 2016 Wildfire  
Recovery Plan  
- delegations

### **Adjournment**

**Unapproved Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, November 15, 2016, commencing at 6:00 p.m.**

**Present:** M. Blake, Mayor  
L. Bussieres, Councillor  
J. Cardinal, Councillor (via teleconference)  
S. Germain, Councillor  
P. Meagher, Councillor  
C. Tatum, Councillor  
A. Vinni, Councillor  
C. Voyageur, Councillor (via teleconference)

**Absent:** T. Ault, Councillor  
K. McGrath, Councillor  
J. Stroud, Councillor

**Administration:** K. Scoble, Deputy Chief Administrative Officer  
D. Bendfeld, Executive Director  
R. Billard, Acting Executive Director  
B. Couture, Executive Director  
E. Hutton, Executive Director  
D. Leflar, Chief Legislative Officer  
A. Hawkins, Legislative Officer  
D. Soucy, Legislative Officer

**Call To Order**

Mayor M. Blake called the meeting to order at 6:13 p.m.

**Adoption of Agenda**

Moved by Councillor P. Meagher that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

**Minutes of Previous Meetings**

**1. Regular Council Meeting - November 8, 2016**

Moved by Councillor P. Meagher that the Minutes of the Council Meeting held on November 8, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**Delegations**

**2. Julie Moretto - Wood Buffalo Communities in Bloom - 2016 Annual Report**  
(6:15 p.m. – 6:25 p.m.)

**Julie Moretto, Member, Wood Buffalo Communities in Bloom Committee**, presented the Communities in Bloom 2016 Annual Report.

**3. Nabil Malik - Public Art Committee - Annual Report**

(6:26 p.m. – 6:31 p.m.)

**Nabil Malik, Vice-Chair, Public Art Committee**, presented the Public Art Committee 2016 Annual Report.

**Bylaws****4. Bylaw No. 16/024 - Land Use Bylaw Amendment- Lot 18A, Block 2, Plan 0224422 and Lot 18B, Block 2, Plan 0224422 (Gregoire Drive)**

(6:32 p.m. – 6:33 p.m.)

Moved by Councillor P. Meagher:

- that Bylaw No. 16/024, being a Land Use Bylaw Amendment to re-designate Lot 18A Block 2 Plan 0224422 and Lot 18B Block 2 Plan 0224422 from Highway Commercial District (C4) to Shopping Centre Commercial District (C3), be read a first time; and
- that the required public hearing be held on December 6, 2016.

CARRIED UNANIMOUSLY

**5. Bylaw No. 16/025 – Land Use Bylaw Amendment – Lot 9, Block 1, Plan 042 1273 (Adjacent to Memorial Drive, North of Thickwood Boulevard Overpass)**

(6:33 p.m. – 6:34 p.m.)

Moved by Councillor C. Tatum:

- that Bylaw No. 16/025 being a Land Use Bylaw amendment to change the designation of Lot 9, Block 1, Plan 042 1273, from Direct Control District to Business Industrial District, be read a first time.
- that the required public hearing be held on December 6, 2016.

CARRIED UNANIMOUSLY

**Reports****6. Development Permit 2016-DP-00681- Warehouse and Storage**

(6:35 p.m. – 6:39 p.m.)

**Jamie Doyle, Director, Planning and Development** spoke to the proposed recommendation.

Moved by Councillor P. Meagher that Development Permit 2016-DP-00681 for Lot 1, Block 1, Plan 092 7489 be approved.

CARRIED UNANIMOUSLY



**7. Oversight Committee Recommendation – Northside Twin Arena – Design and Construction Capital Budget Amendments**  
(6:40 p.m. – 6:45 p.m.)

**Carole Bouchard, Director, Community Services** spoke to the proposed recommendation.

Moved by Councillor C. Tatum:

- that the Capital Budget Amendment to defer the Northside Recreation Centre – Design, as referenced in Attachment 1 of the Oversight Committee report dated November 8, 2016, to 2018 be approved; and
- that the Capital Budget Amendment to defer the Northside Twin Arena – Construction, as referenced in Attachment 2 of the Oversight Committee report dated November 8, 2016, to 2018 be approved.

CARRIED

For: M. Blake, L. Bussieres, J. Cardinal,  
P. Meagher, A. Vinni, C. Tatum, C.  
Voyageur

Opposed: S. Germain

**8. Public Sector Compensation Transparency Act**  
(6:46 p.m. – 7:15 p.m.)

**Terry Hartley, Director, Human Resources**, spoke to the proposed recommendation.

Moved by Councillor P. Meagher that the Municipality publish a “sunshine list” for disclosure of employee compensation consisting of a list of positions and associated salary ranges.

CARRIED

For: M. Blake, L. Bussieres, J. Cardinal,  
S. Germain, P. Meagher, C. Tatum,  
C. Voyageur

Opposed: A. Vinni

**Adjournment**

As all scheduled business matters had been concluded, Mayor M. Blake declared the meeting adjourned at 7:16 p.m.

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Mayor

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Chief Legislative Officer



**Subject: Bylaw No. 16/026 – Amendment to Timberlea Area Structure Plan and Land Use Bylaw – Lot 25, Block 20, Plan 152 4140 (Paulson Street)**

**APPROVALS:**

Jamie Doyle, Acting Executive Director  
Kevin Scoble, Deputy Chief Administrative Officer

**Administrative Recommendations:**

THAT Bylaw No. 16/026, being an amendment to the Timberlea Area Structure Plan and the Land Use Bylaw, be read a first time; and

THAT the required public hearing be held on December 13, 2016.

**Summary:**

The Planning and Development Department has received an application to amend the Land Use Bylaw to re-designate a vacant parcel (Lot 25, Block 20, Plan 152 4140) in Stone Creek from Medium Density Residential District (R3) to Mixed/Transitional Commercial District (C2). The intent of the zoning amendment is to allow for the use of Service Station, Minor. This is a permitted use in the C2 District.

**Background:**

The Timberlea Area Structure Plan, adopted by Council in 2001, establishes the land use framework for the community and provides guidance needed for all developments in Timberlea, including Stone Creek. The Area Structure Plan designates the subject land as residential. Currently, the Land Use Bylaw designates the subject land as R3 to allow multi-family residential however no commercial uses are permitted in the R3 District.

A public focus group meeting was held on March 30, 2016 at the Suncor Energy Centre for the Performing Arts with a follow up open house on October 27, 2016 at Ecole McTavish. The community concerns were mainly related to traffic and noise however current zoning allows for medium density residential which would also create increased traffic and activity in the community as uses include apartment building and apartment hotel. Mitigating measures have been incorporated into the site design to address light pollution, noise and traffic. In order to facilitate this development, the proponent is required to amend the Land Use Bylaw 99/059 and the Timberlea Area Structure Plan.

The Subject Area is adjacent single family residential development with a major commercial centre (Stony Creek Village) to the east. The property was previously part of a larger site which was subsequently subdivided in 2014. The approval of this amendment will facilitate the development of medium density residential on the other remaining subdivided parcel.

**Rationale for Recommendations:**

The purpose of the Mixed/Transitional Commercial District (C2) is to provide for a mixture of residential, retail and service commercial uses outside of the Central Business core of the Urban Service Area. The proposed use of a gas bar is a permitted use within this district. A Trip Generation Report was submitted and accepted by the Engineering Department concluding that a Traffic Impact Assessment (TIA) will only be required at the Development Permit stage

The Municipal Development Plan (MDP) promotes retail and commercial development (Policy 3.1.1) and its hierarchy within our community (Policy U.1.5). The policies state that the Municipality will address the need for additional land to invite businesses and increase development which would result in providing employment opportunities and accommodate services according to the needs of the neighbourhoods. This amendment would fulfill the intent of this policy.

The need to strengthen the Region's commercial sector and diversify the economy is further supported by municipal studies including the Commercial and Industrial Land Use Study (CILUS) and the Business Inventory Gap Analysis. These studies indicate that the Municipality is currently providing only half of the commercial square footage found in comparable communities. While these studies date from 2010, Administration believes that the shortage still exists today. This amendment would help address the gap and ensure the local economy remains competitive.

Taking in to consideration the MDP and CILUS policies Administration supports the proposed amendment to the Land Use Bylaw and the Timberlea Area Structure Plan.

**Strategic Plan Linkages:**

Pillar 3 – Building a Vibrant Economy Together  
Pillar 4 – Building an Effective Land Strategy

**Attachments:**

1. Bylaw No. 16/026
2. Development Concept Plan

**BYLAW NO. 16/026**

**BEING A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND TIMBERLEA AREA STRUCTURE PLAN BYLAW NO. 01/020 AND LAND USE BYLAW NO. 99/059.**

**WHEREAS** Section 633 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting an area structure plan;

**AND WHEREAS** Section 639 of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to enact a bylaw adopting a Land Use Bylaw;

**AND WHEREAS** Section 191(1) of the *Municipal Government Act*, R.S.A., 2000, c.M-26 and amendments thereto authorizes Council to amend or repeal a bylaw;

**NOW THEREFORE**, the Council of the Regional Municipality of Wood Buffalo, in the Province of Alberta, hereby enacts as follows:

1. Timberlea Area Structure Plan Bylaw No. 01/020 is hereby amended by re-designating Lot 25, Block 20, Plan 152 4140 from Low Density Residential to Commercial as depicted in Schedule A.
2. Land Use Bylaw No. 99/059 is hereby amended by re-designating Lot 25, Block 20, Plan 152 4140 from Medium Density Residential District (R3) to Mixed/Transitional Commercial District (C2) as depicted in Schedule B.
3. This bylaw shall become effective when passed.

READ a first time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2016.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2016.

READ a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2016.

SIGNED and PASSED this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2016.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Legislative Officer

# SUBJECT AREA MAP - BYLAW 16/026

## 120 Paulson Street

### Portion of Lot 25, Block 20, Plan 152 4140

Schedule "A"



- Commercial
- Water\_Bodies
- Survey\_Parcels
- Roadways

1 cm = 35 meters



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Map Produced by the Community  
Development Planning Branch  
PD\_CR00027\_Schedule A  
16 Nov 2016


# SUBJECT AREA MAP - BYLAW 16/026


## 120 Paulson Street


### Portion of Lot 25, Block 20, Plan 152 4140


Schedule "B"



 C2 - Mixed / Transitional Commercial

 Survey\_Parcels

 Water\_Bodies

 Roadways

1 cm = 35 meters

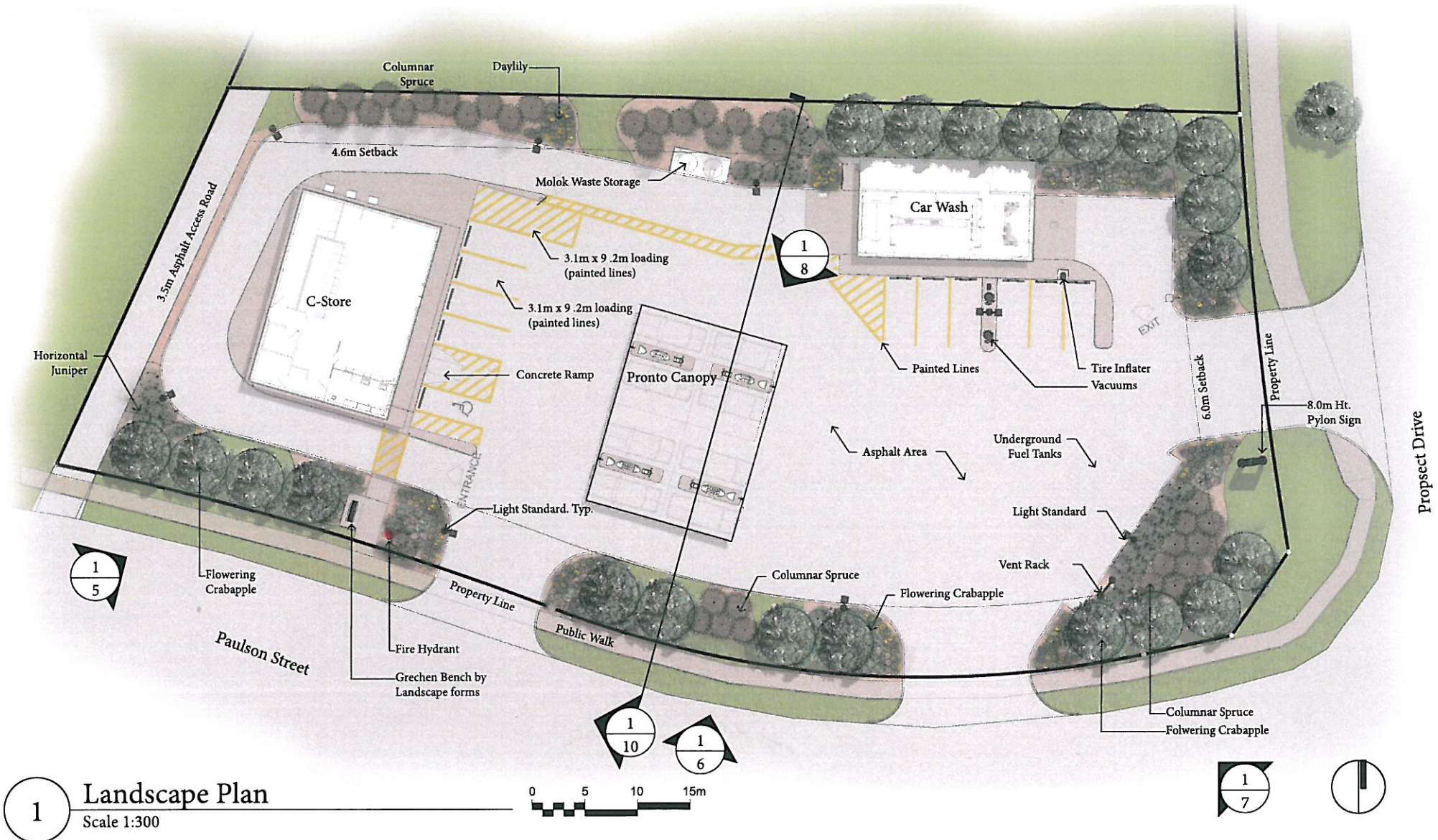


REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Map Produced by the Community  
Development Planning Branch  
PD\_CR00027\_Schedule B  
16 Nov 2016









**Subject: Joint Plan for Bill 21 Transition****APPROVALS:**

Kevin Scoble, Deputy Chief Administrative Officer

**Administrative Recommendation:**

THAT Council endorses the “Joint Plan for Bill 21 Transition” (Attachment 1) as a guidance document for both the Regional Municipality and the oil sands industry to work toward joint recommendations to the Government of Alberta concerning implementation of the tax ratio and other provisions of Bill 21 that will significantly impact both the Regional Municipality’s revenue stream and industry’s municipal tax liability.

**Summary and Background:**

On September 27, 2016 Council passed a resolution that (a) endorsed a document entitled “Critical Revenue Perspective” as the Regional Municipality’s official position on the taxation and assessment provisions of Bill 21 (currently awaiting third reading in the Alberta Legislature) and (b) authorized the Mayor to reach out to stakeholders in an attempt to forge a collaborative approach to these critical issues of taxation and municipal revenue.

Since that time meetings have occurred with a variety of stakeholder groups, including representatives of the rural and aboriginal communities. The dialogue with the oil sands industry has resulted in development of the document entitled “Joint Plan for Bill 21 Transition”. This document is a roadmap for how the Regional Municipality and industry will work together in an effort to reach agreement on what to recommend to the Government of Alberta concerning the manner and time frame for implementation of Bill 21. The document is not a solution per se but does represent an important step in clarifying a process through which a solution may be developed, which will eventually circle back to re-engage the regional stakeholder groups as well.

**Rationale for Recommendation:**

The Regional Municipality and the oil sands industry have a symbiotic relationship – the long term success of each of them is dependent upon the success of the other. It is therefore logical and necessary that the parties work together to address the issues of municipal services, revenue requirements and tax burdens, that have been brought to the forefront by Bill 21.

**Strategic Plan Linkage:**

Pillar 6 – Building a Sustainable Region

**Attachment:**

1. Joint Plan for Bill 21 Transition



## Joint Plan for Bill 21 Transition Terms of Reference

### Municipal Government Act Review

The *Municipal Government Act* (“MGA”) is the statute that creates Alberta’s municipalities and gives their councils the responsibility to develop and maintain safe and viable local communities. The MGA explicitly grants “broad authority to councils . . . to govern municipalities in whatever way the councils consider appropriate” [MGA Section 9(a)] but also places certain limits and restrictions on how municipalities may operate and how they are empowered to raise and account for their operating and capital funds.

In 2014, the Government of Alberta (“GoA”) embarked on a province-wide consultation process with a view to implementing the first comprehensive review of the MGA since 1994. In May 2016 the GoA introduced a series of changes to modernize the MGA, known as the *Modernized Municipal Government Act*, more commonly referenced as “Bill 21”.

An important element of Bill 21 is the introduction of the concept of the “tax ratio”, defining the limits of the permissible disparity in any municipality between its tax rates on residential and non-residential property classes. The RMWB is currently at an 18.3/1 tax ratio [non-residential to residential] and agrees to work within a mutually collaborative process to achieve whatever tax ratio the legislation prescribes in its final version, over whatever period of time is either (a) prescribed in the legislation or regulations; or (b) agreed upon by stakeholders including the RMWB and the oil sands industry for recommendation to the GoA. [As introduced for first reading, Bill 21 provides for a 5:1 tax ratio with grandfathering of those municipalities that currently exceed this ratio and specific requirements to deal with such non-conforming municipalities to be determined by regulation.]

### Preamble

Over its history the Wood Buffalo region has had to contend with a series of unprecedented challenges ranging from global and regional economic turbulence, supply and demand of skilled workers, distance, rapid growth and other major factors that arise from being one of the world’s largest generators of wealth and jobs. The infrastructure challenges created by exponential growth in the oil sands industry experienced by the RMWB during this time were compounded by aging infrastructure and the inability to keep pace with development. The pace of development and impact on the community due to lack of infrastructure were felt in advance of industry contributions in the form of taxation.

While no one individual or entity can accurately predict or manage what will happen in the future, the greater risk is in not planning, not pulling together and not taking action to prepare for the things that are necessary to build for tomorrow.

In these turbulent times, we are challenged with preparing a plan to adhere to the revised MGA. Such a plan must account for the need to maintain municipal services, and to develop a long term fiscal and budgetary strategy to ensure a sustainable community. This will help the RMWB provide stable services at a level comparable to those enjoyed by other Albertans, at a cost that does not exceed the costs experienced in other communities with an appropriate adjustment to account for the uniqueness of the RMWB among municipalities, including its remoteness from other population centres, its vast size, the diversity of its residents, its very short annual construction season and other factors to be determined. The intent is to “build a sustainable



region for the future” that will continue to attract residents to the region to live, work, and play, and provide a viable alternative to fly in/fly out where economically feasible.

While the changes to the MGA that will occur with the passage of Bill 21 are mandatory, it is all about working together with honest conversations at the table to develop the appropriate process and timelines to build a sustainable region for the future.

Together, we can show leadership by addressing the complex and wide-ranging issues facing our region and allow the time needed for the municipality to engage residents and other key stakeholders to help get the details right.

With this task in mind, the following process has been developed to provide a path forward for preparing future budgets, focused spending and tax rate alignment within our region and with similar municipalities across the province. The RMWB has already been working to identify cost saving initiatives and ensure that operating and capital budgets align with current and projected population needs. It is recognized that the RMWB’s revenue (and consequently industry’s tax burden) are a function not solely of tax rates, but also of assessment values and methodologies. Opportunities to impact both tax rates and assessment values will therefore be investigated to provide a range of potential solutions to the revenue/tax burden issue.

The first step in working collectively is to have a shared vision of success: what are the rules, what strategies will serve us, and how will we know when we have achieved success?

**Vision:**

The Wood Buffalo Steering Group (the Steering Group) consists of the Mayor, members of Council and RMWB officials and industry leaders (industry working group) together co-operatively and collaboratively preparing a Plan for recommendation to the RMWB Council to develop prudent fiscal strategies which will in turn lead to recommendations to the GoA with respect to property tax and assessment principles to create and sustain safe and viable communities within the region.

**Objective:**

The Steering Group will develop a Plan for the RMWB to provide a standard of operating and capital services and facilities to residents, consistent with similarly sized Alberta municipalities while reflecting the region’s uniqueness, and aligned with the requirements of the revised MGA and the related principles included herein.

The Plan will set out the strategy, scope, timeframe, and monitoring process for the RMWB to achieve the requirements of the revised MGA.

It is important that the Plan not only address the tax burden for industry, but also recommend a manageable solution that addresses first and foremost a sustainable fiscal strategy for the RMWB.

**Principles:**

1. The Steering Group will work together to develop a new fiscal management strategy (the Plan) which includes goals to balance services, spending and taxation appropriately, including:
  - a. A long term capital and maintenance strategy;

- b. A five-year capital and maintenance plan and budget, to be updated annually;
  - c. A three-year operating plan and budget, to be updated annually;
  - d. Annual goals for the above referenced;
- 2. RMWB's fiscal management strategy and spending will:
  - a. Be competitively adjusted to take into account both costs in comparable Alberta municipalities and the cost of doing business and the uniqueness of our large specialized municipality;
  - b. Recognize both urban and rural community needs;
  - c. Consider and incorporate all debt levels and reserve funds of the municipality and future commitments of RMWB.
- 3. The Plan will lead to a declining annual tax ratio culminating with achieving the tax ratio prescribed in the amended MGA after passage of Bill 21, over time in accordance with legislation or regulations, or as agreed by stakeholders for recommendation to the GoA.
- 4. The Plan will provide for Identifying and utilizing benchmarks for operating and capital costs and service levels in order to establish, monitor and achieve annual targets for levels of service similar to those provided by comparable Alberta municipalities based on annual workforce and population projections.
- 5. The Plan will be based on realistic and obtainable solutions, executable by the municipality within the identified timelines. The Industry Working Group and the RMWB will provide input and support to inform decisions (e.g. production, workforce and population forecasts) and will strive to ensure mutual understanding of the information provided.
- 6. RMWB will develop and execute a regional community engagement plan to seek resident and stakeholder input and publicly report on progress on a bi-annual basis.
- 7. RMWB and industry will work collaboratively to create and support a thriving local economy and community

**Mechanism:**

- 1. Engage experienced external consultant to define evidence based benchmarks and parameters
- 2. Apply appropriate tools such as the population model to provide credible sources of data and input.
- 3. Develop appropriate task groups to review and analyze capital and operating planning, optimization and efficiencies.
- 4. Support process with project management resource (industry to provide).

**Schedule:**

1. Wood Buffalo Steering Group to jointly draft a terms of reference for the 'Joint Plan for Bill 21 Transition' for Council approval on November 22<sup>nd</sup> ;
2. Full Transition Plan development will be reviewed and approved by RMWB Council by January 10, 2017.
3. Thereafter, the Plan will be jointly forwarded by the Steering Committee to the Alberta Minister of Municipal Affairs.
4. Plan implementation begins in 2017 fiscal year.

**Deliverables:**

1. Documented Plan to achieve the objectives and schedule and adhere to the vision and principles.
2. Documented benchmarks, data and rationale to inform evidence-based recommendations.

**Communications:**

A communications plan will be developed jointly by the parties to inform Alberta Municipal Affairs as to the Plan, timelines and implementation.





## **Subject: Citizen Recognition Program Recommendations**

### **APPROVALS:**

Carole Bouchard, Director  
Dale Bendfeld, Executive Director  
Kevin Scoble, Deputy Chief Administrative Officer

### **Administrative Recommendation:**

THAT the Community Services Committee recommendation for the 2016 Citizen Recognition Program be approved and be kept confidential until it is revealed at the Toast of Champions Ceremony on January 26, 2017.

### **Summary:**

The Citizen Recognition Program Policy (PRL-090) approved on June 26, 2012, states that the Community Services Committee (CSC) is responsible to review all eligible nominations and recommend recipients for Council approval.

### **Background:**

Initially established in 1998, the Citizen Recognition Program Policy (PRL-090) was developed to acknowledge outstanding individuals or groups that make a significant contribution or positive impact within the Regional Municipality of Wood Buffalo.

The CSC met on Wednesday, November 2, 2016, to review all 13 nominations for the Citizen Recognition Program – Mayor and Council’s Toast of Champions. The CSC short listed candidates based on completion of their application, their broad community impact, notable philanthropic efforts and volunteer commitment.

The CSC unanimously recommended eight (8) recipients for the Citizen Recognition Program, seven (7) are based in the Urban Service Area and one (1) in the Rural Service Area.

### **Budget/Financial Implication:**

The 2016 approved budget for the Citizen Recognition Program is \$62,000.

### **Rationale for Recommendation:**

The recommendations presented by the CSC adhere to the criteria outlined in the Citizen Recognition Program Policy (PRL-090). CSC members unanimously agreed the eight (8) nominees were worthy of being recognized at the Mayor and Council’s Toast of Champions on January 26, 2017, for their many outstanding efforts and contributions to Wood Buffalo.

**Strategic Plan Linkage:**

The Citizen Recognition Program acknowledges outstanding individuals or groups that make a significant contribution or positive impact for the citizens in the region and will be recognized by Mayor and Council at the Mayor and Council's Toast of Champions.

Pillar 1 – Building Responsible Government

**Attachment:**

1. List of Recommended Nominees (confidential)



## **Subject: Toys for Tickets Program**

### **APPROVALS:**

Kimberly Snow, Acting Director  
Dale Bendfeld, Executive Director  
Kevin Scoble, Deputy Chief Administrative Officer

### **Administrative Recommendation:**

THAT Municipal Law Enforcement implement a Toys for Tickets program for parking infractions, both timed parking and Winter Maintenance Zones, between December 1st and 15th, 2016, and provide the received toys in lieu to the Fort McMurray Salvation Army for distribution.

### **Summary:**

Toys for Tickets is a program whereby those who have received parking infraction tickets have the option to provide a toy of equal or greater value than the set fine of the ticket. The ticket will be marked as paid and the toys provided to a charitable organization for distribution to families in need during the holiday season.

### **Background:**

The Toys for Tickets program is implemented in many cities across Canada. The program's intent is to support families in need by providing toys for Christmas distribution by charitable organizations. Those who are issued parking infraction notices between December 1<sup>st</sup> and 15<sup>th</sup>, 2016 as a result of normal enforcement activities of Municipal Law Enforcement Officers, will have the option to pay their parking ticket with a toy equal to or of greater value than the imposed fine. The toy must be accompanied by the original receipt for the toy purchase. The parking infraction with the attached receipt will then be entered into the Municipal Law Enforcement data base as paid and the parking infraction removed from any further legal process.

Toys can be dropped off at the Timberlea Detachment Front Counter during the identified time period and will be collected by uniformed Municipal Law Enforcement Officers. All toys collected during the program will be delivered to the Fort McMurray Salvation Army for distribution.

The Communications, Stakeholder Relations and Legal Departments have been engaged to assist in the rollout of this program. A communications plan will be developed to promote the program prior to the start date.

**Budget/Financial Implications:**

The cash value of the tickets of those who participate will not be collected by the Municipality. Administration has identified two possible options for this program, with participation rates based on the city of St. Albert statistics, which are reporting participation rates up to 59%. In 2015, the RMWB had seen 308 parking infractions (both timed parking and Winter Maintenance Zones) issued between December 1 and 15. Assuming a 50% participation in the program, the cash value would be approximately \$18,480.

**Rationale for Recommendation:**

The purpose of the recommended program is to build a positive relationship between Municipal Law Enforcement and citizens who receive tickets. It also helps to raise the level of awareness with respect to the needs of citizens and the receiving organization by targeting individuals who might not otherwise give to these organizations.

The Regional Municipality of Wood Buffalo is dedicated to supporting the social profit sector organizations. This program will directly support an organization that provides social benefits to our communities throughout the year and in times of crisis.

**Strategic Plan Linkages:**

Pillar 7 – Building for a Healthy and Active Lifestyle



## **Subject: Third Quarter 2016 Capital Budget Fiscal Amendments Update**

### **APPROVALS:**

Linda Ollivier, Director  
Elsie Hutton, Executive Director  
Kevin Scoble, Deputy Chief Administrative Officer

### **Administrative Recommendation:**

THAT the Third Quarter 2016 Capital Budget Fiscal Amendments Update, as summarized on Attachment 1 (Third Quarter 2016 Capital Budget Fiscal Amendments, dated September 30, 2016), be accepted as information.

### **Summary:**

This report provides a summary of fiscal capital budget amendments implemented by Administration within the provisions of the Fiscal Responsibility Policy (FIN-160) for the third quarter of 2016, ending September 30.

There were eleven capital projects amended in the third quarter of 2016 as listed on Attachment 1, resulting in a net decrease of \$14,574,793 to the net capital budget. All amended projects are at various stages of their completion and the savings will be used to fund other fully tendered projects.

There were no additions, cancellations or changes in scope for any of these amended projects.

All the amendments were reviewed and recommended by the Capital Projects Steering Committee.

### **Background:**

The eleven fiscal amendments include four projects releasing funds due to lower project costs (A Frame Road Sanitary Lift Station – Design, Fort McMurray Waste Water Treatment Plant Process Improvements – Predesign/Design, Grayling Terrace Lift Station – Construction and Jubilee Centre Renovation/Construction 2014-2016); five projects submitted cash flow changes due to new project delivery timelines (Confederation Way Sanitary Sewer Phase 2 – Construction, King Street Bridge Rehabilitation, Prairie Loop Boulevard, Rural Infrastructure Rehabilitation 2015-2017 – Construction and Rural Water and Sewer Servicing – Construction); one project had a funding source change (Confederation Way Sanitary Sewer Bypass); and one project budget increase (Hangingstone River Grayling Terrace).

Within the Fiscal Responsibility Policy FIN-160, Administration is authorized to re-allocate capital budget funds provided that:

- The change will result in efficient administrative and project delivery process;
- The change will not result in addition or cancellation of the capital project;
- The underlying scope change does not alter the nature and type of capital project, where additional funding is required, funds available from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects will be utilized; and
- Council set debt and debt service limits are not exceeded.

**Budget/Financial Implications:**

**Attachment 1** shows the net budget impact of these amendments. The original approved budget and the revised budget are presented with the net budget impact by project and funding source.

**Attachment 2** summarizes the impact of cash flows and the source of funding from the proposed amendments by years.

**Rationale for Recommendation:**

The Third Quarter 2016 Capital Budget Fiscal Amendments satisfy all the above conditions as stated in the Fiscal Responsibility Policy with a net decrease of \$14,574,793 to the 2016 approved capital budget and prior capital budgets approved by Council.

**Strategic Plan Linkage:**

Pillar 1 – Building Responsible Government

**Attachments:**

1. Third Quarter 2016 Capital Budget Fiscal Amendments – September 30, 2016
2. Third Quarter 2016 Cash Flow by Year – September 30, 2016
- 3-13. Capital Budget Amendment Sheets

Project Description	Nature of amendments	Total Project Cost	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources	Debenture	Att.
<b>Original Project Budget</b>								
1 A Frame Road Sanitary Lift Station - Design	Original Budget	710,000	-	-	210,000	500,000	-	3
2 Confederation Way Sanitary Sewer Bypass	Original Budget	31,000,000	11,000,000	-	9,095,484	10,904,516	-	4
3 Confederation Way Sanitary Sewer Phase 2- Construction	Original Budget	43,200,000	-	-	43,200,000	-	-	5
4 Fort McMurray WWTP Process Improvements - Predesign/Design	Original Budget	4,330,000	-	-	4,330,000	-	-	6
5 Grayling Terrace Lift Station - Construction	Original Budget	18,360,000	-	-	18,360,000	-	-	7
6 Hangingstone River Grayling Terrace	Original Budget	2,697,500	-	2,697,500	-	-	-	8
7 Jubilee Centre Renovation/Construction 2014-2016	Original Budget	13,110,466	-	-	13,110,466	-	-	9
8 King Street Bridge Rehabilitation	Original Budget	3,240,000	-	-	3,240,000	-	-	10
9 Prairie Loop Boulevard	Original Budget	98,701,567	-	-	7,681,068	318,932	90,701,567	11
10 Rural Infrastructure Rehabilitation 2015-2017-Construction	Original Budget	70,000,000	-	18,000,000	52,000,000	-	-	12
11 Rural Water and Sewer Servicing - Construction	Original Budget	220,000,000	250,000	36,000,000	183,750,000	-	-	13
<b>Total Original Project Budget</b>		<b>\$505,349,533</b>	<b>\$ 11,250,000</b>	<b>56,697,500</b>	<b>\$334,977,018</b>	<b>\$ 11,723,448</b>	<b>\$ 90,701,567</b>	

<b>Revised Project Budget</b>								
1 A Frame Road Sanitary Lift Station - Design	Fund Release	300,000	-	-	-	300,000	-	3
2 Confederation Way Sanitary Sewer Bypass	Funding Change	31,000,000	11,740,851	-	8,354,633	10,904,516	-	4
3 Confederation Way Sanitary Sewer Phase 2- Construction	Cash Flow Change	43,200,000	-	-	43,200,000	-	-	5
4 Fort McMurray WWTP Process Improvements - Predesign/Design	Funds Release	2,830,000	-	-	2,830,000	-	-	6
5 Grayling Terrace Lift Station - Construction	Funds Release	9,360,000	-	-	9,360,000	-	-	7
6 Hangingstone River Grayling Terrace	Budget Increase	3,032,707	-	3,032,707	-	-	-	8
7 Jubilee Centre Renovation/Construction 2014-2016	Funds Release	9,110,466	-	-	9,110,466	-	-	9
8 King Street Bridge Rehabilitation	Cash Flow Change	3,240,000	-	-	3,240,000	-	-	10
9 Prairie Loop Boulevard	Cash Flow Change	98,701,567	-	-	7,681,068	318,932	90,701,567	11
10 Rural Infrastructure Rehabilitation 2015-2017-Construction	Cash Flow/ Funding Change	70,000,000	-	18,000,000	51,827,000	173,000	-	12
11 Rural Water and Sewer Servicing - Construction	Cash Flow Change	220,000,000	250,000	36,000,000	183,750,000	-	-	13
<b>Total Revised Projects</b>		<b>\$490,774,740</b>	<b>\$ 11,990,851</b>	<b>\$ 57,032,707</b>	<b>\$319,353,167</b>	<b>\$ 11,696,448</b>	<b>\$ 90,701,567</b>	

<b>NET INCREASE/(DECREASE) IN CAPITAL FUNDING REQUIRED</b>	<b>\$ (14,574,793)</b>	<b>\$ 740,851</b>	<b>\$ 335,207</b>	<b>\$ (15,623,851)</b>	<b>\$ (27,000)</b>	<b>\$ -</b>		
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	Funding Sources					
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources	Debenture
Original Funding Sources						
2015 and prior	121,198,493	5,250,000	2,697,500	47,573,310	10,904,516	54,773,167
2016	146,619,240	6,000,000	-	119,950,308	818,932	19,850,000
2017 and thereafter	237,531,800	-	54,000,000	167,453,400	-	16,078,400
Original Funding Sources Total (a)	\$ 505,349,533	\$ 11,250,000	56,697,500	\$ 334,977,018	\$ 11,723,448	\$ 90,701,567
Revised Funding Sources						
2015 and prior	65,593,563	5,000,000	2,697,500	5,561,916	10,904,516	41,429,631
2016	60,249,377	6,990,851	335,207	43,937,851	791,932	8,193,536
2017 and thereafter	364,931,800	-	54,000,000	269,853,400	-	41,078,400
Revised Funding Sources Total (b)	\$ 490,774,740	\$ 11,990,851	57,032,707	\$ 319,353,167	\$ 11,696,448	\$ 90,701,567
Revision / Difference (b) - (a)	\$ (14,574,793)	\$ 740,851	\$ 335,207	\$ (15,623,851)	\$ (27,000)	\$ -





REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** A Frame Road Sanitary Lift Station - Design

**AMENDED PROJECT NAME:**

	Group I/O	Revenue I/O	Expense I/O	Funds Release
<b>ORDER CODES (if assigned):</b>	0562016	700797	601366	

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	710,000	-	-	210,000	500,000	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 710,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 710,000	\$ -	\$ 211,179	\$ 498,821

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

A cost saving will be realized as a result of synergy between the Rural Water & Sewer Servicing project and this project.

By engaging the same consultant on both projects, the design will be completed under budget, therefore, the \$410K funds can be released.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	300,000	-	-	-	300,000	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	<b>\$ (410,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (210,000)</b>	<b>\$ (200,000)</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?	Yes
Will the change result in an addition or cancellation of a capital project?	No
Will the underlying scope change alter the nature and type of capital project?	No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?	Yes
Will the change result in Council set debt and debt service limits being exceeded?	No

*In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.*



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Confederation Way Sanitary Sewer Bypass

**AMENDED PROJECT NAME:**

**ORDER CODES (if assigned):**      Group I/O      Revenue I/O      Expense I/O      Project Amendment  
0102012      700344      600592

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 17,000,000	\$ 5,000,000	\$ -	\$ 1,095,484	\$ 10,904,516	\$ -
2016	14,000,000	6,000,000	-	8,000,000	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 31,000,000</b>	<b>\$ 11,000,000</b>	<b>\$ -</b>	<b>\$ 9,095,484</b>	<b>\$ 10,904,516</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
7/28/2016	\$ 31,000,000	\$ 10,471,113	\$ 15,988,592	\$ 4,540,295

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

The Confederation Way Sanitary Sewer Bypass Project was funded by \$6,000,000 of Federal Gas Tax grant. The grant fund allocation was \$6,740,851, this additional amount is being added to this project which in turn reduces the CIR fund requirement.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 17,000,000	\$ 5,000,000	\$ -	\$ 1,095,484	\$ 10,904,516	\$ -
2016	14,000,000	6,740,851	-	7,259,149	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 31,000,000</b>	<b>\$ 11,740,851</b>	<b>\$ -</b>	<b>\$ 8,354,633</b>	<b>\$ 10,904,516</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	\$ -	\$ 740,851	\$ -	\$ (740,851)	\$ -	\$ -
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes

Will the change result in an addition or cancellation of a capital project? No

Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes

Will the change result in Council set debt and debt service limits being exceeded? No

*In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.*



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Confederation Way Sanitary Sewer Phase 2- Construction

**AMENDED PROJECT NAME:**

**ORDER CODES (if assigned):**      Group I/O      Revenue I/O      Expense I/O      Project Amendment  
0152016      700749      601309

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	28,800,000	-	-	28,800,000	-	-
2017	14,400,000	-	-	14,400,000	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 43,200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,200,000</b>	<b>\$ -</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 43,200,000	\$ -	\$ -	\$ 43,200,000

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

The project will progress in stages. Stage #1 (Contract #1) is from Manhole SA30 to Eagle Ridge Overpass with an estimated budget of \$12 million. Construction will start this year with an anticipated 50% completion of Stage#1 in 2016. The remainder of the construction will be carried out next year in 2017 therefore, the amendment reflects the cash flow adjustment.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	7,000,000	-	-	7,000,000	-	-
2017	36,200,000	-	-	36,200,000	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 43,200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,200,000</b>	<b>\$ -</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes

Will the change result in an addition or cancellation of a capital project? No

Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes

Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Fort McMurray WWTP Process Improvements - Predesign/Design  
**AMENDED PROJECT NAME:**

	Group I/O	Revenue I/O	Expense I/O	Funds Release
<b>ORDER CODES (if assigned):</b>	0912014	700588	600994	

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 4,330,000	\$ -	\$ -	\$ 4,330,000	\$ -	\$ -
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,330,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,330,000</b>	<b>\$ -</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 4,330,000	\$ 1,433,179	\$ 946,477	\$ 1,950,343

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

This project is required for process improvements for the Fort McMurray Wastewater Treatment Facility (FMWWTF). Predesign is complete and the design phase can be finished at a lower cost due to more effective process technologies recognized during the predesign phase. \$1.5 million of the remaining funds can be released.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 429,579	\$ -	\$ -	\$ 429,579	\$ -	\$ -
2016	2,400,421	-	-	2,400,421	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,830,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,830,000</b>	<b>\$ -</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	<b>\$ (1,500,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,500,000)</b>	<b>\$ -</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?	Yes
Will the change result in an addition or cancellation of a capital project?	No
Will the underlying scope change alter the nature and type of capital project?	No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?	Yes
Will the change result in Council set debt and debt service limits being exceeded?	No
In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.	





REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Grayling Terrace Lift Station - Construction

**AMENDED PROJECT NAME:**

	Group I/O	Revenue I/O	Expense I/O	Funds Release
<b>ORDER CODES (if assigned):</b>	0232016	700757	601317	

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	12,360,000	-	-	12,360,000	-	-
2017	6,000,000	-	-	6,000,000	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 18,360,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,360,000</b>	<b>\$ -</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 18,360,000	\$ 48,428	\$ 217,202	\$ 18,094,370

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

The tender proposal came in lower than the budget, therefore, the additional funds can be released. The project is anticipated to be completed by August 2017.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ -	\$ -	\$ -		\$ -	\$ -
2016	8,360,000	-	-	8,360,000	-	-
2017	1,000,000	-	-	1,000,000	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 9,360,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,360,000</b>	<b>\$ -</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	<b>\$ (9,000,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (9,000,000)</b>	<b>\$ -</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?	Yes
Will the change result in an addition or cancellation of a capital project?	No
Will the underlying scope change alter the nature and type of capital project?	No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?	Yes
Will the change result in Council set debt and debt service limits being exceeded?	No

*In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.*



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Hangingstone River Grayling Terrace

**AMENDED PROJECT NAME:**

Group I/O

Revenue I/O

Expense I/O

Project Amendment

**ORDER CODES (if assigned):**

0842014

700577

600983

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 2,697,500	\$ -	\$ 2,697,500	\$ -	\$ -	\$ -
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,697,500</b>	<b>\$ -</b>	<b>\$ 2,697,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
3/22/2016	\$ 2,697,500	\$ 2,691,558	\$ -	\$ 5,942

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

This is a Flood Recovery & Erosion Control Program (FRECP) grand funded project. There is a provision in the grant agreement to move any surplus amount from approved projects to other approved projects requiring additional funding. This project needs additional funds. This amendment request is to move the surplus from other FRECP grant funded projects (\$46,705 from Saline Creek/Ptarmigan project, \$37,504 from Saline Creek Culvert project and \$250,998 from Beacon Hill Slope Stability) to this project. All of these projects have been completed and the province has approved this transfer.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 2,697,500	\$ -	\$ 2,697,500	\$ -		\$ -
2016	335,207	-	335,207	-	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,032,707</b>	<b>\$ -</b>	<b>\$ 3,032,707</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	<b>\$ 335,207</b>	<b>\$ -</b>	<b>\$ 335,207</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?

Yes

Will the change result in an addition or cancellation of a capital project?

No

Will the underlying scope change alter the nature and type of capital project?

No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?

Yes

Will the change result in Council set debt and debt service limits being exceeded?

No

*In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.*





REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Jubilee Centre Renovation/Construction 2014-2016

**AMENDED PROJECT NAME:**

	Group I/O	Revenue I/O	Expense I/O	Funds Release
<b>ORDER CODES (if assigned):</b>	0432014	700515	600917	

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 11,147,826	\$ -	\$ -	\$ 11,147,826	\$ -	\$ -
2016	1,962,640	-	-	1,962,640	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 13,110,466</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,110,466</b>	<b>\$ -</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
7/27/2016	\$ 13,110,466	\$ 5,748,488	\$ 1,434,544	\$ 5,927,433

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

This is for the renovations for the 3rd and 5th floor of the Jubilee Center. The project is approximately 98% complete, therefore, 4 million of the available funds can be released.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 3,716,018	\$ -	\$ -	\$ 3,716,018	\$ -	\$ -
2016	5,394,448	-	-	5,394,448	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 9,110,466</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,110,466</b>	<b>\$ -</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	<b>\$ (4,000,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (4,000,000)</b>	<b>\$ -</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?	Yes
Will the change result in an addition or cancellation of a capital project?	No
Will the underlying scope change alter the nature and type of capital project?	No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?	Yes
Will the change result in Council set debt and debt service limits being exceeded?	No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** King Street Bridge Rehabilitation

**AMENDED PROJECT NAME:**

	Group I/O	Revenue I/O	Expense I/O	Project Amendment
<b>ORDER CODES (if assigned):</b>	0292016	700763	601323	

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	3,240,000	-	-	3,240,000	-	-
2017	-	-	-	-	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,240,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,240,000</b>	<b>\$ -</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 3,240,000	\$ -	\$ -	\$ 3,240,000

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

Due to a change in project schedule, Predesign and Design would be completed by the end of 2016. Construction activity cannot be started in 2016, therefore, it is recommended to defer construction until 2017.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016	640,000	-	-	640,000	-	-
2017	2,600,000	-	-	2,600,000	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,240,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,240,000</b>	<b>\$ -</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?	Yes
Will the change result in an addition or cancellation of a capital project?	No
Will the underlying scope change alter the nature and type of capital project?	No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?	Yes
Will the change result in Council set debt and debt service limits being exceeded?	No

*In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.*



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Prairie Loop Boulevard

**AMENDED PROJECT NAME:**

**ORDER CODES (if assigned):**      Group I/O      Revenue I/O      Expense I/O      Project Amendment  
    0372008      700232      600350

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 54,773,167	\$ -	\$ -	\$ -	\$ -	\$ 54,773,167
2016	21,121,600	-	-	952,668	318,932	19,850,000
2017	22,806,800	-	-	6,728,400	-	16,078,400
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 98,701,567</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,681,068</b>	<b>\$ 318,932</b>	<b>\$ 90,701,567</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 98,701,567	\$ 42,925,759	\$ 6,508,292	\$ 49,267,516

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

The construction budget is moved to future years as the project was on hold. Design will be completed late 2016.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 41,429,631	\$ -	\$ -	\$ -	\$ -	\$ 41,429,631
2016	9,465,136	-	-	952,668	318,932	8,193,536
2017	43,000,000	-	-	6,728,400	-	36,271,600
2018	4,806,800	-	-	-	-	4,806,800
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 98,701,567</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,681,068</b>	<b>\$ 318,932</b>	<b>\$ 90,701,567</b>

### Budget Change

<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process? Yes  
 Will the change result in an addition or cancellation of a capital project? No  
 Will the underlying scope change alter the nature and type of capital project? No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects? Yes  
 Will the change result in Council set debt and debt service limits being exceeded? No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.

REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

CURRENT PROJECT NAME: Rural Infrastructure Rehabilitation 2015-2017-Construction

AMENDED PROJECT NAME:

	Group I/O	Revenue I/O	Expense I/O	Project Amendment
ORDER CODES (if assigned):	0402015	700669	601126	

## CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 16,000,000	\$ -	\$ -	\$ 16,000,000	\$ -	\$ -
2016	19,000,000	-	-	19,000,000	-	-
2017	35,000,000	-	18,000,000	17,000,000	-	-
2018	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 70,000,000	\$ -	\$ 18,000,000	\$ 52,000,000	\$ -	\$ -

## CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 70,000,000	\$ 136,557	\$ 1,052,708	\$ 68,810,735

## DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

This project is incorporated with Rural Water and Sewer Services (RWSS) and it is dependent on the progress on RWSS. Cash flow projections were made in 2015, assuming that construction would start in three communities (Gregoire Lake Estates, Saprae Creek Estates and Conklin) in 2016. The 2016 wildfire evacuation has impacted the design and construction schedule. As a result, the construction start date has been moved to 2017 for all six communities including Anzac, Janvier and Draper. The funding requirements revised to reflect the credit of \$173,000 received by RMWB from Pacific Investment Development under 2013-DA-0013 Saprae Creek West.

## AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 172,078	\$ -	\$ -	\$ 172,078	\$ -	\$ -
2016	1,827,922	-	-	1,654,922	173,000	-
2017	27,200,000	-	18,000,000	9,200,000	-	-
2018	40,800,000	-	-	40,800,000	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 70,000,000	\$ -	\$ 18,000,000	\$ 51,827,000	\$ 173,000	\$ -

## Budget Change

TOTAL	\$ -	\$ -	\$ -	\$ (173,000)	\$ 173,000	\$ -
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## FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?	Yes
Will the change result in an addition or cancellation of a capital project?	No
Will the underlying scope change alter the nature and type of capital project?	No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?	Yes
Will the change result in Council set debt and debt service limits being exceeded?	No

In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.





REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## CAPITAL BUDGET AMENDMENT

Fiscal

**CURRENT PROJECT NAME:** Rural Water and Sewer Servicing - Construction

**AMENDED PROJECT NAME:**

	Group I/O	Revenue I/O	Expense I/O	Project Amendment
<b>ORDER CODES (if assigned):</b>	0572014	700529	600953	

### CURRENT PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & Prior	\$ 15,250,000	\$ 250,000	\$ -	\$ 15,000,000	\$ -	\$ -
2016	45,425,000	-	-	45,425,000	-	-
2017	75,925,000	-	-	75,925,000	-	-
2018	55,925,000	-	18,000,000	37,925,000	-	-
Thereafter	27,475,000	-	18,000,000	9,475,000	-	-
<b>TOTAL</b>	<b>\$ 220,000,000</b>	<b>\$ 250,000</b>	<b>\$ 36,000,000</b>	<b>\$ 183,750,000</b>	<b>\$ -</b>	<b>\$ -</b>

### CURRENT COST AND COMMITMENT

As at	Current Budget	Actual to Date	Commitments	Available
8/3/2016	\$ 220,000,000	\$ 931,677	\$ 7,437,654	\$ 211,630,670

### DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT

Cash flow projections were made in 2015 assuming that three communities (Gregoire Lake Estates, Saprae Creek Estates and Conklin) construction will be starting in 2016. The 2016 wildfire evacuation has heavily impacted the design and construction schedule. Construction in all southern rural communities including Anzac, Janvier and Draper will start in 2017.

### AMENDED PROJECT BUDGET

Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2015 & prior	\$ 148,756	\$ -	\$ -	\$ 148,756	\$ -	\$ -
2016	10,526,244	250,000	-	10,276,244	-	-
2017	95,925,000	-	-	95,925,000	-	-
2018	70,925,000	-	18,000,000	52,925,000	-	-
Thereafter	42,475,000	-	18,000,000	24,475,000	-	-
<b>TOTAL</b>	<b>\$ 220,000,000</b>	<b>\$ 250,000</b>	<b>\$ 36,000,000</b>	<b>\$ 183,750,000</b>	<b>\$ -</b>	<b>\$ -</b>

### Budget Change

<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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### FISCAL RESPONSIBILITY POLICY CRITERIA:

Will the change result in an efficient administrative and project delivery process?	Yes
Will the change result in an addition or cancellation of a capital project?	No
Will the underlying scope change alter the nature and type of capital project?	No

Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?	Yes
Will the change result in Council set debt and debt service limits being exceeded?	No

*In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.*



# RMWB 2016 Wildfire Recovery Plan

November 22, 2016

# Briefing Outline

- The Recovery Plan
- Elements
- Enclosures
- Questions



## Campaign Plan



**WHAT** success looks like



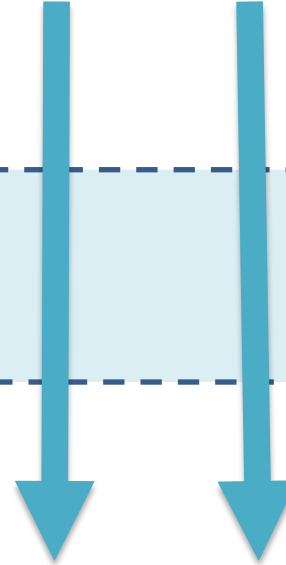
**WHO** will be responsible for  
what and **HOW** it will be  
managed

Detailed  
Plans and  
Activities



**WHO** will do it, **HOW** it will  
be done, and **WHEN** it will  
be done

Strategic No Change



Tactical

# RMWB 2016 Wildfire Recovery Plan

The plan is intended to guide the recovery of the entire region from a post-disaster state and coordinate the efforts of many, using a *build back better* philosophy and seeking enhanced community resiliency... It builds on the Campaign Plan by providing additional detailed guidance in the main document and outlining major tasks over time in the accompanying recovery timeline.

# RMWB 2016 Wildfire Recovery Plan

## FRONT END

Glossary  
Background  
Introduction

## BODY-Foundation

Campaign Plan  
Governance  
Communications  
Stakeholders

## BODY-Direction

Safety  
Projects/Activities  
Funding  
Conclusion

## ENCLOSURES

Campaign Plan  
Timeline

# Front End

## Glossary of Terms

- Definitions of recovery terms

## Background

- Historical account (response phase)

## Introduction

- Purpose and framework

# Body (Foundation)

## Campaign Plan

- What it is, how to read it

## Governance

- Structure: Bylaw 16/013
- Activities: Recovery 'RASCI'

## Communications and Stakeholder Engagement

- Consistent, Timely, Accurate, and Relevant
- The 'Who' and 'How' of engagement (4 C's)

# Body (Direction)

## Safety Management

- Paramount importance
- Construction density is a concern
- 'Zero Incident' strategy

## Recovery Projects and Activities

- Major projects by Key Activity Area (Pillar)
- Reference to enclosed Recovery Timeline

# Body (Direction)

## Recovery Plan Funding

- Focus on external funding support
- Numbers are a snapshot
- RMWB Budgets mentioned but not included

## Conclusion

- Safe Resilient Together

# Enclosures

## Campaign Plan

- Version 2.6
- 11x17 (legible)

## Recovery Timeline

- Year one and two
- Extract from a more detailed timeline
- Will change over time



# Questions





<b>Subject: Wood Buffalo Recovery Committee Recommendation - RMWB 2016 Wildfire Recovery Plan</b>
---

**Wood Buffalo Recovery Committee Recommendation:**

THAT the RMWB 2016 Wildfire Recovery Plan be approved for use as a guiding document for future budgets, resource and activity plans associated with the recovery of the entire region from a post-disaster state.

**Summary and Background:**

At the November 9, 2016 Wood Buffalo Recovery Committee Meeting, the Recovery Task Force presented a recommendation to the Committee respective to the Regional Municipality of Wood Buffalo (RMWB) 2016 Wildfire Recovery Plan. At that meeting, the Wood Buffalo Recovery Committee passed the following resolution:

“THAT the RMWB 2016 Wildfire Recovery Plan be recommended to Council for approval for use as a guiding document for future budgets, resource and activity plans associated with the recovery of the entire region from a post-disaster state.”

**Attachments:**

- I. Wood Buffalo Recovery Committee Report – RMWB 2016 Wildfire Recovery Plan
- II. November 9, 2016 Unapproved Wood Buffalo Recovery Committee Meeting Minutes





# WOOD BUFFALO RECOVERY COMMITTEE REPORT

Meeting Date: November 9, 2016

**Subject: RMWB 2016 Wildfire Recovery Plan**

**APPROVALS:**

Jim Julien, Plans Lead  
Dan Woodworth, Team Leader

**Recommendation:**

THAT the RMWB 2016 Wildfire Recovery Plan be recommended to Council for approval.

**Summary:**

Guided by the RMWB (Regional Municipality of Wood Buffalo) 2016 Wildfire Recovery Campaign Plan, the RMWB 2016 Wildfire Recovery Plan provides the operational guidance to enable a successful recovery for the Regional Municipality of Wood Buffalo. With governance, communications, and stakeholder engagement activities providing the foundation for recovery, the objectives and outcomes will occur along five (5) Action Areas: People, Environment, Economy, Rebuild and Mitigate.

**Background:**

Following the response to the 2016 Wood Buffalo Wildland/Urban Interface (WUI) fire, the Municipality established the Wood Buffalo Recovery Committee (WBRC) and the Wood Buffalo Recovery Task Force (WBRTF) per Bylaw No. 16/013. This was done to enable a deliberately planned recovery from this disaster. Using the RMWB 2016 Wildfire Recovery Campaign Plan as a strategic guiding document, the enclosed RMWB 2016 Wildfire Recovery Plan contains an operational design intended to bring the region from post-disaster to full recovery. The plan addresses all aspects of recovery and embraces a 'build back better' approach.

**Budget/Financial Implications:**

The WBRC and WBRTF are submitting their 2017 budgetary requirements in alignment with the Municipality's 2017 budget process.

**Rationale for Recommendation:**

The RMWB 2016 Wildfire Recovery Plan provides the guidance and direction required for the region to effectively recover. As it is a RMWB plan, approval by Mayor and Council is appropriate.

**RMWB 2016 Wildfire Recovery Campaign Plan Linkages:**

Action Area 1 – People  
Action Area 2 – Environment  
Action Area 3 – Economy  
Action Area 4 – Rebuild  
Action Area 5 – Mitigate

**Strategic Plan Linkages:**

Pillar 2 – Building Balanced Regional Services  
Pillar 3 – Building a Vibrant Economy Together  
Pillar 4 – Building an Effective Land Strategy  
Pillar 5 – Building a Reliable Transportation System  
Pillar 6 – Building a Sustainable Region  
Pillar 7 – Building for a Healthy and Active Lifestyle

**Attachment:**

1. RMWB 2016 Wildfire Recovery Plan

# RMWB 2016 WILDFIRE RECOVERY PLAN



# ACKNOWLEDGEMENTS

The Regional Municipality of Wood Buffalo (RMWB) is grateful for the efforts and sacrifices of first responders, citizens, public servants, business owners and industries across the region who contributed to the response and recovery effort; the work done to protect lives, homes and businesses is nothing short of heroic. We recognize the provincial, national and even global outpouring of support for our region. Volunteers, resources and messages of support have helped us come this far. There is still a long journey ahead but we will continue on the path to recovery; Safe, Resilient, Together.

PRODUCED BY:  
Regional Municipality of Wood Buffalo

9909 Franklin Avenue, Fort McMurray  
Alberta, T9H 2K4  
Toll Free 1-800-973-9663

The RMWB 2016 Wildfire Recovery Plan follows the structure outlined in the Government of Alberta "Municipal Recovery Toolkit". There are elements of this plan that go beyond the recommended design proposed by the Province. These elements are included in order to provide additional clarity and fidelity.

[www.rmwb.ca](http://www.rmwb.ca)

The primary author of this document is NOR-EX Engineering. This plan is the property of the Regional Municipality of Wood Buffalo who reserves the right to periodically update the information in it.





### Message from Mayor and Council

On behalf of my Council colleagues and all residents of our region, I'd like to welcome you to the RMWB 2016 Wildfire Recovery Plan.

The RMWB 2016 Wildfire Recovery Plan belongs to you, the resilient residents of our community. 2016 proved to be the most challenging year in our history as we persevered through the biggest crisis we have ever faced. The comprehensive approach you will read in the pages ahead is the roadmap that will guide the path forward as we recover together.

We'd like to take this opportunity to thank our residents for their resolve and spirit in recovery. We are the most giving community in the country because of people like you and we are reminded of that every day as you stand alongside your neighbours, families, friends and co-workers.

We'd also like to commend the Wood Buffalo Recovery Committee and Task Force, dedicated municipal staff and all of our partners for the work they do every day in recovery to get our community back on its feet. The RMWB 2016 Wildfire Recovery Plan Campaign Plan charts the course for our collective work together but also highlights much of the efforts that are already ongoing. Thank for your commitment to the community.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Melissa Blake'.

Mayor Melissa Blake



### Message from the Wood Buffalo Recovery Committee

On behalf of the members of the Wood Buffalo Recovery Committee, I am pleased to present our detailed RMWB 2016 Wildfire Recovery Plan.

This guiding document outlines the path we will take as a community on our road to recovery following the impact on our region of the largest natural disaster in Canadian history.

The RMWB 2016 Wildfire Recovery Plan was developed with you – our residents – in mind. It was shaped by the ideas, input and feedback we heard in conversations with you at our 'Here for You' community engagement sessions held in collaboration with our stakeholders and partners.

We understand the community owns its own recovery and we fully recognize the goals, projects and tasks outlined in the RMWB 2016 Wildfire Recovery Plan will need to evolve as we move through recovery. That's why we welcome the opportunity to share the RMWB 2016 Wildfire Recovery Plan with you and continue to welcome your feedback as we move forward as a region.

Thank you to our residents for your strength and resilience. And thank you to our tireless partners, Mayor and Council, the Wood Buffalo Recovery Task Force, municipal staff and everyone in the community that has contributed to our recovery. We continue to be here for you as we remain safe, resilient and together in recovery.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Jeanette Bancarz'.

Jeanette Bancarz  
Chair, Wood Buffalo Recovery Committee

A photograph of a man and a woman walking together on a paved sidewalk in a suburban neighborhood. The man, on the left, is wearing a light blue t-shirt, dark shorts, and sunglasses. The woman, on the right, is wearing a dark blue t-shirt, plaid shorts, and sunglasses. They are both smiling and looking towards each other. In the background, there are houses with green roofs, trees, and a clear blue sky. The overall tone of the image is bright and positive.

**SAFE. RESILIENT. TOGETHER.**

# GLOSSARY OF TERMS

**Administration** RMWB Municipal Departments

**Buy Local** Initiatives such as social procurement used to leverage existing purchasing practices to support local initiatives and achieve targeted social impact for the RMWB

**Bypass Route** In the context of this plan, a road or highway that avoids or “by-passes” the urban service area of Fort McMurray on the eastern or western sides, which could act as or enable: safe evacuation from the region, a fuel or fire break; economic development; community sustainment; increased safety due to reduced congestion; and a Dangerous Goods route

**CAO** Chief Administrative Officer. The CAO leads the Administration by implementing the policies and programs of the municipality as set out by Council

**CBA** Canadian Banking Association

**CMOH** Chief Medical Officer of Health (Alberta Health)

**Construction Control Measures** Construction governance, restraints and compliance requirements beyond those already established through bylaws, codes or Acts to be enforced to ensure highest level of safety and quality during rebuild

**CRC** Canadian Red Cross

**DCAO** Deputy Chief Administrative Officer

**DCO** Development Compliance Officer - Bylaw officer from the Community Development Planning branch who enforces the Land Use Bylaw (LUB), sign bylaw, business licensing bylaw and conditions of development permits

**DFAA** Disaster Financial Assistance Arrangements - Federal-level arrangement that prescribes procedures that must be followed for the cost-sharing of provincial DRPs

**DRP** Disaster Recovery Program - Provincial provision of financial assistance for uninsurable loss and damage caused by emergencies and disasters

**Egress Route** An unobstructed alternate emergency exit route from an urban area or neighbourhood

**Environmental Testing** Testing conducted to determine the degree to which a substance can damage living organisms

**FEED** Front-End Engineering Design

**FIFO** Fly-In/Fly-Out

**Firebreak** A gap in vegetation or combustible materials (such as houses and out-buildings) that acts as a barrier to slow or stop the progress of a wildfire. Also known as a fuel break

**Firebreak Property** Real or personal property that has suffered damage as a result of proactive measures taken to demolish the property for firebreak purposes in advance of any ignition of the property

**FireSmart** A program that addresses how to live with and manage for wildfires on our landscape. It includes various initiatives, including vegetation management and education, to protect homes and communities from the threat of wildfire while balancing the benefits of wildfire on the landscape

**Flood Mitigation** Engineered infrastructure options to reduce the threat of flooding

**FMCA** Fort McMurray Construction Association

**IBC** Insurance Bureau of Canada

**Interim Housing Program** Provision of temporary market-value housing for displaced families, sponsored by the GOA

**IRWG** Industry Recovery Working Group

**KPI** Key Performance Indicators

**Hazardous Tree Removal** Removal of fallen or burnt trees that present potential safety hazards, separate and distinct from FireSmart

**Psychosocial** The interconnection between psychological and social processes and the fact that each continually interacts with and influences the other (IASC Reference Group for Mental Health and Psychosocial Support, Support in Humanitarian Emergencies, 2010)

**RASCI** A responsibility assignment matrix that clarifies roles and responsibilities in project management. It specifies who is: Responsible, Accountable, Support, Consulted, and Informed

**Recovery** Restoration, re-development, regeneration, rehabilitation, and improvement (build back better principle) of facilities, livelihoods and living conditions of disaster-affected communities

**ReLeaf Program** Tree Canada's Operation ReLeaf - Fort McMurray, this program could restore and reforest parts of the fire affected areas

**Resilience** The ability of individuals, households, communities and societies to withstand shocks, recover and cope better with future stresses (OCHA, The IASC Perspective on 'A Resilience Based Approach to Humanitarian Assistance, 2013)

**Fringe Area Development Assessment** An outline of areas available for future expansion of the Urban Service Area

**RMWB MDP** RMWB Municipal Development Plan - Long-term strategic Plan for managing regional growth over the next 20 years within RMWB

**RSAS Study Growth Survey** Regional Structure Action Strategy (RSAS) Study. Population Survey (2015-2035)

**RMWB 2016 Wildfire Recovery Campaign Plan** A one-page guide to recovery for our region. It aligns efforts and provides coherence to recovery

**SCO** Safety Codes Officer - Officers in the Building, Electrical, Plumbing or Gas disciplines that operate out of the Safety Codes branch of the Planning and Development department. They enforce all the applicable building, electrical, plumbing and gas codes under the Safety Codes Act

**Slope Stability** Determined by shear stress and shear strength, slope stability is the potential of soil covered slopes to withstand and undergo movement

**Stakeholder** A person, group or organization that affects or can be affected by an organization's actions

**Tax Relief** Reduction of various portions of property taxes payable on residential or commercial properties

**WBBSTF** Wood Buffalo Business Support Task Force

#### **Wood Buffalo Recovery Committee**

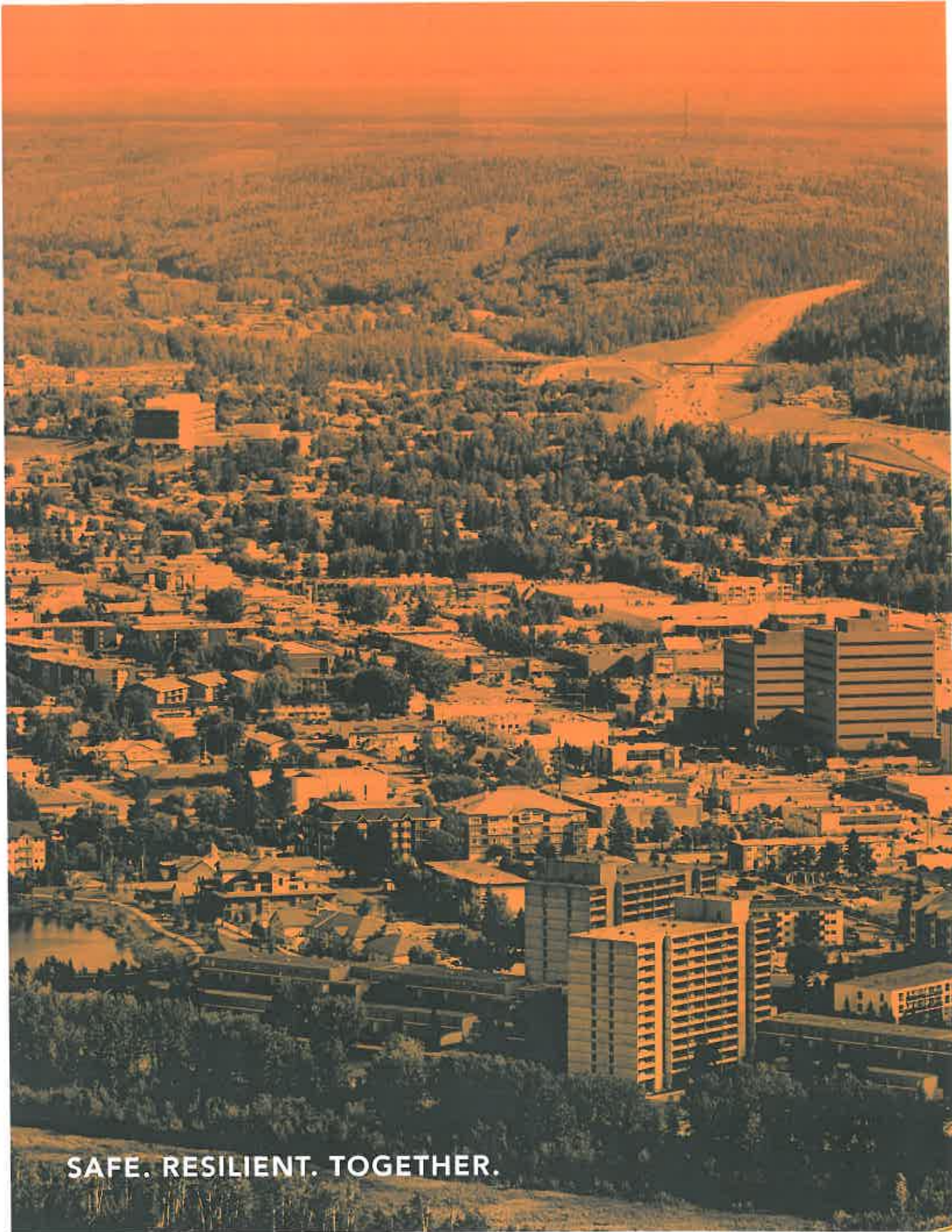
**(WBRC or Committee)** In accordance with Bylaw No. 16/013 (June 21, 2016), the Committee was appointed by Mayor & Council to provide policy and governance oversight to the Wood Buffalo Recovery Task Force

#### **Wood Buffalo Recovery Task Force**

**(WBRTF or Task Force)** In accordance with Bylaw No. 16/013 (June 21, 2016), this Task Force was created by the Mayor and Council. It is appointed by the Team Leader with the approval of the Committee. It's mandate is to consult with and work with all appropriate stakeholders in order to decide upon and execute measures to ensure that the Municipality and its residents will be well established on a path to recovery







**SAFE. RESILIENT. TOGETHER.**

# BACKGROUND

On May 1, 2016, an out-of-control wildfire in the Forest Protection Area southwest of Fort McMurray began threatening the city. This fire, MWF-09, started in the vicinity of the Horse River and came to be known as the Horse River Fire. MWF-09 was preceded by hot, dry conditions in the area surrounding Fort McMurray. On May 1, a State of Local Emergency was declared and the Regional Emergency Operations Centre (REOC) was activated. On May 2, the Horse River Fire had reached approximately 862 hectares.

Evacuations started on May 1, 2016, with the evacuation of the landfill followed by the voluntary evacuation of Gregoire, Centennial Trailer Park and Prairie Creek. As the evacuations continued, a reception centre and lodging was set up at MacDonald Island. The voluntary evacuation of Centennial Trailer Park and Prairie Creek was upgraded to mandatory on the eve of May 1, 2016 as the fire continued in the area.

During the morning of May 3, residents were advised that all should prepare for mandatory evacuation within a 30-minute notice. Extreme fire conditions that day fueled the fire as it breached the city limits in the afternoon of May 3, significantly damaging in the communities of Abasand, Beacon Hill and Waterways. As of 18:15 hours on May 3, all of Fort McMurray was now under a mandatory evacuation notice. All lanes on Highway 63 north of Taiga Nova were running northbound to support traffic flows. As evacuations continued, reception centres in Anzac, Wandering River, Lac La Biche, Northlands and many nearby work camps were set up to accept the displaced residents of Fort McMurray.

Fort McMurray Fire Department (FMFD) staff fought the Horse River Wildfire at various points in and around Fort McMurray for a week following the initial breach



on May 3. A provincial state of emergency was declared on May 4 and the Provincial Operations Centre (POC) was activated. Multiple defensive stands were made as the blaze wrapped around the north-west edge of the city and pushed up against the Clearwater River to the east of the lower town site. The initial force of 154 municipal fire fighters was bolstered by crews from Anzac, Sapræ Creek, Fort McKay, Edmonton, Calgary, Cold Lake, Grand Prairie and elsewhere in Alberta.

In total, 4,161 individuals spent time working in the REOC or in the field supporting the fire response efforts. The fire destroyed nearly 2,000 structures and damaged



Figure 1: RMWB Wildfire Interface Photo



many more. Critical public infrastructure was protected; including schools, the water treatment and wastewater treatment plant, and most cellular service towers. Despite the devastation, 88,000 people evacuated from Fort McMurray, marking one of the largest and most successful evacuations in Alberta's history.

The Government of Alberta mobilized significant resources to support the municipality, including Alberta Agriculture and Forestry, Alberta Health,

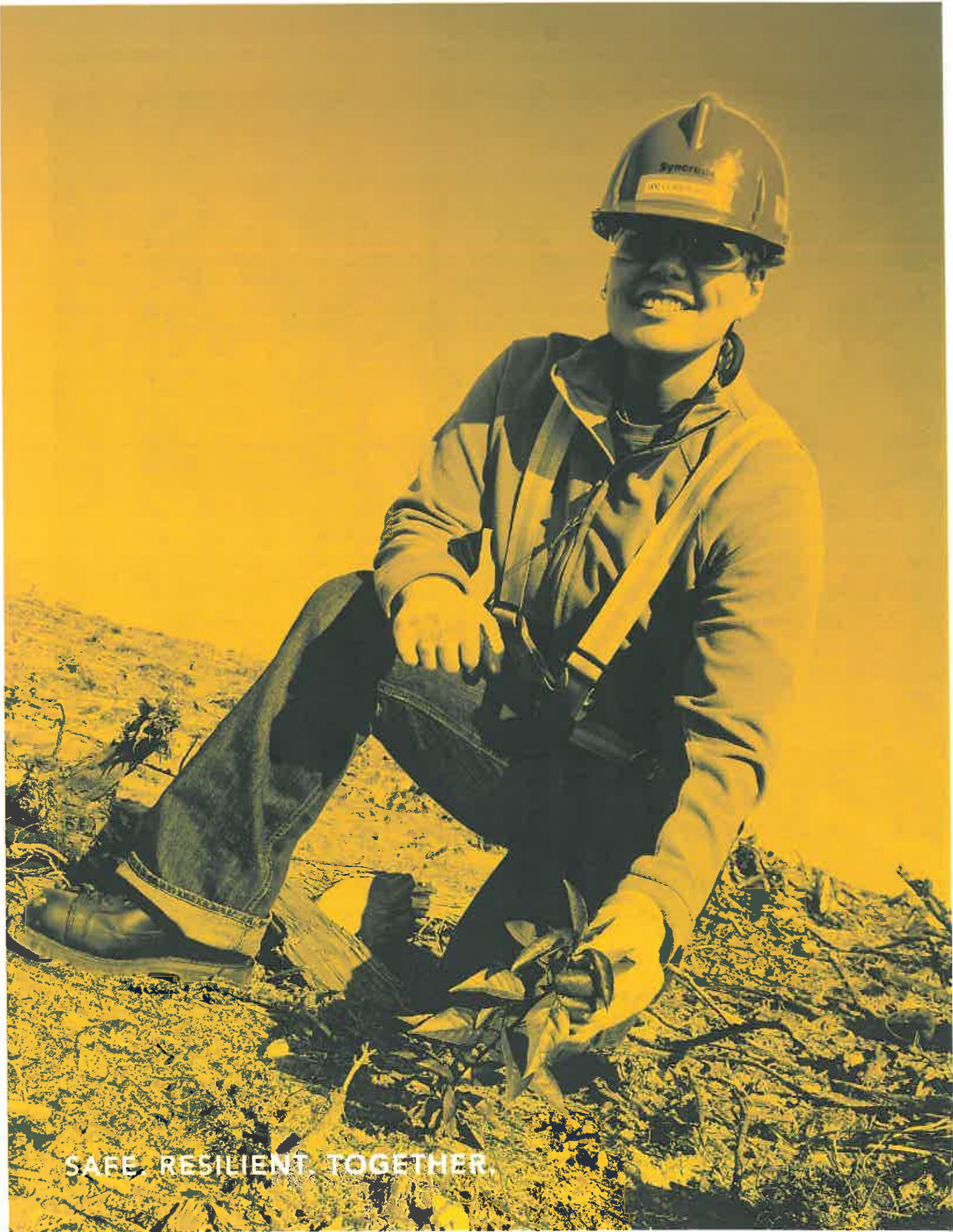




Alberta Emergency Management Agency and various other experts. Canadian Task Force 2 (CanTF2) mobilized to support the initial response. Numerous private agencies provided support, including ATCO Gas and Electric, Shaw, Telus, industry partners, Alberta Energy Regulator, Insurance Bureau of Canada, YMM Airport ADRA Canada, Billy Graham Rapid Response Team, Canadian Global Response, Canadian Red Cross, Christian Aid Ministries, Christian Disaster Relief, Mennonite Disaster Services, North American

Mission Board, Salvation Army, Samaritan's Purse, Team Rubicon and IsraAid.





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# INTRODUCTION

The RMWB 2016 Wildfire Recovery Plan is intended to guide the recovery of the entire region from a post-disaster state, coordinate rebuilding efforts using a build back better philosophy and enhance community-level resiliency. The plan will position the Municipality for future growth following the rehabilitation of damaged areas and enable the region to support its own recovery. It builds on the RMWB 2016 Wildfire Recovery Campaign Plan by providing additional detailed guidance in the main document and outlining major tasks over time in the accompanying recovery timeline.

The sheer magnitude of the disaster requires a clear framework and a plan in order to navigate a very complex environment. This plan is meant to deliver on both of those requirements. The framework illustrated in Figure 2 has been used to communicate the change in governance structures for the municipality, from emergency response on the left to a return to routine operations on the right. In practice, full recovery is known to take years. Initial planning estimates show the bulk of residential recovery being complete by the end of 2018; however, some of the mitigation projects could easily stretch into the next decade.



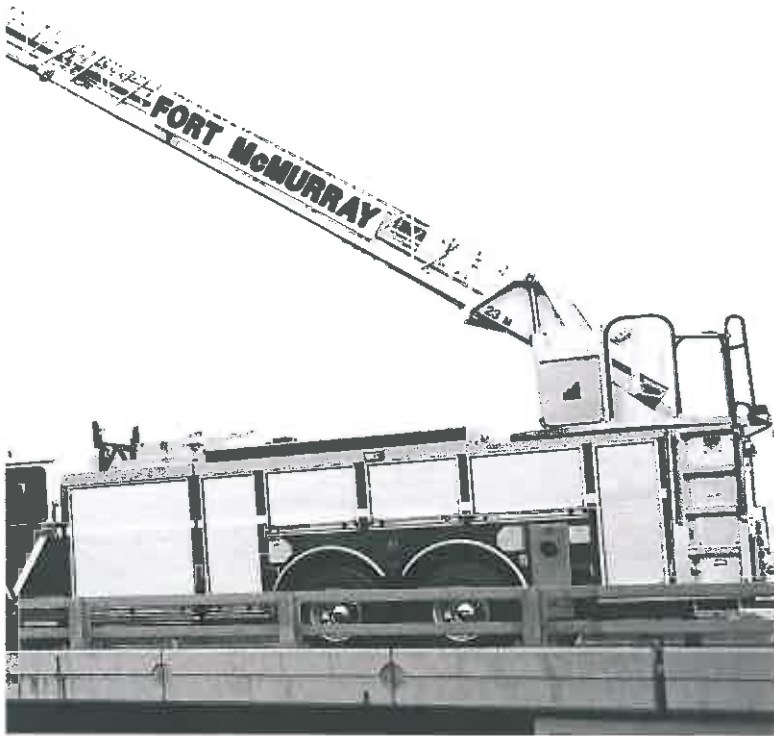


## RMWB 2016 WILDFIRE RECOVERY FRAMEWORK



Figure 2: Recovery Framework

THE 2016 WILDFIRE RECOVERY PLAN IS INTENDED TO BRING THE REGION OUT OF A POST-DISASTER STATE AND ENABLE AN EFFECTIVE RECOVERY USING A BUILD BACK BETTER PHILOSOPHY.







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# THE CAMPAIGN PLAN

The guiding document for this recovery plan is the RMWB 2016 Wildfire Recovery Campaign Plan. The campaign plan is a high-level, one-page guide to recovery for our region that endeavours to provide an easy to understand framework to an extremely complex challenge. The Campaign Plan deliberately lacks specific tasks, rather the broad statements are intended to create common understanding. It asks and answers the question "How does the RMWB recover from the 2016 Wildfire?" This section explains the elements of the Campaign Plan diagram in Figure 3, on page 19.

**Question:** This element of the Campaign Plan poses the Primary Question of recovery: how does the RMWB recover? It demands that the answer address timeliness, stakeholder/citizen engagement, economy and environment as well as a number of additional components of the question.

**Reminders:** As the region recovers and we find ourselves immersed in operations, it is necessary to keep certain things in the forefront of our minds. First, our individual and collective well-being is paramount. Personal and community-level resilience are critical to the achievement of a full recovery. The 'Resilience' diagram provides an image to remind and measure ourselves against. Second, we must learn from history and ensure that best practices are being followed. The 'Recovery Best Practices' list is offered as a checklist that can be revisited regularly to ensure success.

## HOW DOES THE RMWB RECOVER FROM THE 2016 WILDFIRE?

**Action Areas:** The five Action Areas the Campaign Plan align with broad categories of effort typically used to describe a recovery operation. The Action Areas divide the recovery effort into definable, clear and relevant pillars. Action Areas have been used as an alignment tool for sub-committees, Task Force re-organization, division of responsibilities and the writing of the wildfire recovery plan.

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**People:** People are our most valuable resource. Activities in this area are focused on enhancing the well-being of all RMWB residents. It considers education, recreation, leisure, arts, culture and spiritual needs, psychosocial and physical supports, as well as ensuring residents are engaged and informed throughout recovery.

**Environment:** The wildfire had an immense impact on our environment. Activities in this area are meant to identify, assess, and mitigate environmental damage. Ensuring that environmental compliance and due diligence are applied to recovery activities is also paramount.

**Economy:** Long-term success and stability of the region is greatly influenced by our economy. Activities in this area focus on re-invigorating the economy through focusing on local/regional business, supporting the workforce and embracing viable diversification opportunities.

**Rebuild:** Bringing ourselves back to our pre-fire reality is the thrust of this Action Area. Rebuilding or repairing homes, businesses and infrastructure as well as removing obstacles to those efforts is key. Timely policy decisions and enabling supporting agencies like the Canadian Red Cross and the Insurance Bureau of Canada will be part of the solution.

**Mitigate:** Efforts and activities that improve the resilience of our region will find themselves in this Action Area. It addresses those initiatives that allow us to build back better than we were before, using regional legacy projects like egress or bypass routes and FireSmart initiatives.

---

**Objectives and Outcomes:** The broad objectives related to each of the Action Areas and the desired outcomes for those objectives are listed in these boxes. The statements in these elements are broad in order to allow planners to delve into the detail and develop activities supporting the objectives with a view to accomplishing the outcomes.

**End State:** This element makes a statement on where we see the region when recovery is complete. It is aspirational but not unachievable. Understanding our end state gives a common purpose and aligns our efforts.

**Risks:** While not an exhaustive list, the risks listed in this element highlight some of the major frictions and pitfalls that we could face during the recovery process the plan. Risks must be clearly identified and deliberately managed.

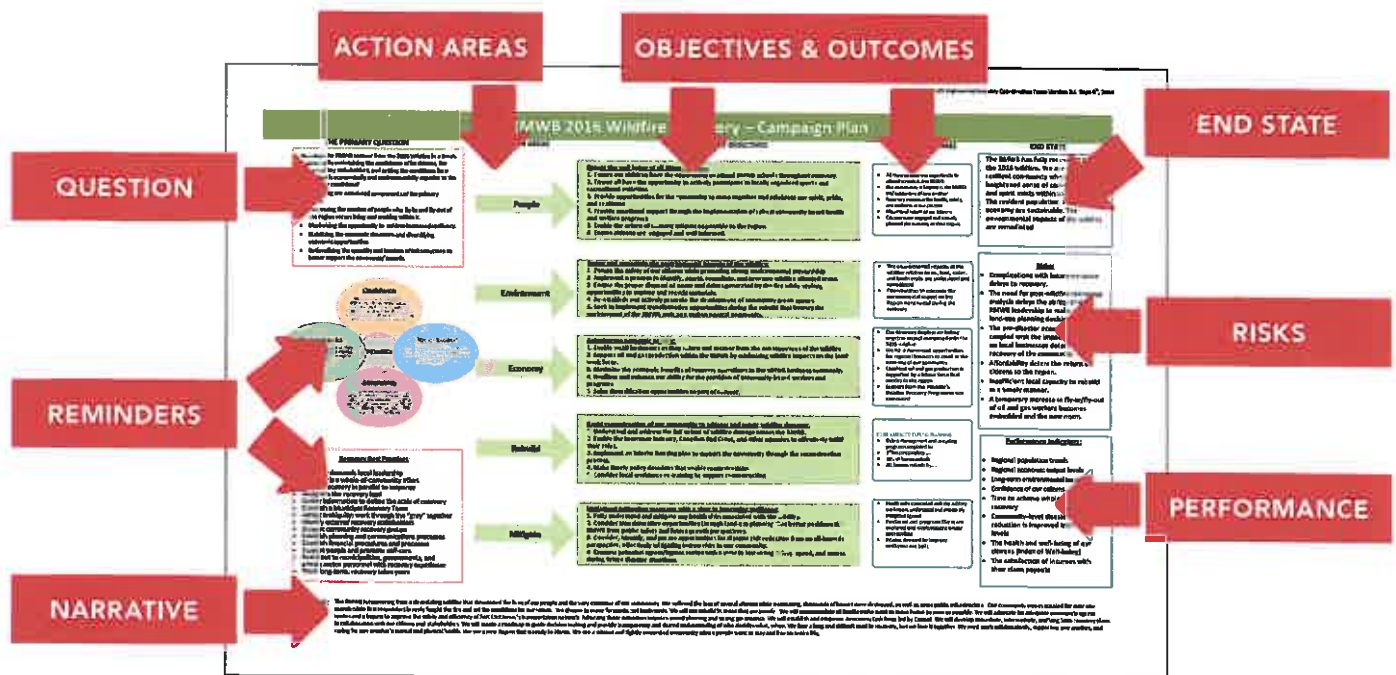
**Performance Indicators:** Choosing relevant performance indicators is imperative to measuring and communicating our progress. The Performance Indicators listed are merely a sampling of items we need to track. A Performance Measurement framework is crucial to successful recovery.

**Narrative:** This element of the Campaign Plan is a plain English story of what has happened, where we find ourselves and how we intend to move forward.

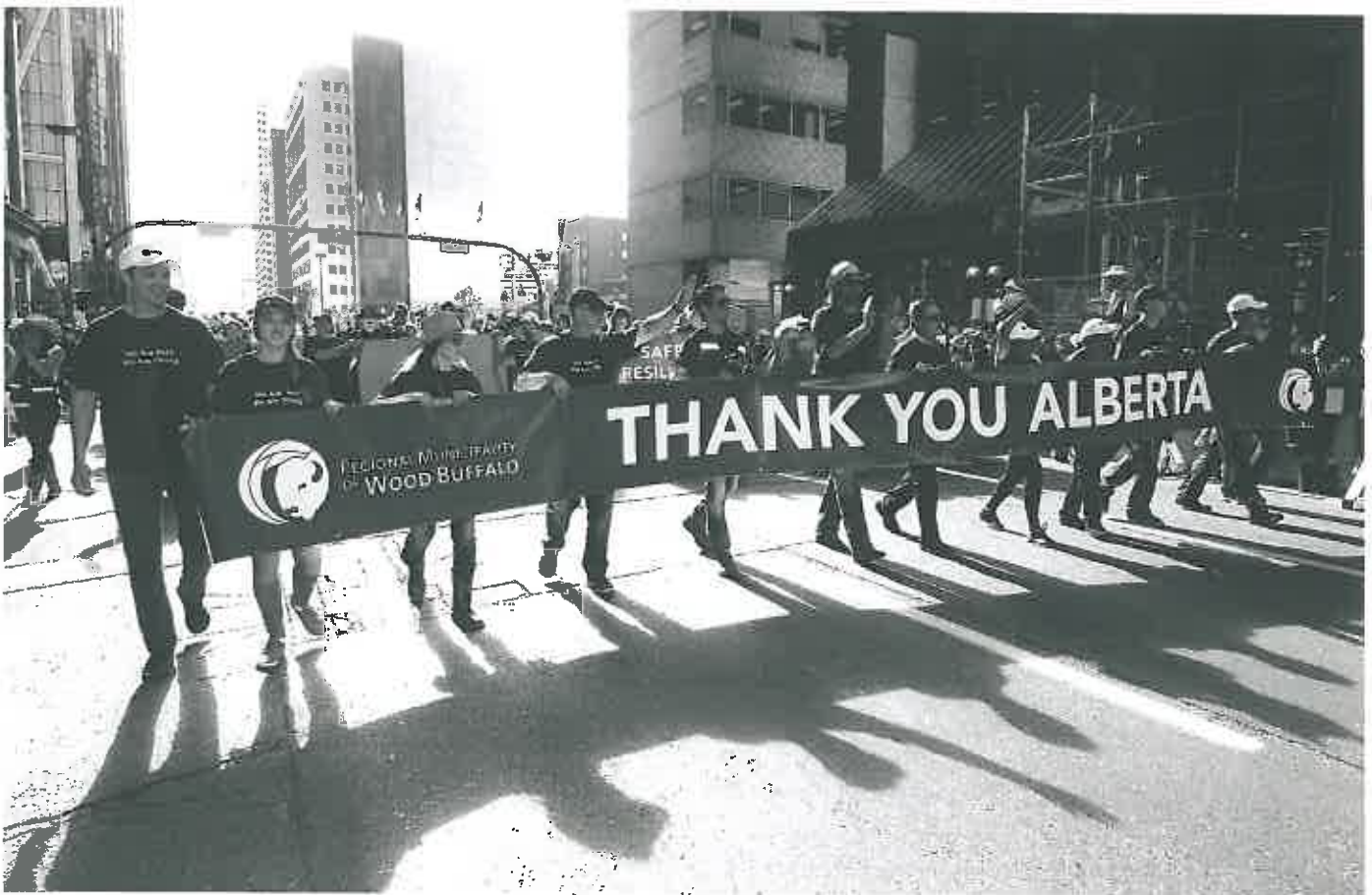
The Campaign Plan is intended to endure throughout the entire recovery process as a guiding document that provides awareness and direction. Anyone involved in the recovery is encouraged to read the Campaign Plan in its entirety and attempt to align their efforts accordingly. This will allow for a common understanding, consistency in planning, and cohesion in execution.

The full Campaign Plan is enclosed at the end of this document.

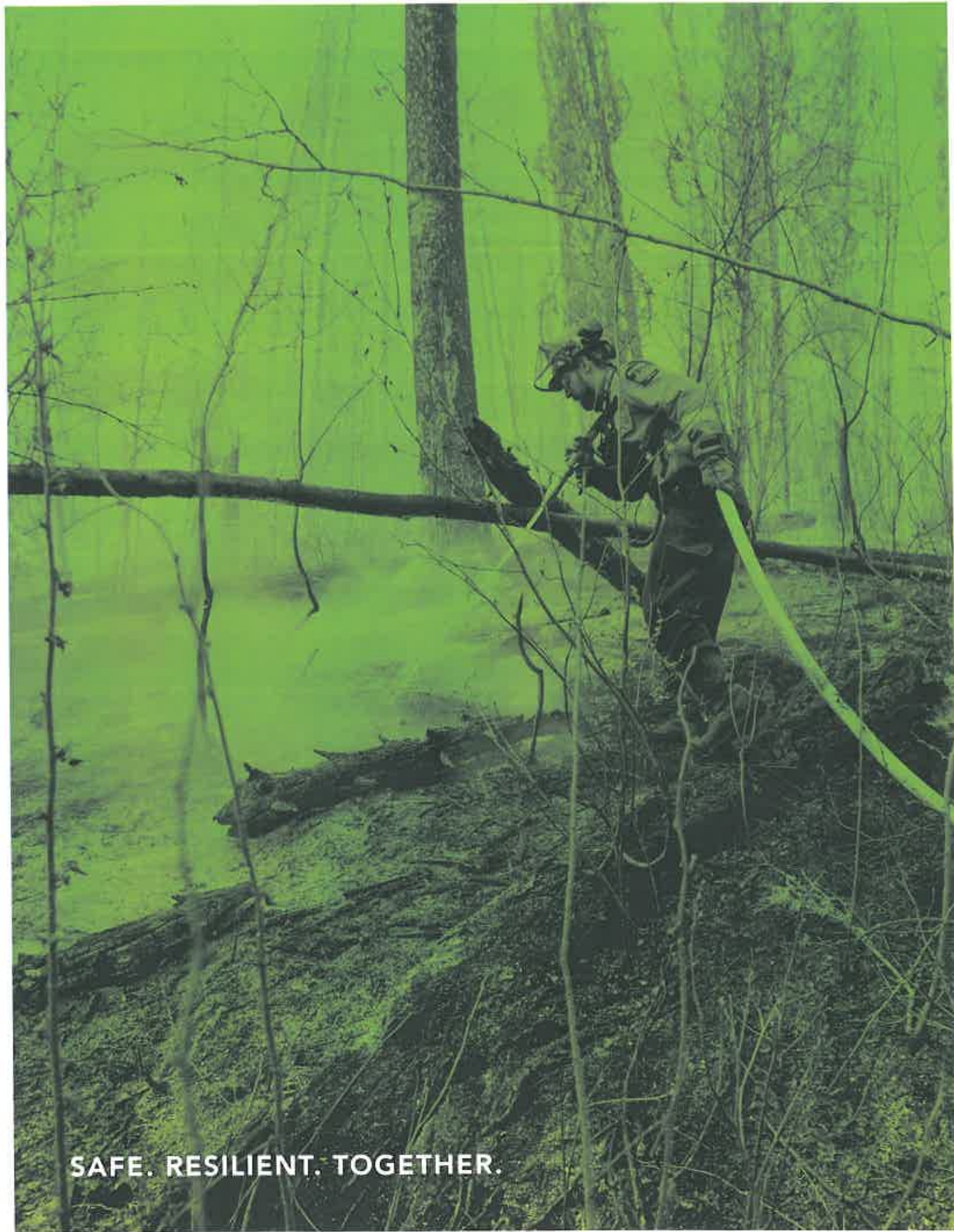




### Figure 3: Elements of the Campaign Plan







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# GOVERNANCE

A clear governance framework is critical to achieving our recovery goals. This section restates the governance model established by Council and outlines the approach to governance as it applies to individual recovery activities.

The 2016 Wood Buffalo Wildfire Recovery effort involves dozens of separate government agencies, committees, task forces and NGOs working collectively to help the RMWB recover from the May 2016 Wildfire. Coordination of effort is crucial in delivering an efficient and effective recovery, and this necessitates a clear and common understanding of accountabilities and responsibilities for recovery efforts.

Leadership and accountability for the overall recovery effort rests with the municipality through the Mayor and Council. On June 23, 2016, the Council passed Bylaw 16/013 that established the Recovery Committee and assigned overall accountability for recovery to this committee.

Figure 4, on page 22, depicts the governance and operational relationships for wildfire recovery.

In planning and executing the recovery program, the Recovery Committee has assigned accountability for the program to the Recovery Team Leader. The Campaign Plan contains five broad action areas or pillars. Every activity in recovery falls under one of these pillars. Members of the Task Force are accountable for activities depending on how they align with each action area.

The terms "Accountability" and "Responsibility" are sometimes used interchangeably; however, for the purposes of the Recovery Plan, they have distinct meanings. An individual shall be *accountable to* someone for ensuring that an activity is completed and an individual or team is *responsible for* completing the activity.





Figure 4: Wildfire Recovery Governance Structure from RMWB Bylaw No. 16/013

## 1) ACCOUNTABILITY PRINCIPLES

- a. Accountability for a task cannot be shared,
- b. Accountability, in terms of recovery, refers to the individual within the Recovery Task Force who is accountable to the Recovery Team Leader for ensuring the task is completed,
- c. When subtask responsibility is assigned, accountability for the main task remains with the individual delegating,
- d. Accountability is only established when a request is made and accepted (committed);
- e. Accountability is not authority nor does it imply ownership. A recovery task force team member may be accountable for tasks that cross organizational boundaries, and
- f. Accountability can and will be transferred during the course of recovery if the incumbent and successor agree.

## 2) RESPONSIBILITY PRINCIPLES

- a. Responsibility for a task may be shared. When this is the case, an individual shall be designated as having prime responsibility, and others will provide support,
- b. For each task or activity, the number of responsible individuals will be minimized (ideally one), and the task will be broken into subtasks to deal with shared responsibility,
- c. For the highest level task, the overall wildfire recovery, the Task Force Leader is accountable to the Recovery Committee, but the hundreds of internal and external resources supporting the recovery sub tasks will be responsible for overall success.

In order to ensure tight coordination between the massive recovery effort, a responsibility and accountability matrix has been developed that is aligned to the RMWB 2016 Wildfire Recovery Campaign Plan. In addition to Responsibility and Accountability, tasks have been assigned Support, Consulted and Informed requirements.

<b>R: RESPONSIBLE</b>	Individual position from any organization, that has prime responsibility for completing an activity required to support the Campaign Plan outcomes. Normally one person per task.
<b>A: ACCOUNTABLE</b>	A member of the Task Force that has accountability for ensuring that a task required to support the Campaign Plan outcomes is successfully completed.
<b>S: SUPPORT</b>	Individuals that have responsibility to support the completion of a task or activity.
<b>C: CONSULTED</b>	The position or positions that provide input and support to responsible and supporting individuals. They are neither accountable nor responsible for activity outcomes.
<b>I: INFORMED</b>	The position or positions that need to be informed after a decision has been made or a task completed. The person(s) in the position may need to take action as a result of the outcome.

Table 1 (above): Definition of Roles in Wildfire Recovery

Table 2 (below): RASCI Chart for High Level Recovery Objectives

2016 WILDFIRE RECOVERY RASCI	WBRTF TEAM LEAD	WBRTF PEOPLE LEAD	WBRTF ECONOMY LEAD	WBRTF OPERATIONS LEAD	WBRTF PLANS LEAD	WBRTF COMMUNICATIONS LEAD	WBRTF STAKEHOLDER ENGAGEMENT	WBRTF PROJECT Svcs LEAD	WBRC	RMWB ADMINISTRATION	GOVERNMENT OF ALBERTA
<b>RECOVERY:</b>	A, R	S	S	S	S	S	S	S	I, C	S, C	S, C
<b>PEOPLE OBJECTIVES</b>		A, R	S	S	S	S	S	S	I, C	S, C	S, C
<b>ENVIRONMENT OBJECTIVES</b>		S	S	A, R	S	S	S	S	I, C	S, C	S, C
<b>ECONOMY OBJECTIVES</b>		S	A	S	S	S	S	S	I, C	R	S, C
<b>REBUILD OBJECTIVES</b>		S	S	A, R	S	S	S	S	I, C	S, C	S, C
<b>MITIGATE OBJECTIVES</b>		S	S	A, R	S	S	S	S	I, C	S, C	S, C
<b>R: RESPONSIBLE    A: ACCOUNTABLE    S: SUPPORT    C: CONSULTED    I: INFORMED</b>											

The governance structure created for recovery will change over time. Specifically, the Task Force and the Committee will, at some point, no longer be required. When this happens, or when there is a significant change to the structure of either the Committee or the Task Force,

the RASCI chart must be re-examined and reassigned. Full responsibility and accountability will migrate back to the Administration for any recovery projects that endure beyond the existence of the Task Force and Committee.



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# COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

Successful wildfire recovery will be built upon engagement with and contributions from all stakeholders, including federal, provincial, regional municipal and Indigenous governments. For this to occur, Mayor and Council, Committee and Task Force will provide consistent, timely, accurate and relevant information to stakeholders.

The Recovery Communications team will support all elements of the Task Force while linking collaboratively with communicators within Administration to ensure timely and aligned communication products and processes. The team will employ a variety of tools and media to multiple points of public access to information and progress reporting.

The Recovery Stakeholder Engagement team will be the primary outreach and engagement team, creating events, providing reliable information, enabling stakeholder understanding of the unique elements of the Recovery Plan, and facilitating a "build back better" vision in

the community. The team is responsible for the direct or indirect (through other Task Force or Administration departments) engagement with the defined stakeholders to ensure a credible, transparent and respectful engagement process.

## STAKEHOLDERS & OBJECTIVES

Stakeholders are individuals, groups or organizations who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project. Given the vastness and the economic uniqueness of the RMWB, the stakeholders are diverse and many:

RMWB Residents	Municipal Government
Industry	Indigenous People
Provincial Government	Non-Profit Sector
Non-resident work-force	Federal Government
Non-Government Organizations	Social-Profit Sector
Indigenous Governments	Local Businesses



Throughout the recovery, the Stakeholder Engagement process will: 1) Seek to understand the interests, needs, and wants of stakeholders, 2) Provide a fact-based context for recovery activities, scope, and mandate to manage stakeholder expectations, 3) Deliver timely, accurate and relevant information, 4) Build trust and maintain collaborative working relationships, 5) Reach balanced decisions on recovery to best inform the Task Force, 6) Empower stakeholders to take ownership of the recovery and build capacity within the community, 7) Facilitate engagement activities, sharing information and soliciting feedback/input, 8) Track lessons learned and adjust recovery efforts accordingly, and 9) Engage with the defined stakeholders to ensure a credible, transparent and respectful engagement process.

## ENGAGEMENT

Effective communication creates a bridge between diverse stakeholders who may have different cultural and organizational backgrounds, different levels of expertise, and different perspectives and interests. These differences can influence recovery projects and outcomes. The Recovery Task Force will employ a wide range of tools and tactics to ensure appropriate and meaningful engagement for various audiences, partners and community stakeholders.

The Stakeholder Engagement process will be based upon timely, accurate and relevant communication supporting the RMWB 2016 Wildfire Recovery Plan and will be guided by the *4Cs of Engagement*:

**Create** opportunities for stakeholders to be heard where they can voice their concerns and indicate their preferences for recovery and rebuilding options

**Collaborate** with stakeholders to ensure coordinated recovery visions and plans throughout the region; work with staff to identify the issues and themes, while obtaining feedback from key stakeholders and partners

**Collect** information to demonstrate diversity in feedback, show that options have been reviewed and suggested outcomes have been considered; integrate observations and understandings into ongoing dialogue, decision-making, council briefings, and policy considerations

**Close** the loop by reporting in a timely fashion; demonstrate how decision making ties back to community and stakeholder input and guidance



**EFFECTIVE COMMUNICATION CREATES A BRIDGE BETWEEN DIVERSE STAKEHOLDERS WHO MAY HAVE DIFFERENT CULTURAL AND ORGANIZATIONAL BACKGROUNDS, DIFFERENT LEVELS OF EXPERTISE, AND DIFFERENT PERSPECTIVES AND INTERESTS. THESE DIFFERENCES CAN INFLUENCE RECOVERY PROJECTS AND OUTCOMES**



A close-up, high-contrast photograph of a firefighter. The firefighter is wearing a black helmet with a clear visor and a white jacket. A patch featuring a red maple leaf is visible on the jacket. The background is blurred, showing what appears to be a fire scene with smoke and structural elements.

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# SAFETY MANAGEMENT

The Wildfire was an unprecedented disaster, destroying approximately 2,000 structures and resulting in projected insured losses of greater than \$3.6B. While the region was fortunate not to have sustained any loss of human life during the actual fire-fighting operations, our community suffered the loss of two lives during evacuation. As difficult a loss as this was, incurring serious injuries or deaths during recovery would be equally if not more tragic. Every effort should be made to prevent such a possibility.

Safety is the top priority throughout recovery. On our region's path to recovery we will experience a significant increase in residential and commercial construction projects as well as increased traffic volumes – notably in our urban neighborhoods and communities. During this deliberately managed phase, it is imperative that we collectively remain committed to working safely, and preventing harm to our residents, contractors and to our communities.

**SAFETY IS THE TOP  
PRIORITY THROUGHOUT  
RECOVERY**



With the increased traffic on our highways and residential streets, all employers and residents must employ appropriate safety management strategies. We must collectively identify the hazards and do our best to reduce and ideally eliminate the risks we face. Our families, friends, employees and all stakeholders deserve to be safe on our roads and in our neighborhoods.

Committing to a “Zero Incident” strategy, all construction activities are to be based on the accepted safe-work axioms that all incidents are preventable; you must be committed to work safely; and leadership is accountable for environment, health and safety performance.

Employers, contractors and sub-contractors are expected to exercise Hazard Identification, Risk Assessment and Control processes.

## LEGISLATION

Employers, contractors, sub-contractors, workers and site owners are to be aware of their responsibilities and accountabilities under the Alberta Occupational Health & Safety (OHS) Act and the Alberta OHS Code, including the assignment and responsibilities of Prime Contractor where applicable. Compliance and Enforcement will be a key element to the RMWB approach to managing the complex rebuild activities of recovery and all rebuild participants should expect to be held fully responsible for any variance from safety standards.

Quick reference link to Alberta Occupational Health and Safety:

[www.work.alberta.ca/ohs](http://www.work.alberta.ca/ohs)









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# RECOVERY PROJECTS & ACTIVITIES

The 2016 Wildfire Recovery Campaign Plan established Key Action Areas, Primary Objectives, Desired Outcomes and an End State to ensure a successful recovery for the RMWB.

The Recovery Timeline (enclosed) defines the major tasks required to accomplish recovery over the next several years. It will continue to be updated and developed over time as subsequent planning cycles and analysis reveal additional tasks that must be executed, deconflicted and resourced.

Table 3 identifies some of the major projects and activities found within their respective Key Action Areas but is by no means an exhaustive list.

PEOPLE
Implement the Psychosocial Framework
Enable access to safe and effective education services including home schooling
Ensure meaningful stakeholder engagement and needs-based analysis of residents and communities
Expand community development opportunities to enable participation in local sports, recreational activities as well as participation in arts, culture and spiritual activities
Implement a Diversity Plan to mitigate potential increases in discrimination post-disaster and to foster acceptance and inclusion of diverse peoples
Establish an Interim Housing Program that focuses on stabilizing the immediate and short-term housing and reconstruction needs of displaced families and property owners

## ENVIRONMENT

Assure resident safety through various forms of environmental testing and geotechnical analysis

Conduct Post-Fire Hazard Reduction

Implement an Environmental Plan to assess and mitigate wildfire-affected areas

Pursue transformative Environmental opportunities

Conduct Operation Re-Leaf through Trees Canada to re-claim the green spaces within the RMWB, with a view to replant up to 10,000 trees

## ECONOMY

Implement an Economic Strategy based on revised economic, resource and population factors

Establish a business support task force, comprising of RMWB, GOA, Indigenous, community and industry stakeholders to facilitate and enable recovery success and to strengthen relationships

Revise the Municipal Development Plan, Fringe Study and Population Growth Survey

Enable Small Business (urban, rural, indigenous) recovery through emergency relief and support programs, "Buy Local" initiatives, YMM Home Show and frequent analysis of business inventory activities

Implement Residential Tax Relief Program

Support oil and gas production attraction and retention programs of a competent workforce that is resident within the RMWB and not categorized as Fly-In/Fly-Out (FIFO)

Ensure taxation certainty for residential, commercial and industry stakeholders

Continue with industry/commercial/regional Trade Shows to attract commercial opportunities

## REBUILD

Identify, assess and prioritize all damaged RMWB residential, commercial, industrial and public infrastructure, roads and parks

Implement Rebuild Plan, including Safety Management Guidance

Advocate for residents to ensure insurance and banking industries, Canadian Red Cross and other agencies fulfill their roles

Engage and adhere to the required processes to recover funds through the Alberta Disaster Recovery Program

Implement guidance to strengthen "Buy Local" model when rebuilding

Execute Clean-Up and Debris Removal

Expedite Green Home Re-Entry

Implement Construction Control Measures to provide synergistic construction while ensuring safety of all stakeholders during extensive construction activities

Streamline permitting processes to reduce rebuild costs attributed to construction delays

Enable sufficient supply of competent and available work-force to support residential, commercial and public structures (job fairs and assess cross-training opportunities and engage external builders to source local builders/trades)

Facilitate Condominium Rebuild decision-points



## MITIGATE

Pursue the development of the East Clearwater Highway as an alternate regional evacuation route for the Municipality

Develop secondary and egress routes from the communities of Abasand, Waterways, Beacon Hill, and Wood Buffalo

Continue with and enhance FireSmart initiatives throughout the Municipality

Develop and implement a plan to protect rural hamlets and the western flank of the Urban Service Area from a Wildland/Urban interface (WUI) fire

Investigate the option of a Wildland Urban Interface Fire Crew capability

Review and enhance the Municipal Emergency Management Plan to include the incorporation of a recovery plan

Conduct forensic Lessons Learned analysis

*Table 3: Summary of Major products or activities by Key Action Areas*





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## RECOVERY PLAN FUNDING

In July 2016, it was determined that this wildfire was the costliest disaster for insurers in Canadian history, reaching \$3.6 billion in damages. The fire, which grabbed international attention for its size and devastation, covered 589,995 hectares with a perimeter of 996 kilometres.

THE CANADIAN RED CROSS RECORD FOR DONATIONS WAS BROKEN, WITH OVER A MILLION CANADIANS DONATING IN EXCESS OF \$136 MILLION TO HELP THE RESIDENTS OF THE REGION

Funding support for response and recovery has been, and will continue to be, provided by several levels of government, numerous external stakeholders, including businesses, NGOs, and individuals. The Federal and Provincial Governments will fund a significant portion of Recovery through the federal Disaster Financial Assistance Arrangements (DFAA) and provincial Disaster Recovery Program (DRP). The estimated combined funding from these programs is \$615 million. The exact breakdown between response efforts already completed and recovery efforts yet to occur will take time to resolve, although preliminary estimates indicate that \$175 million was used in the immediate response to the wildfire.

The Canadian Red Cross record for donations was set with more than one million Canadians donating in excess of \$185 million to help the residents of the region. Through

matching contributions the provincial government added \$30 million and the federal government added another \$104 million to make the total funding available from CRC \$319 million for response and recovery.

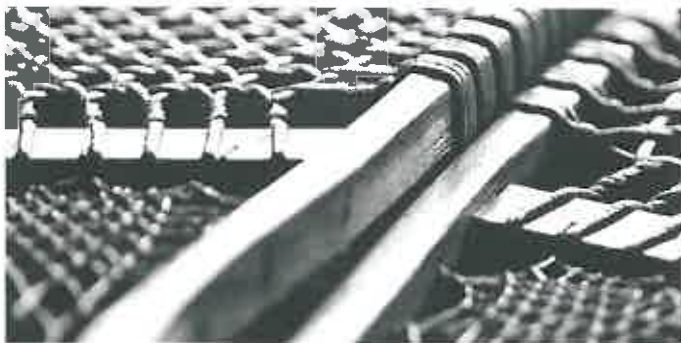
Not-for-profits, NGOs, individuals, businesses and agency donors have also come forward with substantial aid for the recovery effort, including both financial support and in-kind donations of material and labour.

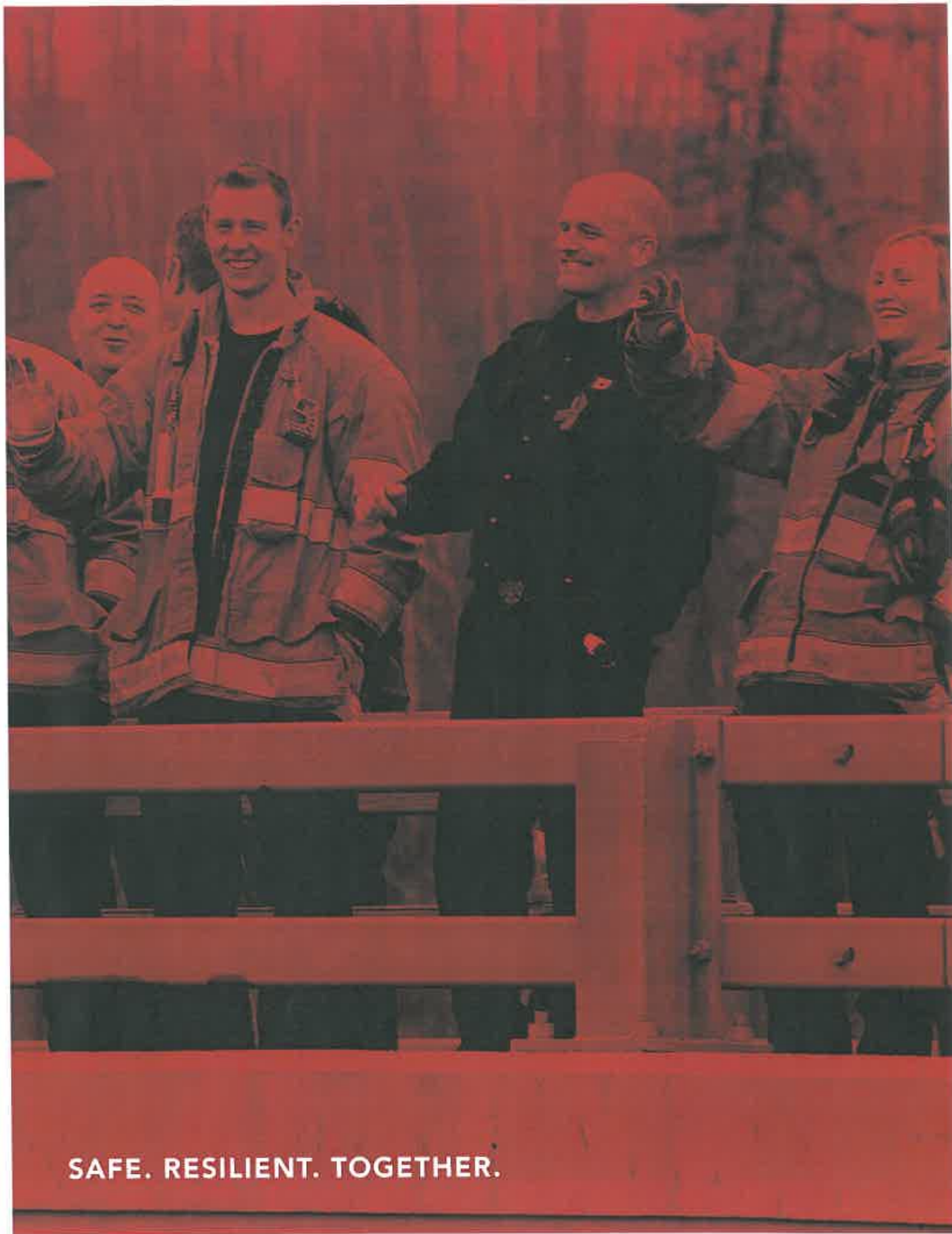
The external funding support referenced above is in addition to significant increases in the 2016 and 2017 municipal budgets for response and recovery from the wildfire. The table below provides a snapshot of estimated external response and recovery funding committed to date.

AGENCY	AMOUNT (\$ MILLION)
FEDERAL GOVERNMENT DFAA, PROVINCIAL DRP AND RMWB RECOVERY	615
CANADIAN RED CROSS (INCLUDES \$30 MILLION FROM PROVINCIAL MATCHING AND \$104 MILLION FROM FEDERAL MATCHING)	319
INSURANCE BUREAU OF CANADA (ESTIMATED INSURABLE LOSSES)	3,600
INDIVIDUALS, BUSINESSES, OTHER NGOs	SIGNIFICANT

Table 4: Response and Recovery Funding Estimates







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# CONCLUSION

It was only after the smoke cleared that the full extent of the devastation could be comprehended. The loss of property and livelihoods has surpassed all previous disasters in Canadian history and the effects of this fire have reached every corner of the Regional Municipality of Wood Buffalo. The mobilization of governments, individuals, NGOs and other support agencies to help the victims of this fire was swift and overwhelming. These groups will continue to support the recovery of the RMWB but it is we, the Regional Municipality, the regional stakeholders, the Indigenous people and residents that must lead our recovery.

The Wildfire Recovery Plan builds upon the Campaign Plan. It lays out a framework for regional recovery. The tenets and tasks outlined in this plan will act as a roadmap for us to follow on the path to recovery. It will be adjusted and modified as new challenges and opportunities arise. We will plan well, execute with purpose and measure our progress. We will build back better and take care of one another while we do so.

The impact of the May 2016 Wildfire was devastating to the region. We face a long and complex recovery journey but we will come through it...

Safe, Resilient, Together.

## Enclosures

- RMWB 2016 Wildfire Campaign Plan
- Recovery Timeline (Year 1 to Year 2)

**WE WILL BUILD BACK  
BETTER AND TAKE CARE  
OF ONE ANOTHER WHILE  
WE DO IT.**



# RMWB 2016 Wildfire Recovery Plan

## THE PRIMARY QUESTION

How does the RMWB recover from the 2016 Wildfire in a timely manner while maintaining the confidence of its residents, the support of key stakeholders including Indigenous peoples, and setting the conditions for a region that is economically and environmentally superior to the pre-disaster conditions?

The following are associated components of the primary question:

- Decreasing the number of people who fly-in and fly-out of the region versus living and working within it.
- Enabling the return of our residents and attracting others to the region.
- Maximizing the opportunity to achieve increased resiliency.
- Stabilizing the economic downturn and diversifying economic opportunities.
- Rationalizing the quantity and location of infrastructure to better support the community's needs.



## KEY ACTION AREAS

### People

#### Enhance the well being of all RMWB residents

1. Ensure our children have access to quality education and recreational activities.
2. Ensure all have the opportunity to access and recreational activities.
3. Provide opportunities for the region to thrive through arts, culture and spiritual activities.
4. Provide emotional support through the implementation of the recovery plan focused on wellness and resilience.
5. Ensure residents are engaged and well-informed.

### Environment

#### Assess and remediate the environment

1. Ensure the safety of our residents with respect to environmental hazards.
2. Implement a process to identify, assess and remediate environmental hazards.
3. Ensure the proper disposal of waste and opportunities to capture and recycle materials.
4. Re-establish and actively promote the health of the environment of the RMWB, such as a clean and healthy water supply.
5. Seek to implement transformative opportunities for the environment.

### Economy

#### Reinvigorate economic activity:

1. Enable businesses (urban, rural and Indigenous) to recover from the consequences of the wildfire.
2. Support oil and gas production with infrastructure and workforce.
3. Maximize the local economic benefit from the recovery process.
4. Reaffirm and enhance our ability to attract investment and jobs.
5. Seize diversification opportunities as they arise.

### Rebuild

#### Rapid reconstruction of our community

1. Understand and address the full extent of the damage to the community.
2. Enable the insurance and banking industry to effectively fulfill their roles.
3. Implement an interim housing plan to support the recovery process.
4. Make timely policy decisions that enable the recovery process.
5. Consider local workforce re-training opportunities.

### Mitigate

#### Implement mitigation measures with a focus on safety

1. Fully understand and mitigate any hazards to the community.
2. Consider transformative opportunities to improve the safety of the RMWB from both public safety and future disaster perspectives.
3. Consider, identify, and pursue opportunities for the region to thrive from a safety perspective, effectively mitigating known risks.
4. Examine potential egress/bypass routes for the region during future disaster situations.

#### Recovery Best Practices:

- Recovery demands local leadership
- Recovery is a whole-of-community effort
- Kick-off recovery in parallel to response
- Designate the recovery lead
- Gather information to define the scale of recovery
- Establish a Municipal Recovery Team
- Accept ambiguity: work through the "grey" together
- Identify external recovery stakeholders
- Support community recovery groups
- Establish planning and communications processes
- Establish financial procedures and processes
- Support people and promote self-care
- Reach out to municipalities, governments, and private sector personnel with recovery experience
- Think long-term: recovery takes time and patience

**Narrative:** The RMWB is recovering from a devastating wildfire that threatened the lives of our people and the very existence of our community. We suffered for a month while first responders bravely fought the fire and set the conditions for their return. We choose to move forwards, not backwards. We will not be bypassed to improve the safety and efficiency of our transportation network. Achieving these outcomes requires sound planning and strong governance from regional communities, industry, citizens and Indigenous peoples. We will create a roadmap to guide decision making and provide transparency and accountability to one another, and caring for one another's mental and physical health. We see a region that is ready to bloom. We see a vibrant and tightly connected region.

# Recovery – Campaign Plan

## PRIMARY OBJECTIVES

### Residents:

quality education throughout recovery.  
actively participate in locally organized leisure, sports,  
to gather and celebrate our spirit, pride, and resilience  
ities.  
Implementation of a robust, community-based psychosocial  
ency.  
ell informed.

### Environmental impacts of the wildfire:

while promoting strong environmental stewardship.  
ess, remediate, and measure wildfire affected areas.  
and debris generated by the fire while seeking  
aterials.  
e development of green spaces.  
opportunities during the rebuild that better the  
arbon neutral community.

Indigenous) as they return and recover from the  
n the RMWB by minimizing wildfire impacts on the local  
s of recovery operations to the RMWB business  
provide regional services and programs.  
part of recovery.

### View to address and repair wildfire damages:

ment of wildfire damage across the RMWB  
dustries, Canadian Red Cross, and other agencies to  
o support the community through the reconstruction  
able reconstruction by removing obstacles and barriers  
to support reconstruction.

### View to improving resiliency:

Health risks associated with the wildfire  
es through land-use planning that better positions the  
are growth perspectives.  
tunities for disaster risk reduction from an all-hazards  
vn risks to our community.  
tes with a view to increasing safety, speed, and access

## DESIRED OUTCOMES

- All children receive quality education in the RMWB.
- The RMWB is a unified region, with all residents supportive of one another.
- Recovery increases the health, safety, and well being of our residents.
- Residents are engaged and actively supporting the recovery of their region.

- The environmental impacts of the wildfire relative to air, land, water, and biodiversity are understood and remediated.
- Opportunities to minimize the environmental impact on the Region are seized during the recovery.
- Innovative environmental initiatives were implemented.

- Our economy displays no lasting negative impact associated with the 2016 wildfire.
- We have maximized opportunities for regional businesses to assist in the recovery of our community.
- Localized oil and gas production is supported by a labour force that resides in the region.
- Support from the Province's Disaster Recovery Programme was maximized.

- All wildfire damage has been repaired or remediated.
- Outside agencies fulfilled their role in the rebuilding of RMWB.
- Residents were able to live in the RMWB during the recovery process.
- Policy decisions allowed us to build back better.

- Health risks associated with the wildfire are known, understood and effectively mitigated against.
- FireSmart and programs like it are explored and implemented where appropriate.
- Routes deemed to improve resilience are built.

## END STATE

The RMWB has fully recovered from the 2016 wildfire. We are a safe, resilient community where a heightened sense of pride and spirit exists across the region. The resident population and regional economy are sustainable. The environmental impacts of the wildfire are remediated.

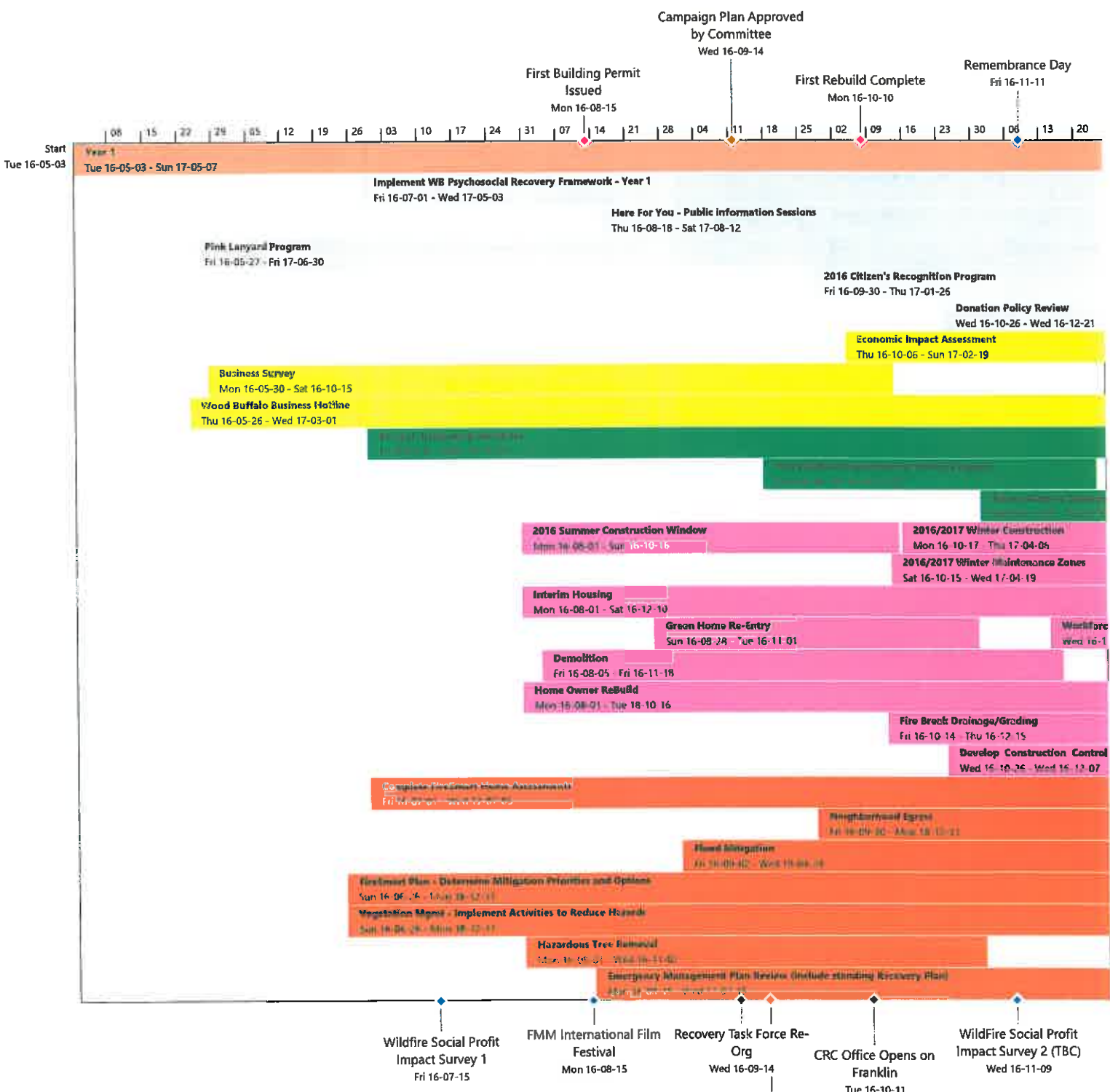
### Risks:

- Complications with insurance cause delays to recovery.
- The need for post-wildfire toxicology analysis delays the ability of the RMWB leadership to make informed land-use planning decisions.
- The pre-disaster economic downturn coupled with the impact of the fire on local businesses deters a full recovery of the region.
- The return of residents to the region was deterred by affordability, uncertainty, or other factors.
- Insufficient local capacity to rebuild in a timely manner.
- A temporary increase in fly-in/fly-out of oil and gas workers becomes embedded and the new norm.

### Performance Indicators:

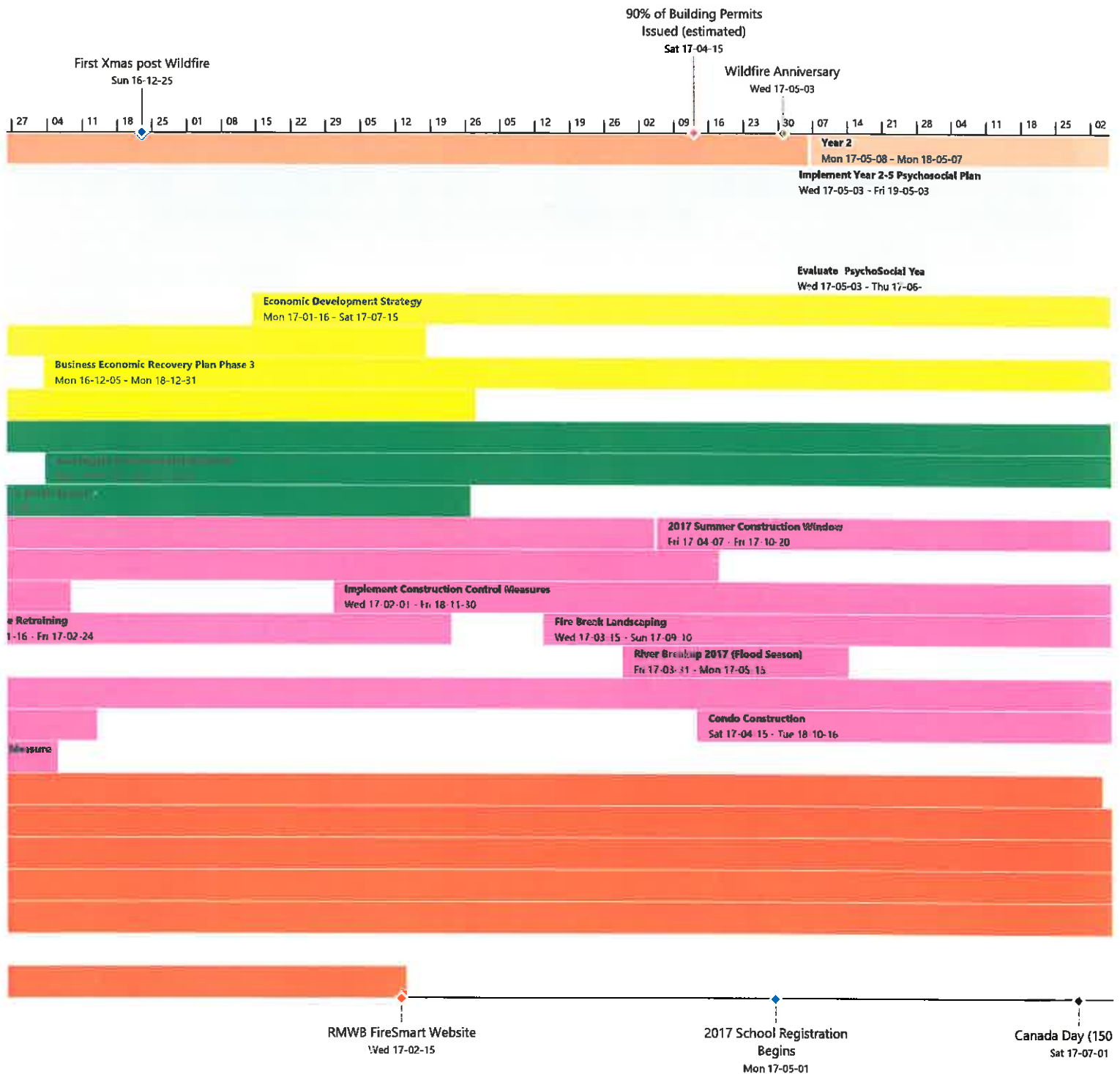
- Regional population trends
- Regional economic output levels
- Long-term environmental impact
- Confidence of our residents
- Time to achieve whole of community recovery
- Regional disaster risk reduction is improved from pre-fire levels
- The health and well-being of our residents
- The satisfaction of insurees with their claim payouts

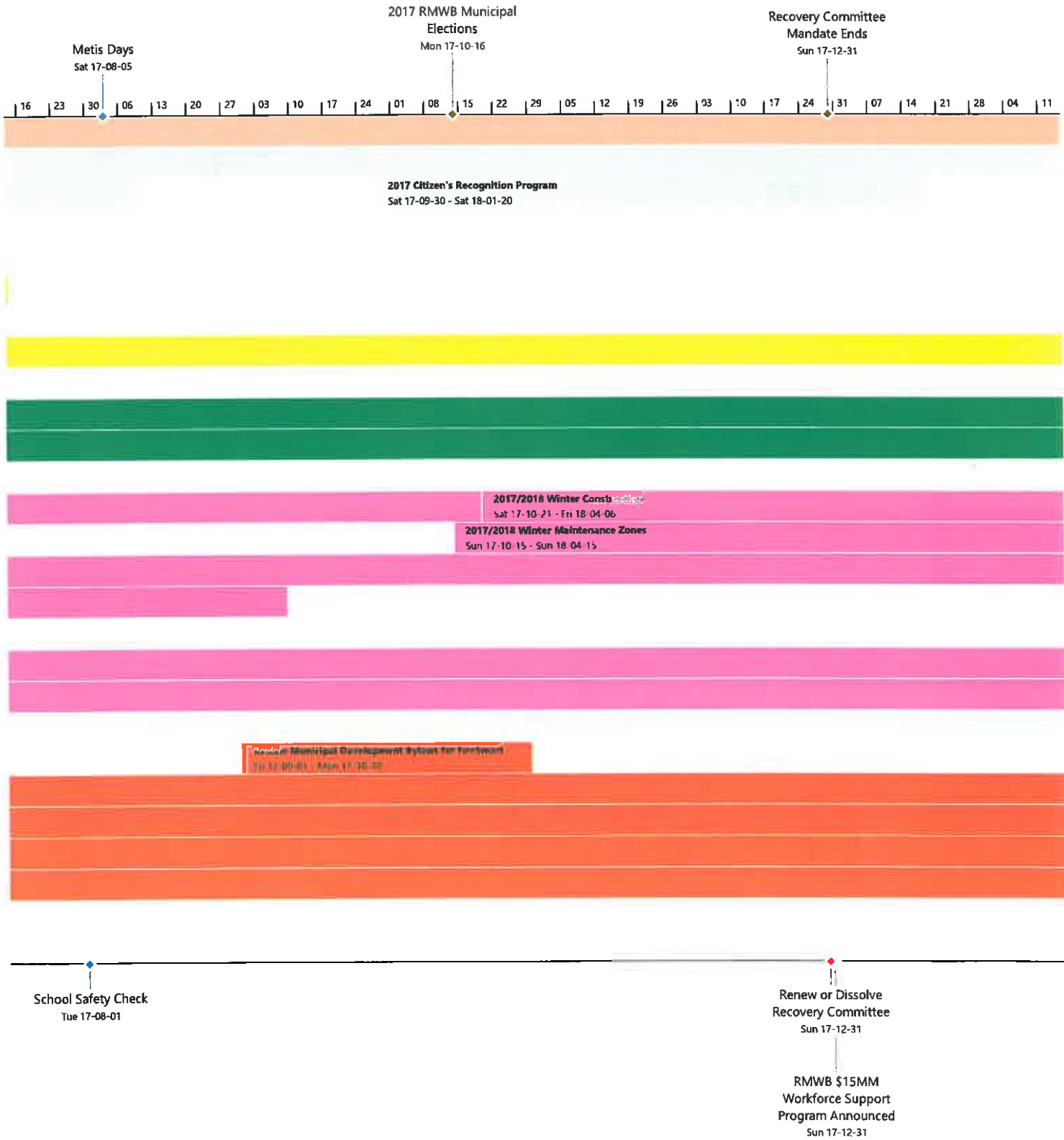
the loss of two residents while evacuating, thousands of homes were destroyed, as well as some public infrastructure. Many of our residents were evacuated for over one rebuild once areas are safe. We will accommodate all families who want to move home as soon as possible. We will advocate for adequate community egress routes and ce. We will establish and empower a recovery task force led by Council. We will develop short and long term recovery plans that consider the needs and desires of our shared understanding of who decides what, when. We face a long and difficult road to recovery, but we face it together. We must work collaboratively, supporting one gion where people want to stay and live an entire life.



**LEGEND**

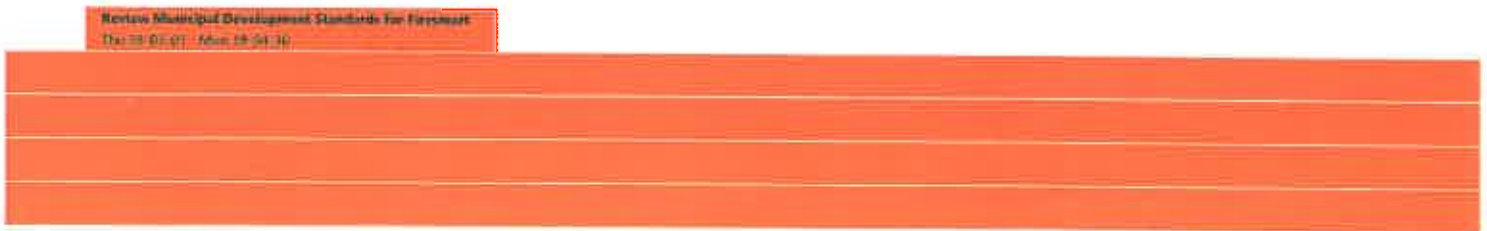
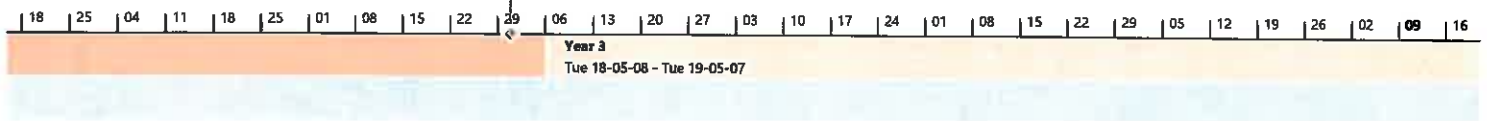
- People
- Economy
- Environment
- Rebuild
- Mitigate



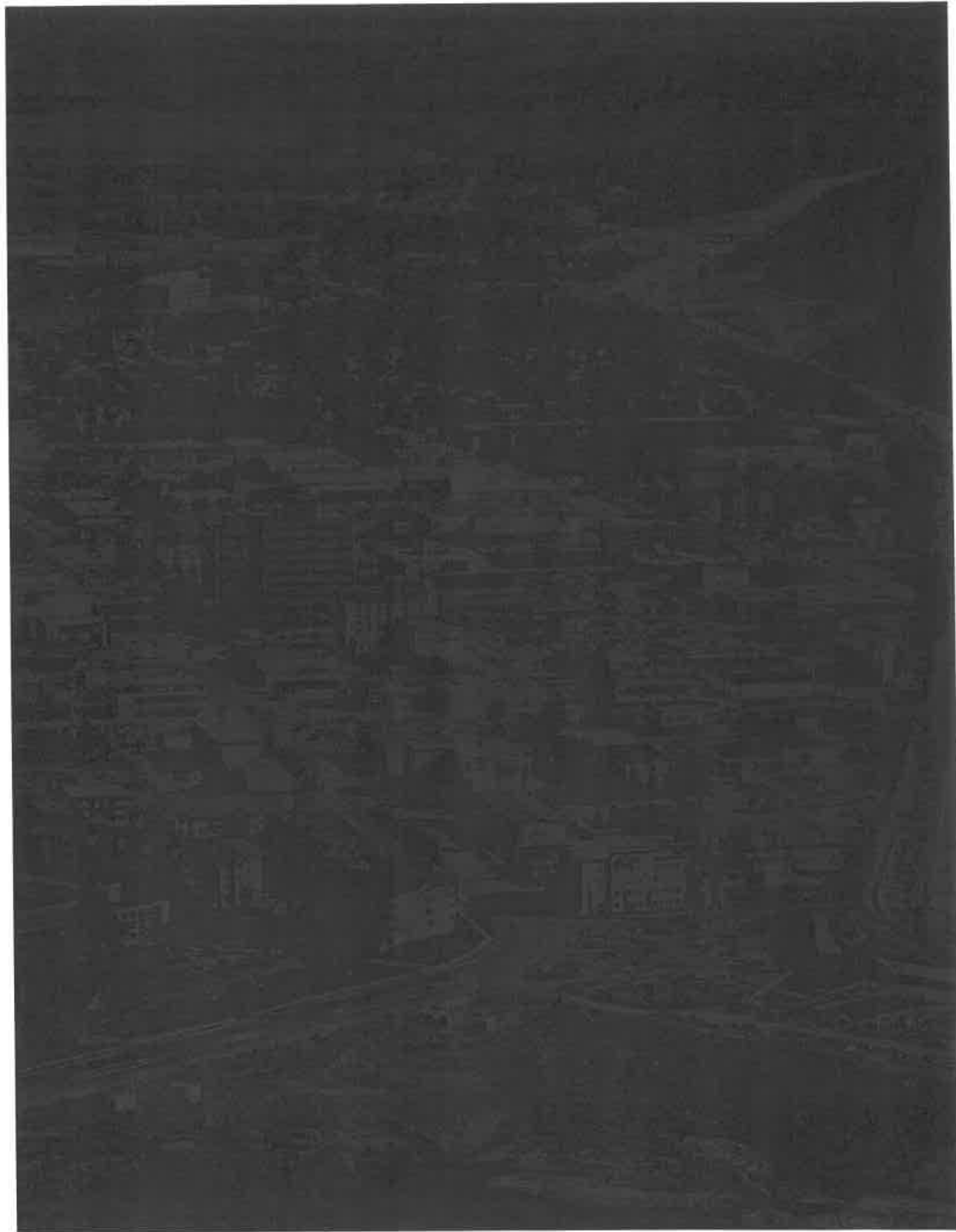




Wildfire 2nd Anniversary  
Thu 18-05-03







**Unapproved Minutes of a Meeting of the Wood Buffalo Recovery Committee held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Wednesday, November 09, 2016, commencing at 6:00 p.m.**

**Present:** J. Bancarz, Chair  
M. Farrington  
S. Germain, Councillor  
M. Giles  
M. Hodson  
K. Jenkins  
K. McGrath, Councillor

**Absent:** K. Fleury  
A. Vinni, Councillor

**Administration:** D. Woodworth, Recovery Team Lead  
A. Rogers, Senior Legislative Officer  
D. Soucy, Legislative Officer

**Call To Order**

Chair J. Bancarz called the meeting to order at 6:05 p.m. and sent regrets on behalf of K. Fleury and Councillor A. Vinni.

**Adoption of Agenda**

Moved by M. Farrington that the Agenda be adopted as presented.

CARRIED UNANIMOUSLY

**Minutes of Previous Meetings**

**1. Minutes of Wood Buffalo Recovery Committee Meeting - October 26, 2016**

Moved by M. Hodson that the minutes of the Wood Buffalo Recovery Committee meeting held on October 26, 2016 be approved as presented.

CARRIED UNANIMOUSLY

**Presentations**

**2. Sarah Murrant, Stakeholder Engagement Manager, and Russell Baker, Communications Strategist, Recovery Task Force re: Stakeholder Engagement Update**  
(6:06 p.m. – 6:28 p.m.)

**Sarah Murrant, Stakeholder Engagement Manager, and Russell Baker, Communications Strategist, Recovery Task Force,** provided an overview and update of the stakeholder engagements held to date, as well as the upcoming engagements scheduled throughout the Municipality.

**New and Unfinished Business****3. RMWB 2016 Wildfire Recovery Plan**

(6:29 p.m. – 7:08 p.m.)

**Jim Julien, Plans Lead, Recovery Task Force**, provided a summary of the proposed RMWB 2016 Wildfire Recovery Plan, which is intended to be an operational guide to the recovery of the entire region from a post-disaster state.

Moved by M. Hodson that the RMWB 2016 Wildfire Recovery Plan be recommended to Council for approval for use as a guiding document for future budgets, resource and activity plans associated with the recovery of the entire region from a post-disaster state.

**Jim Rogers, resident**, spoke in support of the proposed recovery plan.

**Merlin Landry, resident**, spoke to matters unrelated to the recommendation before the Committee at this time.

CARRIED

For: J. Bancarz, M. Farrington, S.  
Germain, M. Hodson, K. Jenkins, K.  
McGrath,

Opposed: M. Giles

**4. Sub-Committee Reports**

(7:09 p.m. – 7:31 p.m.)

**K. Jenkins, Chair of the Rebuild Sub Committee, and E. O'Neill, Operations Manager, Recovery Task Force**, provided an update on the initiatives of the sub-committee to date.

**M. Giles, Chair of the Mitigation and Economy Sub-Committees**, provided an update on the initiatives of both sub-committees to date.

**M. Farrington, Chair of the People Sub-Committee**, provided an update on the initiatives of the sub-committee to date.

**5. Wildfire Recovery Team Update**

(7:31 p.m. – 7:34 p.m.)

**Dana Woodworth, Recovery Team Leader**, spoke to the recovery and reconstruction of the community.

**Adjournment**

As all scheduled business matters had been concluded, Chair J. Bancarz declared the meeting adjourned at 7:34 p.m.

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Chair

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Chief Legislative Officer

