



## Council

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Tuesday, November 27, 2018  
6:00 PM

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## Agenda

1. **Call to Order (at 3:00 p.m. in Boardroom 7)**
2. **In-Camera Session**
  - 2.1. Advice from Officials/Land Matter  
(in camera pursuant to sections 24(1) and 25 of the *Freedom of Information and Protection of Privacy Act*)
  - 2.2. Policy Options – Local Public Body Confidences and Advice from Officials  
(in camera pursuant to sections 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)
  - 2.3. Personnel Matter  
(in camera pursuant to section 17 of the *Freedom of Information and Protection of Privacy Act*)
  - 2.4. Council Dialogue and Personnel Related Matters  
(in camera pursuant to sections 17 and 24(1) of the *Freedom of Information and Protection of Privacy Act*)
3. **Adoption of Agenda (at 6:00 p.m. in Council Chamber)**
4. **Minutes of Previous Meetings**
  - 4.1. Council Meeting - November 13, 2018
5. **Presentation**
  - 5.1. Mariam Arain and Brina Cardinal re Youth Voices Rising: Recovery & Resilience in Wood Buffalo project
6. **Unfinished Business**

### 6.1. RWSS Residents' Contribution

THAT Administration be directed to undertake a lot by lot assessment in Janvier, Conklin, Sapræ Creek Estates, Gregoire Lake Estates and Anzac; and THAT Administration bring forward a plan and funding request (based on the results of the assessment) specific to on-site service connections prior to the proposed 2020 budget workshops that includes the following elements:

- Municipality fund the entire installation of on-site service connections from lot lines to residential homes for existing residents served by the new system
- The funding program be available to existing residents for a five-year period
- Residents who are served by the new RWSS system be required to hire their own certified contractor to complete the on-site service connection
- Existing residents served by the new Rural Water and Sewer Servicing system be asked for \$16,000 (\$10,000 in Sapræ Creek) as service connection fee
- A long-term payment option for the service connection fee

## 7. Presentation

### 7.1. 2019-2022 Utility Rates Update

## 8. Unfinished Business

### 8.1. Bylaw No. 18/018 - Vehicle for Hire Bylaw Amendment

1. THAT Bylaw No. 18/018, being an amendment to the Vehicle for Hire Bylaw, second reading, be defeated;
2. THAT Administration be directed to disband the Taxi Advisory Committee and in its place, hold a minimum of two Taxi Stakeholder Open Houses per year.

## 9. New Business

### 9.1. Citizen Recognition Program Recommendations

THAT the recommended recipients for the 2018 Citizen Recognition Program as outlined on Attachment 1 (confidential) be approved by Council and announced at the Mayor and Council's Toast of Champions Ceremony on January 24, 2019.

### 9.2. Reserve Bids and Sale Conditions for Tax Sale Properties

THAT the reserve bids and sale conditions be established as listed in the Reserve Bids and Sale Conditions for Tax Sale Properties, dated November 27, 2018.

9.3. 2018 Request for Tax and AR Arrears Write-off

THAT the recommended Tax and Accounts Receivable Arrears Write-Off of \$5,155,015.72 dated November 27, 2018, as Attachment 1, be approved.

9.4. 2018 Capital Budget Amendments

THAT the 2018 Capital Budget Amendments as summarized on Attachment 1 (2018 Capital Budget Amendments – New and Amended Projects, dated November 27, 2018) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2018 Capital Budget Amendments – New and Amended Projects - Cash Flow Summary, dated November 27, 2018) be approved.

**10. Councillors' Motions**

10.1. Relocation of Conklin Outdoor Rink

THAT Administration be requested to perform a cost analysis of moving and installing the outdoor rink structure and rink currently located in Conklin, to the Syncrude Athletic Park or another feasible location in the Municipality, and to report back to Council on this analysis by January 31, 2019.

10.2. Broadband Internet Connection

THAT the Mayor be authorized to send a letter to:

- the Federal Minister of Innovation, Science and Economic Development Canada;
  - the Provincial Minister of Service Alberta; and
  - the Member of Parliament Fort McMurray-Cold Lake;
- with copies to industry partners and service providers, requesting their support for the Federation of Canadian Municipalities' (FCM) initiative with respect to a national broadband strategy and urging the Federal Government to invest the required funding annually towards this initiative which is a matter of great importance within the Regional Municipality of Wood Buffalo.

**Adjournment**

**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 13, 2018, commencing at 6:00 PM.**

**Present:**

Don Scott, Mayor  
 Mike Allen, Councillor  
 Krista Balsom, Councillor  
 Bruce Inglis, Councillor  
 Sheila Lalonde, Councillor  
 Phil Meagher, Councillor  
 Verna Murphy, Councillor  
 Jeff Peddle, Councillor  
 Jane Stroud, Councillor  
 Claris Voyageur, Councillor

**Absent:**

Keith McGrath, Councillor

**Administration:**

Annette Antoniak, Chief Administrative Officer  
 Jamie Doyle, Deputy Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Marc Fortais, Director, Public Works  
 Caitlin Hanly, Municipal Legal Counsel  
 Matthew Hough, Director, Engineering  
 Elsie Hutton, Director, Corporate and Community Services  
 Lynda McLean, Director, Communications, Stakeholder, Indigenous and Rural Relations  
 Linda Ollivier, Director, Financial Services  
 Anita Hawkins, Legislative Officer

**1. Call to Order (at 1:30 p.m. in Boardroom 7)**

Mayor D. Scott called the meeting to order at 1:34 p.m.

**2. In-Camera Session**

**MOTION:**

THAT Council close items 2.1, 2.2, 2.3, 2.4 and 2.5 to the public pursuant to sections 17 and 24 of the *Freedom of Information and Protection of Privacy Act*.

**RESULT:** CARRIED [7 TO 0]  
**MOVER:** Verna Murphy, Councillor  
**SECONDER:** Jeff Peddle, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, Murphy, Peddle  
**ABSENT:** McGrath  
**AWAY:** Meagher, Stroud, Voyageur

**2.1. Policy Options**

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Chief Legislative Officer
Lynda McLean	Director, Communications, Stakeholder, Indigenous & Rural Relations
Brad McMurdo	Director, Planning and Development
Philip Schofield	Regional Assessor
Elsie Hutton	Director, Corporate Services
Caitlin Hanly	Municipal Legal Counsel
Dennis Vroom	Strategist, Stakeholder Relations

Arrival

Councillor J. Stroud joined the meeting at 1:40 p.m.

**2.2. Annual Boards and Committees Applications Review**

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

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Chief Legislative Officer
Lynda McLean	Director, Communications, Stakeholder, Indigenous & Rural Relations
Sonia Soutter	Legislative Officer/Clerk

Arrival

Councillor Meagher joined the meeting at 2:37 p.m.

**2.3. Citizen Recognition Program Nominations**

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

Minutes Acceptance: Minutes of Nov 13, 2018 6:00 PM (Minutes of Previous Meetings)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Chief Legislative Officer
Lynda McLean	Director, Communications, Stakeholder, Indigenous & Rural Relations
Marc Fortais	Director, Public Works & Transit Services
Norma Shaw	Supervisor, Recreation & Culture

**2.4. Council Dialogue**

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Annette Antoniak	Chief Administrative Officer
Jamie Doyle	Deputy Chief Administrative Officer
Jade Brown	Chief Legislative Officer
Lynda McLean	Director, Communications, Stakeholder, Indigenous & Rural Relations
Linda Ollivier	Director, Financial Services
Caitlin Hanly	Municipal Legal Counsel

**2.5. Personnel Matter**

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

Name	Reason for Attending
Kari Westhaver	Director, Human Resources
Jade Brown	Chief Legislative Officer

Arrival

Councillor C. Voyageur joined the meeting at 4:45 p.m.

Recess

A recess occurred between 5:35 p.m. and 6:00 p.m., at which time the meeting was reconvened in public in the Council Chamber.

**MOTION:**

THAT the meeting reconvene in public

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Phil Meagher, Councillor
<b>SECONDER:</b>	Mike Allen, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

Minutes Acceptance: Minutes of Nov 13, 2018 6:00 PM (Minutes of Previous Meetings)

**3. Adoption of Agenda (at 6:00 p.m. in Council Chamber)**

Notice of Motion:

Councillor J. Stroud served notice of her intent to bring forward the following motion for consideration at the November 27, 2018 Council Meeting:

THAT the Mayor be authorized to send a letter to:

- the Federal Minister of Innovation, Science and Economic Development Canada;
  - the Provincial Minister of Service Canada; and
  - the Member of Parliament Fort McMurray-Cold Lake;
- with copies to industry partners and service providers,

requesting their support for the Federation of Canadian Municipalities' (FCM) initiative with respect to a national broadband strategy and urging the Federal Government to invest the required funding annually towards this initiative which is a matter of great importance within the Regional Municipality of Wood Buffalo.

**MOTION:**

THAT the Agenda be amended by adding the following:

- item #7.6 - Support for those affected by the wildfire; and
- item #7.7 - All-weather Road to Fort Chipewyan;

THAT Council waive any requirement to serve notice relative to the proposed additions; and

THAT the agenda be adopted as amended.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Jeff Peddle, Councillor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

**4. Consent Agenda**

**MOTION:**

THAT the recommendations contained in items 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6 be approved.

Minutes Acceptance: Minutes of Nov 13, 2018 6:00 PM (Minutes of Previous Meetings)

**4.1. Special Council Meeting - October 16, 2018**

**MOTION:**

THAT the Minutes of the Special Council Meeting held on October 16, 2018 be approved as presented.

**4.2. Special Council Meeting - October 20, 2018**

**MOTION:**

THAT the Minutes of the Special Council Meeting held on October 20, 2018 be approved as presented.

**4.3. Council Meeting - October 23, 2018**

**MOTION:**

THAT the Minutes of the Council Meeting held on October 23, 2018 be approved as presented.

**4.4. Organizational Meeting - October 23, 2018**

**MOTION:**

THAT the Minutes of the Organizational Meeting held on October 23, 2018 be approved as presented.

**4.5. Special Council Meeting - October 24, 2018**

**MOTION:**

THAT the Minutes of the Special Council Meeting held on October 24, 2018 be approved as presented.

**4.6. Special Council Meeting - October 30, 2018**

**MOTION:**

THAT the Minutes of the Special Council Meeting held on October 30, 2018 be approved as presented.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Phil Meagher, Councillor  
**SECONDER:** Mike Allen, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur  
**ABSENT:** McGrath

**5. Recognition**

**5.1. "I am different because..." Campaign/ Regional Advisory Committee on Inclusion, Diversity & Equality**

Mayor D. Scott recognized November 16 as the International Day for Tolerance and referenced the "I am different because" campaign, acknowledging members of the Regional Advisory Committee on Inclusion, Diversity and Equality (RACIDE) present in the gallery.

**6. Unfinished Business**

**6.1. Tax Relief Request for Years 2011 - 2016 at 185 Northland Drive, Conklin**

Phillip Schofield, Regional Assessor, provided background information on the matter before Council.

Tanis Robillard, property owner and Jeffery O'Donnell, resident, spoke in opposition to the recommendation that this request be denied which is currently before Council for consideration.

Ron Quintal, on behalf of the Rural Coalition, also spoke in opposition to the recommendation that this request be denied.

**MOTION:**

THAT municipal tax relief for the years 2015-2016 be granted for the property located at 185 Northland Drive.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Jane Stroud, Councillor  
**SECONDER:** Claris Voyageur, Councillor  
**FOR:** Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur  
**ABSENT:** McGrath

**7. New Business**

**7.1. Fort McKay Community Association Pavilion**

Jamie Doyle, Deputy Chief Administrative Officer, spoke to the options available to Council with respect to this matter.

Ron Quintal, President, Fort McKay Métis Community Association, spoke in support of the proposed project.

Jeffrey O'Donnell, on behalf of the Rural Coalition, also spoke in support of the proposed project.

Recess

A recess occurred between 7:25 p.m. and 7:35 p.m.

**MOTION:**

THAT Administration be directed to work with the Fort McKay Métis Community Association on the proposed Option Three – Ownership by the Regional Municipality of Wood Buffalo; and

THAT the \$1.8M previously committed to the project by the Fort McKay Métis Community Association be allocated for future operating or capital cost associated with the project.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Bruce Inglis, Councillor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

**7.2. Declaration of Vicious Animal**

Deanne Bergey, Senior Manager, RCMP Support and Bylaw Services and Caitlin Hanly, Municipal Legal Counsel, spoke to the report and answered questions from Council.

Kellie Brannan, resident and owner of the animal, addressed Council, requesting that the decision reached by the Chief Bylaw Officer be overturned.

**MOTION:**

THAT Council confirm the Declaration of Vicious Animal issued by the Chief Bylaw Officer to Ms. Kellie Elizabeth Brannan on August 31, 2018 pursuant to Bylaw No. 02/031.

Minutes Acceptance: Minutes of Nov 13, 2018 6:00 PM (Minutes of Previous Meetings)

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Mike Allen, Councillor
<b>SECONDER:</b>	Verna Murphy, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

**7.3. Bylaw No. 18/026 - Land Use Bylaw Amendment - Cannabis Separation Distances**

Brad McMurdo, Manager, Planning and Development, provided an overview of the report before Council for consideration. Bylaw No. 18/026 was presented to receive first reading and setting of a public hearing date, therefore only questions of clarification were allowed at this time.

Through questions raised by Council members for clarification, the following procedural matter arose:

Point of Order

Councillor P. Meagher raised a point of order based on the nature of some questions raised (asking if Administration thought it were appropriate that the matter proceed to Public Hearing and inquiring as to whether Administration received feedback related to the proposed bylaw amendment) noting that these were information gathering questions and not clarifying questions.

Mayor D. Scott upheld the point of order as the questions raised were of a more substantive nature than clarification.

**MOTION:**

THAT Bylaw No. 18/026, being a Land Use Bylaw amendment specific to Cannabis separation distances, be read a first time.

THAT a public hearing for Bylaw No. 18/026 be scheduled to occur on Tuesday, November 27, 2018.

<b>RESULT:</b>	<b>DEFEATED [5 TO 5]</b>
<b>MOVER:</b>	Krista Balsom, Councillor
<b>SECONDER:</b>	Jeff Peddle, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Peddle
<b>AGAINST:</b>	Lalonde, Meagher, Murphy, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

**7.4. Strategic Plan Progress Report, Third Quarter, 2018**

Kari Westhaver, Director, Human Resources, provided an update on the Strategic Plan and members of the Senior Leadership Team answered questions of Council.

**MOTION:**

THAT the Strategic Plan Progress Report for the third quarter of 2018 be accepted as information.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Jane Stroud, Councillor
<b>SECONDER:</b>	Jeff Peddle, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

**7.5. Proposal to Host One of Two Available Federation of Canadian Municipalities Board Meetings in 2021**

Marc Fortais, Director, Public Works and Norma Shaw, Supervisor, Recreation & Culture, spoke to the report before Council.

**MOTION:**

THAT Administration be directed to submit a proposal to host one of two available Federation of Canadian Municipalities Board Meetings in Fort McMurray in 2021.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Mike Allen, Councillor
<b>SECONDER:</b>	Phil Meagher, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

Recess

A recess occurred between 8:49 p.m. and 8:57 p.m.

Assuming of Chair

Deputy Mayor J. Peddle assumed the Chair at 8:57 p.m.

Minutes Acceptance: Minutes of Nov 13, 2018 6:00 PM (Minutes of Previous Meetings)

**7.6. Support for those affected by the wildfire**

**MOTION:**

THAT Administration be directed to work with the Government of Alberta and the Canadian Red Cross to support owners struggling with rebuilds resulting from the 2016 wildfires (including Hillview Condominium owners) and that \$2M from the Emerging Issues Reserve be allocated to support this initiative; and

FURTHER THAT no portion of the municipal funds allocated shall be used for legal fees.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Don Scott, Mayor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

Resuming of Chair:

Mayor D. Scott resumed the Chair at 9:01 p.m.

**7.7. All-weather Road to Fort Chipwyan**

**MOTION:**

THAT the Mayor be authorized to send a letter on behalf of Council to the Government of Canada and the Government of Alberta urging that design and subsequent construction of an all-weather road, in place of the current winter road, to the community of Fort Chipewyan commence as soon as possible as it will increase the overall quality of life for residents in the community and region.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Bruce Inglis, Councillor
<b>SECONDER:</b>	Claris Voyageur, Councillor
<b>FOR:</b>	Scott, Allen, Balsom, Inglis, Lalonde, Meagher, Murphy, Peddle, Stroud, Voyageur
<b>ABSENT:</b>	McGrath

Minutes Acceptance: Minutes of Nov 13, 2018 6:00 PM (Minutes of Previous Meetings)

**8. Councillors' Motions**

**8.1. Relocation of Conklin Outdoor Rink**

It was indicated the motion regarding Relocation of Conklin Outdoor Rink will be considered at the November 27, 2018 Council Meeting.

**Adjournment**

The meeting adjourned at 9:05 p.m.

\_\_\_\_\_  
Mayor

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

Minutes Acceptance: Minutes of Nov 13, 2018 6:00 PM (Minutes of Previous Meetings)



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## Council Meeting Presentation Request

Completed requests to make a public presentation must be received by 12:00 noon on the Wednesday immediately prior to the scheduled meeting. Presentations are a maximum of 5 minutes in duration.

Presentation Information	
Preferred Date of Presentation	
Name of Presenter(s)	
Organization Represented	
Topic	
Please List Specific Points/Concerns	
Action Being Requested of Council	
<p>Are you providing any supporting documentation (ie: Powerpoint)?      ___ Yes      ___ No</p> <p>If yes, the documentation <u>must</u> accompany this request, as handouts will not be distributed at the meeting. To ensure that your documents meet minimum standards, please see presentation guidelines on the next page.</p> <p>Supporting documents may be e-mailed to <a href="mailto:Legislative.Assistants@rmwb.ca">Legislative.Assistants@rmwb.ca</a>.</p>	

*As per Procedure Bylaw No. 14/025, a request to make a presentation may be referred or denied.*

Attachment: 1\_YouthVisionAndVoice\_Nov27.2018 (RFP - Youth Voices Rising)

## YOUTH VOICES RISING: Recovery & Resilience in Wood Buffalo

To: RMWB Mayor Don Scott and Council

Date: November 27, 2018 / Location: RMWB Council Meeting

Thank you for inviting Mariam Arain, age 15, and Brina Cardinal, age 17, to present at the RMWB meeting on November 27, 2018 to launch the “2018 Youth Vision & Voice in Wood Buffalo” report. As you know, youth in Wood Buffalo are creative, innovative citizens with a vision for vibrant, resilient communities. They want greater involvement and influence on decisions being made after 2016 Horse River wildfire disaster that directly and indirectly affect them. This point is highlighted in the “Youth Vision & Voice” report that shares youth (age 14-24) concerns, ideas, priorities and possibilities for greater youth engagement across Wood Buffalo with the intent that youth voices will be amplified, shared, heard, valued, and responded to.

In launching this report at the Council meeting, we have 3 “asks” of the Mayor and Council:

- 1) To consider the youth priorities and calls-to-action presented in the "2018 Youth Vision and Voice in Wood Buffalo" report (*see the included report*).
- 2) To formally commit to an *all-of-society* approach to reducing disaster risk and strengthening youth resilience as called for in the *2015-2030 Sendai Framework on Disaster Risk Reduction*, adopted by Canada March 18, 2015 (*see the included document*). Notably:
  - Preamble page 10 says that a “gender, age, disability and cultural perspective should be integrated in all policies and practices” and
  - Page 10 says that “Governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards.”
- 3) To formally commit to meaningfully engage youth as key stakeholders in planning decisions, with a particular focus on youth participation in rural and Indigenous communities as called for in the *RMWB 2018-2021 Strategic Plan*. Notably:
  - **#11** – Develop and implement a plan to encourage civic participation and dialogue that will support decision-making processes by the Municipality as it relates to programming, services, projects, policies, and initiatives, and embrace values such as collaboration, information sharing, and accountability. (*Note: Including with youth.*)
  - **#1m** – Encourage youth engagement and active citizenship. (*Note: Focusing on meaningful youth engagement.*)
  - **#4a** – Implement the calls to action that the Municipality has the jurisdiction to influence, as related to the *Truth and Reconciliation Commission Calls to Action*. (*Note: In particular, with youth involvement in recommending actions and offering ideas.*)
  - **#4b** – Develop an Indigenous consultation policy. (*Note: In particular, one that includes youth consultation.*)
  - **#4e** – Implement community-based emergency preparedness and work collaboratively with Indigenous and Rural Relations and rural communities to ensure awareness of community events. (*Note: Ensuring meaningful engagement by youth from Indigenous and rural communities.*)
  - **#4f** - Increase the inclusion of rural and Indigenous perspectives within initiatives and service delivery processes where there are common interests. (*Note: Including youth perspectives on services that affect them.*)
  - **#4g** – Support the CAO in strategy development for Regional rural and Indigenous communities’ advocacy. (*Note: In particular, to include youth when meeting with Indigenous and rural communities.*)

Thank you for listening.

### CONTACT INFORMATION

Dr. Tamara Plush, RRU, Youth Voices Rising Project Lead

[tamara.plush@royalroads.ca](mailto:tamara.plush@royalroads.ca) / [www.resiliencebydesign.com](http://www.resiliencebydesign.com) / [www.youthvoiceswb.ca](http://www.youthvoiceswb.ca)

# Youth Vision & Voice in Wood Buffalo

## Official launch of the *2018 Youth Vision & Voice in Wood Buffalo Report*

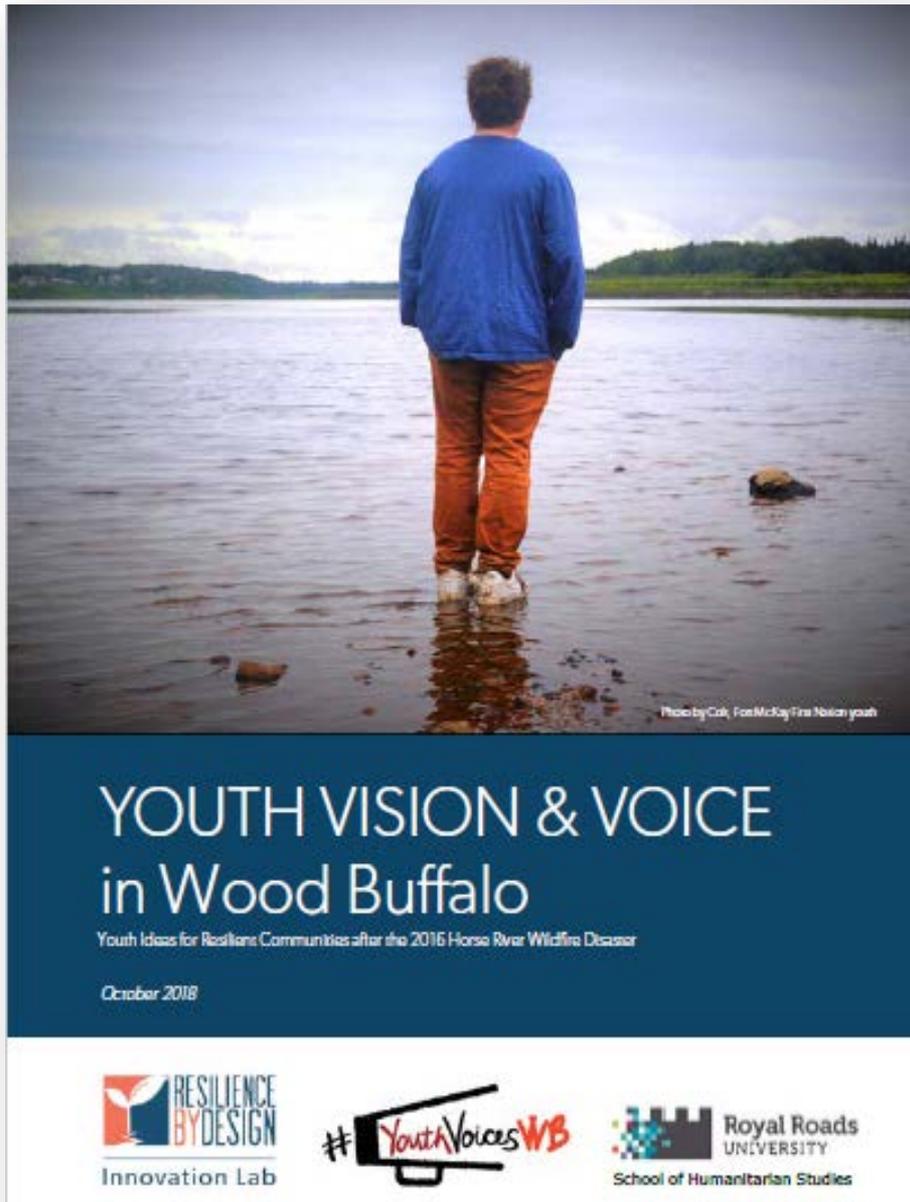
*Presenters:*

**Mariam Arain, age 15**  
**Brina Cardinal, age 17**

November 27, 2018

The report is based on the  
#YouthVoicesWB  
campaign & interviews  
with Wood Buffalo youth

Attachment: 3\_YouthVisionAndVoice\_Nov27.2018\_Presentation (RFP - Youth Voices



# Youth Vision & Voice in Wood Buffalo



Photo by Cole, Fort McKay Fire Nation youth

## YOUTH VISION & VOICE in Wood Buffalo

Youth Ideas for Resilient Communities after the 2016 Horse River Wildfire Disaster

October 2018



The 1.5-year study with 350+ youth age 14-24 is part of the **Youth Voices Rising: Recovery & Resilience** project facilitated by the ResiliencebyDesign Lab at Royal Roads University

Funded by the: 



# YouthVoicesWB @ Ideas Incubator

5.1.c



Attachment: 3\_YouthVisionAndVoice\_Nov27.2018\_Presentation (RFP - Youth Voices

WHAT WOULD  
**YOU DO**  
TO MAKE YOUR  
**COMMUNITY**  
**BETTER?**



Are you 14-24 &  
in Wood Buffalo?

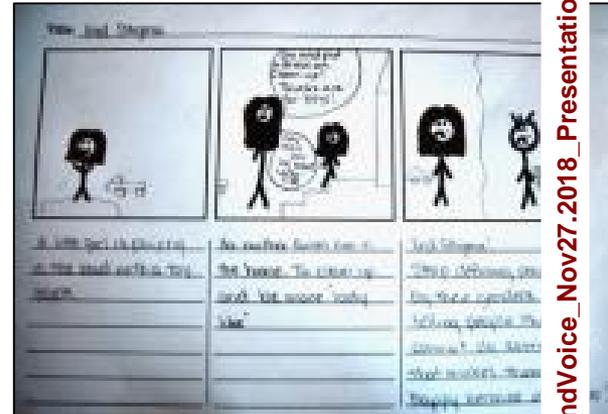
Get creative & join the  
campaign.

[youthvoiceswb.ca](http://youthvoiceswb.ca)

LAUNCHING SEPT 29, 2017

# #YouthVoicesWB

Art – Podcasts – Poetry  
Storyboard – Song  
Photography – Sticky Notes



Attachment: 3\_YouthVisionAndVoice\_Nov27.2018\_Presentation (RFP - Youth Voices



# Five Youth Priority Areas for Resilient Communities

- 1) Transportation
- 2) Education
- 3) Health & Wellbeing
- 4) Volunteerism
- 5) Participation & Activities



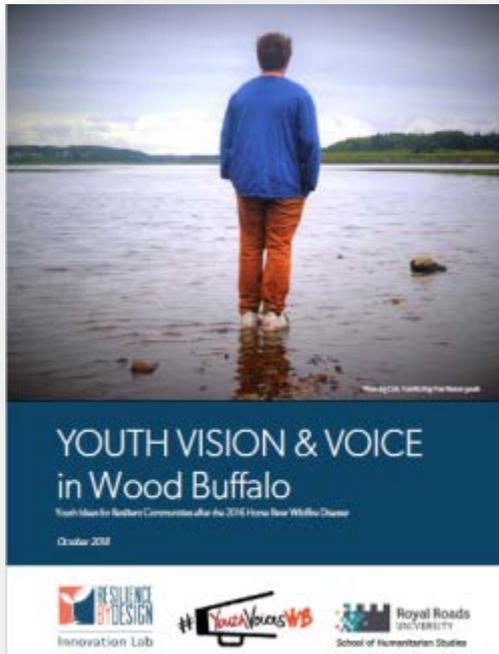
# Five Calls-to-Action for Greater Youth Resilience

- 1) Support youth to lead in their own recovery
- 2) Build youth leadership for reducing disaster risk
- 3) Strengthen Youth-Adult Partnerships
- 4) Recognize youth diversity and inclusion
- 5) Engage youth in ways that are meaningful for them



Photos by Fort McKay and Janvier youth

# We ask the RMWB Mayor & Council to:



1) Consider the youth priorities and calls-to-action presented in the *2018 Youth Vision and Voice in Wood Buffalo* report.

2) Formally commit to an *all-of-society* approach (including youth) to reducing disaster risk as called for in the *2015-2030 Sendai Framework on Disaster Risk Reduction*.

3) Formally commit to meaningfully engage youth as key stakeholders in planning decisions, with a particular focus on youth participation in rural and Indigenous communities as called for in the *RMWB 2018-2021 Strategic Plan*. (#1l, #1m, #4a, b, e, f & g)



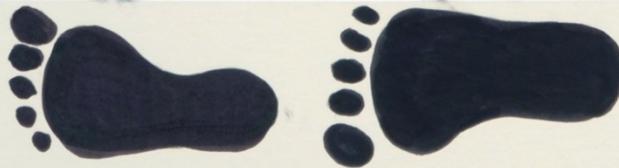
# DIFFERENT

5.1.c

WALKING



PATHS



Attachment: 3\_YouthVisionAndVoice\_Nov27.2018\_Presentation (RFP - Youth Voices

“We all have different paths we walk...”

# WE ARE RESILIENT

5.1.c

## We See the Positive



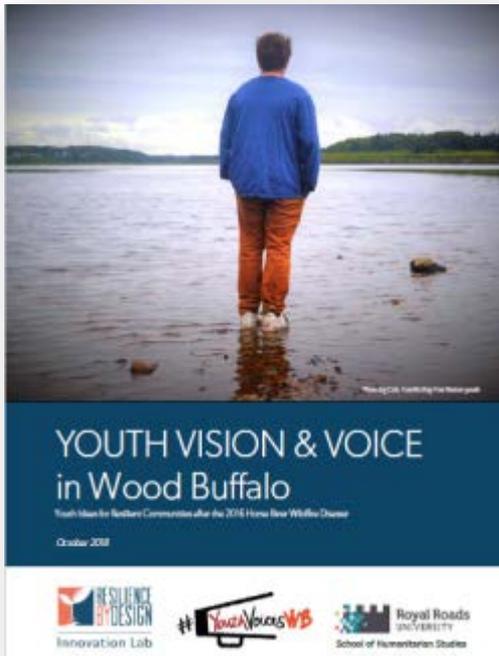
Attachment: 3\_YouthVisionAndVoice\_Nov27.2018\_Presentation (RFP - Youth Voices

Youth Photo Exhibit 2018: Chipewyan Prairie Dene First Nation

<http://resiliencebydesign.com/janvier-youth-showcase-community-streng>

Packet Pg. 28

# Questions?



We ask the RMWB Mayor and Council to:

- 1) Consider the youth priorities and calls-to-action presented in the *2018 Youth Vision and Voice in Wood Buffalo* report.
- 2) Formally commit to an *all-of-society* approach (including youth) to reducing disaster risk as called for in the *2015-2030 Sendai Framework on Disaster Risk Reduction*
- 3) Formally commit to meaningfully engage youth as key stakeholders in planning decisions, with a particular focus on youth participation in rural and Indigenous communities as called for in the *RMWB 2018 2021 Strategic Plan*. (#1l, #1m, #4a, b,



Photo by Colt, a youth from the Fort McKay First Nation community

Attachment: 4\_YouthVisionVoice\_WB\_Nov2018 (RFP - Youth Voices Rising)

# YOUTH VISION & VOICE in Wood Buffalo

Youth Ideas for Resilient Communities after the 2016 Horse River Wildfire Disaster

November 2018



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# YOUTH VOICES RISING



Wood Buffalo youth Lucas, Zen, Zoe, JD, Kaylun, Sarah, Jake, Mariam, Greg, and Clifford\* designed and named the #YouthVoicesWB social media campaign at an Ideas Incubator in May 2017. The campaign launched in September 2017, with youth creating arts-based content in the months prior (Photos by Tamara, RbD Lab).

*“When you’re actually heard, it makes you feel like you can make a difference.” (youth, age 16)*

Youth in Wood Buffalo are creative, innovative citizens with a vision for vibrant, resilient communities. The *Youth Vision & Voice* report values their concerns, ideas, views, and experiences as they recover from the 2016 Horse River wildfire disaster, and further enhance their individual and collective resilience. This report offers insight from a 2017 social media campaign and Creative Action Research project, designed for and by youth ages 14-24,<sup>1</sup> that prompted more than 350 unique concerns and ideas for vibrant communities. It also includes compelling youth voices from interviews—conducted by young research assistants—with 20 youth who created and shared media content as part of #YouthVoicesWB.

With local support for the social media campaign, youth created original songs, photography, artworks, poetry, talks, art installations, dance, drawings, sticky notes, storyboards, and other media. They offered their ideas for building resilient communities that take their views, rights, and needs into account. This report is dedicated to all youth in Wood Buffalo, as well as the dynamic diversity of youth-centric and youth-serving organizations across the region.

\*To acknowledge youth contributions, this report uses youths’ first names with their permission, and parental/guardian permission for youth younger than age 18.

**WHAT WOULD  
YOU DO  
TO MAKE YOUR  
COMMUNITY  
BETTER?**



The #YouthVoicesWB campaign and research study, led by the ResiliencebyDesign (RbD) Research Innovation Lab at Royal Roads University (RRU), is part of the *Youth Voices Rising: Recovery & Resilience in Wood Buffalo* project funded by the Canadian Red Cross ([www.resiliencebydesign.com/yvr](http://www.resiliencebydesign.com/yvr)).

## Engage Youth in Reducing Disaster Risk

In 2015, Canada endorsed the *United Nations Sendai Framework for Disaster Risk Reduction (2015-2030)*.<sup>2</sup> The framework encourages a whole-of-society approach to reducing disaster risk that specifically recognizes youth as both a population disproportionately affected by disasters, and as a powerful stakeholder in reducing risk and building individual and community resilience. The Framework invites governments and other decision makers to “engage with relevant stakeholders, including women, children and youth [...] in the design and implementation of policies, plans, and standards” through “inclusive and accessible” action.<sup>2</sup>

# FORWARD

“I want to be part of the solution to the challenges our community faces.”

Hi, I’m Aishwarya Gurumurthy, a 2017 high school graduate from Westwood Community High School in Wood Buffalo. I believe it’s crucial to listen to young people’s ideas and issues. We are the future and the next generation who are going to be living in this community. I believe that youth should be given a chance to voice their concerns and be involved in the decision-making process. Since they are growing up in the current generation with technology advancements, they could come up with new, creative, and innovative ideas to address the current issues. I always had this belief. I want to be included and valued in my community; I want my opinions to be heard and considered.

Growing up I have always heard from my mentors and teachers that “Youth are the future leaders and they can make a difference in the world,” which motivated me to share the issues we face in the community as youth. I moved to Fort McMurray in 2010. I was amazed to see how diverse and multicultural this community was. Wood Buffalo welcomed many immigrant families like mine with open arms. I am proud to be part of this wonderful community and call it my home.

In 2017, I was hired as a Research Assistant for the *Youth Voices Rising* (YVR) project with the RbD Lab at Royal Roads University. In the role, I helped in planning and executing a social media campaign called #YouthVoicesWB. The campaign helped bridge the gap between the youth in the community and decision makers. In my experience, this was the first time I saw the youth in the community were given a platform to share their thoughts and to have a voice. I also interviewed youth, videotaped the 2017 RMWB Mayoral candidates, and participated in a youth-focused podcast.

As a Research Assistant, I especially learned a lot by supporting two photography workshops in First Nation communities. It was empowering being part of these workshops, experiencing their culture firsthand, and learning the process of how the media and stories are created. The workshops taught me the value of creative arts for hearing different perspectives. For instance, I learned that what us youth in uptown want and value is quite different from what youth in other communities want. It is pivotal to listen to youth in all parts of Wood Buffalo to make our community better and suitable for future generations to come. During the community photo showcases, I saw the youth with smiling faces showing their friends and families their photographs. I realized bonding with your community after a disaster like the wildfire is crucial to the recovery and rebuilding process. It creates a sense togetherness and assurance that there are people in the community who can support them.

Seeing that I have taken a step in the right direction and working towards the goal of making a concrete change in the community helped me with my recovery. These experiences made me feel more connected, and my bond with the community grew stronger. I felt more valuable after having my voice heard, and being recognized for my views, beliefs, and opinions. It is the sense of satisfaction that I have contributed to making my community better that helped me in the wildfire recovery and rebuilding process. From my personal experience, I realized all it takes is recognition and support for the individual’s talents from the community for new innovative ideas to emerge. This is when positive change can occur both personally for the youth and in the community where they live.



*Aishwarya Gurumurthy, age 19*

*Aishwarya*

# LISTENING TO YOUTH

“It feels really good. It’s like I am for once being taken seriously and not like a child; and my ideas matter.” (age 16)

*Youth Vision & Voice* champions youth as they imagine safe, vibrant, and resilient communities after the 2016 Horse River wildfire disaster; offering their own definitions of what this means to them. It respects youth voices as valuable in decisions that affect them, their friends and families, and the wider community. Too often, youth in the study said they feel their concerns and ideas are set aside, criticized, or passed over; and they want a change, as a youth explained:

“We are the future of Alberta and Canada. I feel the Mayor, people in power, the Municipality, even all the way to our government representatives, they should listen to us. We’re looking to you for guidance as you know how to solve these problems... to make things better for us. I think if we just work together, things will get better” (age 16).

Youth said they want ongoing dialogue over one-off consultations; and for their views to be valued: “It’s hard for a kid to be the teacher, but there’s things adults just can’t really understand coming from a kid’s perspective, like is it okay to talk about mental illness and stuff like that” (age 18). Youth in the study were honest about the challenges facing their lives—discussing issues like self-harm, addiction, bullying, racism, and the need for better access to places where they feel like they can belong

and be authentic. These conversations highlighted the importance of creating safe opportunities and spaces for youth to share their stories and connect to available support systems (*an approach the study adopted in its activities and interviews, as guided by RRU ethical review*).

“Growing up adults would always tell me things like ‘Oh, you are not old enough to be stressed out yet. You are not old enough to do this.’ It’s like, well, that’s not really how it works.” (age 17)

Many youth have ideas that make sense to them in tackling challenging issues, but said they often feel marginalized in being able to participate on their own terms where engagement opportunities match with their unique skills, schedules, locations, ways of communicating, and interests that are varied, creative, evolving, and individualized. Youth said they want to be recognized as authorities of their own experiences with important insights to share when given the chance.

For instance, youth often asked for adults to do more than listen. They

said they want adults to take action on their ideas and to create the change they want to see for them *and* with them. This was articulated by a youth who said age should not determine whose voice matters: “You could be as wise as possible and be younger than most people... It’s not up to adults to choose who’s equal with who” (age 18).

Another youth agreed: “Creating a culture of listening is something that is going to be beneficial to the generations to come because you hopefully can only grow forward... It’s something that should be more of a focus; almost like making sure that specifically younger people are heard” (age 20).

## NOTE REGARDING THE YOUTH WILDFIRE STORY, PAGE 6-7

If stories from the wildfire make you feel sad in ways you are not ready for, consider skipping to page 8.

Youth, like the adults in their lives, can experience a range of feelings in response to the trauma and stress of a disaster, evacuation, and long process of recovery. The stories youth tell on page 6-7 remind us of the importance of creating safe spaces for youth to share their experiences, get support when they need it, and be part of the ongoing conversations required of a community as it recovers.

# THE WILDFIRE: IN OUR OWN WORDS

“Sometimes it feels like it was a dream.” (age 24)

*An estimated 10,000 youth<sup>3</sup> throughout the Wood Buffalo region experienced the wildfire disaster evacuation and its aftermath. To honour and remember their uniquely individual experience, this section blends excerpts from youths’ own stories about the 2016 Horse River wildfire. The experience is told by 20 youth interviewed a year-and-a-half after the disaster—using their own words.<sup>4</sup>*

“We had to go.” (age 17)

I heard there was the fire going on and one of my friends was like freaking out. I was just like, ‘It’s okay’ and trying to calm him down (age 16). In Fort Mac, we get wildfires. That’s not abnormal... But then, slowly the evacuation kept getting bigger, bigger, bigger. And now it was like, ‘This whole area is evacuating’ and ‘This whole area is evacuating now.’ It’s like, ‘wow!’ And then it was like, ‘The whole city is evacuating’ (age 18). There were so many parents, [my mother] had to park a couple blocks away from school and walk up to the school and get us. Then we ran back to the car because we needed to get our stuff (age 15). There were no buses to get home so I got a ride from a random stranger who was nice enough to drop me off (age 17). When we were going up Beacon Hill, the fire jumped across the highway right in front of us to the other side. Yeah, it was kinda scary. The paint on our car bubbled a little bit (age 15). They told us to go north... We could only stay there for one night since there were workers flying to Fort McMurray the next day... So we had to go south again (age 17).

“The wall of fire got 50 feet in the air in Abasand. I was very confident I wasn’t getting out of here alive.” (age 24)

It was scary, for sure. We didn’t really know what was going on... it looked like a scene out of *The Walking Dead* (age 24). We had to drive through the smoky city and there were cops everywhere. It was black smoke around outside our car. It was the worst experience of my life (age 17). The best way I can describe it, since I’m a *Lord of the Rings* fan... I honestly felt like I was in Mordor (age 20). Everyone was just kind of in a scramble (age 18). My brother was really asthmatic so we had to make sure he had all the

different types of inhalers that he uses, and it was so bad that we had to carry him out (age 17).

“It was like an apocalypse happened within our city, and it was heart-breaking.” (age 24)

We were affected; we had ashes out here, we had ashes falling (age 22). My dad was driving; we were all wearing masks (age 17). We had 20 kilometres left once we got out of town in our tank. We weren’t sure what was going to happen and we came upon a mobile gas unit on our way on the side of the road. They filled up our tank and charged us nothing and gave us cold bottles of water because it was about 30 degrees at 9 o’clock (age 24). I always had these thoughts of ‘Okay, one day I’m going to go somewhere and my friends are going to go somewhere and we’re going to be apart and we’re not going to see each other again.’ But for it to actually happen out of nowhere and to kind of force us out of our home and to go somewhere... It was a really crazy kind of experience; it was really life changing (age 18).

If you’re being evacuated, you don’t really know what’s going to happen to the town that you’re being evacuated from. So it’s really weird thinking, ‘What happens if everything that I’ve known for my entire life disappears?... What am I going to do?’ (age 20). I was incredibly afraid. I didn’t know what to think when we had to leave (age 18). Everybody was traumatized. A lot of our community was split up. Some were in Lac La Biche, some were in Edmonton, some went elsewhere (age 22). At first, we stayed in school gyms (age 17). Once we were out of town everything was fine (age 16). We tried our best as a community to help everyone

## SUPPORT

If you, or someone you know, are experiencing trauma, abuse, depression, or any other overwhelming emotion, people are here to help:

- SOS Crisis Line  
(780) 743-4357 (local)  
1 (800) 565-3801 (CA)
- Addiction & Mental Health  
1 (866) 332-2322 (AB)  
1 (877) 303-2642 (AB)
- Child Abuse Hotline  
1 (800) 387-5437 (AB)
- Stepping Stones Youth Shelter - (780) 750-2255
- <https://thelifelinecanada.ca/resources/teens>



Photo by Tamara, RbD Lab

(age 22). We stayed in a really safe place with very nice people that let us stay in their basement (age 16). Our living conditions changed because we were living from hotel to hotel to hotel (age 14). I decided to do summer school in Calgary (age 17). We just took it one day at a time (age 16). I would get so many messages, 'Oh the gas station blew up... your house is gone, I'm so sorry'... but then to hear that it's not. It's crazy for that while until you get the chance to go home and see if it actually is there. It was a constant guessing game (age 18). A lot of people came into depression during the fire... I had a hard time (age 14).

**"My house didn't... burn down, so there was no big trauma there. But it was still pretty bad; we felt lost."** (age 20)

It was exciting being able to go back. I just wanted to be home and go back to school; be with my friends (age 16). I can't say that I'm sad that I'm back in Fort Mac. Fort Mac is my home. It's always been my home. It's going to be my home... You've just kind of gotta go with life and whatever happens, happens (age 17). Personally I lost my house and the things that were in there. I mean everything is fine now, but still... (age 18). It was sad to come back here and see all of them [my friends] go through what they had to go through (age 18). We were missing the colour and the cheerfulness of the community (age 17).

I had a real heavy case of survivor's guilt and my depression was really high for friends of mine that lost their homes (age 24). Getting jobs was even harder (age 17). We take our school life very seriously, so we were concerned: Are we even going to graduate? Are we even going to make it? (age 17). Some of the kids were worried about school, worried about their homes and families. So I think it is dependent on who you ask because everyone went

through it differently (age 16). People were like, 'Well what's wrong?' and I was like, 'I am trying' (age 17).

**"A lot of people here had their friends to support them."** (age 20)

At school... I feel like everyone just wanted to move on (age 16). Some people wanna talk about it and some are like, 'No.' Some people were like joking about it... but I never joke (age 20). My brother has really bad PTSD. He has really bad panic attacks and anxiety attacks and as soon as we came back he couldn't leave my mom ever... I have gotten slightly more anxiety than I had before because I am afraid something is gonna happen (age 15).

I remember mental health services offering counselling and being able to go somewhere and talk. But I didn't see any specifically for youth (age 16). You could sign up for counselling, but I wish we had more community activities which could gather the youth back again, like to the way it was (age 17). I wasn't really quite sure how to get involved with the recovery process... I just kind of sat back on the sidelines and let things happen (age 18). We all volunteered at certain things (age 16).

**"It made me feel really good because even though after the devastation, all these people care about Fort McMurray and they are helping to rebuild it."** (age 16)

The wildfire brought everyone together and [they] wanted to work together as a community to make things better. But as time went by, that kind of died down 'cause it wasn't as needed. But now I think it's needed (age 16). Now it's time to move forward and make the city better than what it was (age 18). I think that we are getting stronger, yeah (age 16).

# YOUTH & RESILIENCE

“Everyone has their own way of coping.  
Feeling like you matter is a big part of that.” (age 24)

When youth from Wood Buffalo returned after the wildfire evacuation, for many their world had shifted. A large number faced daily life in unfamiliar neighbourhoods, homes, schools, or social situations; some youth lost the company of friends whose families decided not to return or lost easy access to places they frequently visited as they moved to new communities; others struggled from post-disaster trauma. Despite how they are often portrayed and talked about, however, youth are not a homogenous group. They are diverse and have a range of experiences shaped by opportunities and barriers associated with gender, ability, race, culture, ethnicity, socio-economic status, age, sexual orientation, language, location, access, and interests. While many youth faced loss and change, others said they returned to the places they lived and immediately immersed themselves in the familiarity of school, work, friends, and activities with little impact on their daily lives. With thousands of youth experiencing the evacuation,<sup>3</sup> every youth has a unique story and their own ideas of resilience that connect to how they personally feel, and what recovery means for them and their peers, families, and communities. This report honours their diverse experiences, and promotes engaging in multiple strategies that support the short- and long-term process of recovery and resilience-building.

*RESILIENCE: The capacity of individuals and communities to anticipate, face, and survive a threat, and maintain or transform the structures and systems that support daily functioning and recovery.<sup>5</sup>*

For the youth in the study, the notion of *resilience* reflected two key themes: *connection* and *action*. They discussed feeling resilient when people “came back together” (age 20) and supported each other to get back “to how we were, and better than how we were” (age 16). Such connection reinforced a sense of belonging, as reflected by a youth who said, “I’m thankful my hometown is still here for me” (age 22). Resilience also related to actions that they were taking in their lives, such as “being up for change and knowing that things will get better” (age 14); and “not letting things have an effect on your everyday life” by “taking one day at a time” (age 18). This is where you “hold on to what makes you happy” [like a horse]. “If it tries to buck you off, just hold on even tighter” (age 22).



Photos by Tamara, RbD Lab

## RECOVERY

“There’s something about this town that nobody sees. No matter what tries to bring you down, you can’t be beat. And the fire that burnt down all your hopes and dreams. You came back twice as strong ready to take on anything. If I could do something to make this place any better, I would bring back the people that stuck together. Our hearts stayed strong. We’ll carry on forever. It’s all a part of our recovery.”

‘Recovery’ by Shekinah (age 15) written for #YouthVoicesWB  
[www.thedistrictstudio.ca/youthvoiceswb.html](http://www.thedistrictstudio.ca/youthvoiceswb.html)



Photo by Azaria Photography in Fort McMurray

“We just have to get through the tough times and focus on the good things,” a youth (age 15) explained. “We just don’t give up just because things happened. You can’t dwell on it; you have to start making yourself better, and your community better” (age 17). We need to remain “hopeful, but realistically hopeful. So not cheesy, empty hopefulness... like feeling the pain, but recognizing things will change” (age 16).

“Recovery is more how you heal from an event. Resilience is how you are and act after the event.” (age 21)

In discussing resilience, youth said they appreciated trauma counselling support after the disaster for those who needed it. However, many wanted to put the wildfire experience behind them. This appeared difficult at times as youth mentioned triggering events still impacting their lives, such as sirens, seeing smoke, or evacuation memories; which is not uncommon after disaster. Youth discussed heightened stress, depression, and anxiety after the wildfire—feelings some said they shared sparingly with friends, family, teachers, or youth workers, as one youth explained: “I lied a lot of the times. I wanted folks to think I was okay so that I could continue to do things, even though I wasn’t okay” (age 24). A few youth in the study described how being able to express themselves through

creative arts helped them recover: “Songwriting or writing of any sort is always a good process to work through your own junk” (age 21). For others, personal relationships offered invaluable support. For instance, a youth (age 24) shared an experience about a triggering event. “I had a real heavy case of survivor’s guilt and my depression was really high for friends of mine that lost their homes. A week before [the fire] I was watching movies with a friend of mine in his home in Abasand. [After the fire], he brought me up on Canada Day 2016 to the pit where his house was. Something inside me broke that day and it launched me into a season of depression. That was a really, really serious season and a really low point of my life.” For the youth, faith and the support of family helped in overcoming suicidal thoughts, and getting through the darkest moments.

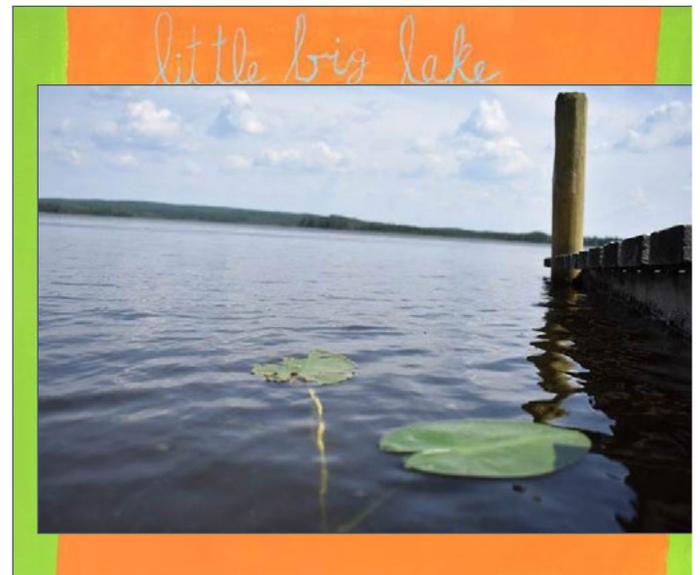
These stories imply that the ways youth become more resilient post-disaster requires multiple responses ranging from professional trauma counselling to creative arts to initiatives that build on the connections youth already have with supportive people and safe places. A holistic approach requires designing recovery strategies, plans, and activities for and with youth that fit the local culture and context, and address youths’ diverse experiences and needs. Engaging youth as key decision makers in planning not only aids in their own recovery, but can cultivate long-term resilience so youth can more readably cope with loss and change throughout their lives.

# YOUTH ARE RESILIENT

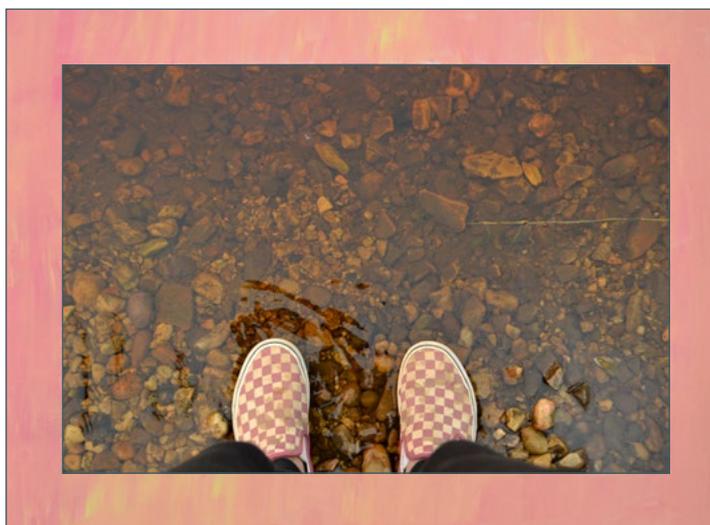
In the summer of 2018, youth from the Chipewyan Prairie Dene First Nation and Fort McKay First Nation created photos and stories that show how Elders, nature, tradition, community connection, friends, and sports positively impact their lives. Explore their photography exhibits online through the eyes of youth.



**TOGETHER WE ARE STRONG:** Strength can come from within but when we stand together we are stronger.



**LITTLE BIG LAKE:** The lake is so peaceful and quiet.. It grounds me in who I am, and who I want to be. (*ReShauna*)



**EDGE OF THE WATER:** You can't cross the river by standing and staring at it. (*Lanita*)



**SUMMER WALKS:** No matter what happens in life, life is always worth living for. (*Colt*)

## We Are Resilient

### Chipewyan Prairie Dene First Nation Youth Exhibit

<http://resiliencebydesign.com/janvier-youth-showcase-community-strengths>

## Through the Eyes of Youth

### Fort McKay First Nation Youth Exhibit

<http://resiliencebydesign.com/fort-mckay-photo-exhibit>



Shawna Black from Sekweha in Janvier introduces the youth photo show at the Interlake Reserves Tribal Council Emergency Management Preparedness Conference in Winnipeg in September 2018.

## YOUTH & LEADERSHIP

The *Youth Voices Rising* project found that throughout Wood Buffalo, young people are stepping into leadership roles as youth workers, mentors, and educators. Jessica Read from the Sekweha Youth Centre in Janvier reflects on what it means to be a young leader working with youth (*written at the YVR "Building from Strengths" workshop focusing on youth and community resilience. Used with permission.*).

### MY LEADER

Every day it is a blessing working with the youth. Knowing that they taught me what I've been through or going through, was a learnt experience that made me who I am today. Being young, you always feel that you have to "adult" and watch what you do. But being a kid, you were fearless, always up to learning new things; being able to be yourself; never afraid of what you were gonna do.

You don't have to be an adult to be a leader, but you have to be fearless, open-minded to learn, experience new things, and guide yourself in the right path of life. Kids always think they only learn from me, but really I learn from them every day. They are our next leaders in the future and knowing they already are on the road (path) makes me that much more excited to want to learn from them. They are the ones that make me want to better myself and the community. Getting help by them to better anything in our path is a better journey to better my path.

We are all open-hearted and want to create things that need to be created. There will never be a time we will back down; we always move forward. Learning is what life is about. Everyone needs the guidance to move along in the journey of leadership.



*Jessica Read, Sekweha Youth Centre*

# #YOUTHVOICESWB



Youth create feathers at The Art Foundry illustrating their vision for making their communities even better. The feathers contributed to the campaign, as well as part of a colourful angel wings art installation. (Photos by Tamara, RbD Lab)

The #YouthVoicesWB campaign was unique in that it combined creative arts activities led by local social profits and the RbD Lab with a social media campaign. Youth engaged online and offline to share their views; choosing the methods and modes they wanted to communicate their ideas. For instance, photography workshops in Janvier and Fort McKay resulted in youth photo stories for the online campaign that highlighted their talents and perspectives; as well as community photo exhibits and knowledge reports on youth priorities.

#YouthVoicesWB aimed to not only highlight what youth want for more resilient communities after the wildfire disaster, but to also build peer networks and connect the diversity of youth ideas to responsive action.

*"It introduced me to a lot of people... It made me become more aware of what's going on here for the youth." (age 17)*

Youth across the region interpreted and answered the campaign question designed by youth: "What would you do to make your community better?" by contributing more than 350 concerns and ideas in photos, art, song, etc.

They directed their ideas to the people they saw as having the most power over decisions that directly impact them: the Regional Municipality of Wood Buffalo (RMWB), the Mayor; their local Chief or Council, the School Board, their parents, and/or social profits. Many youth were clear about



Jordan Cree performs at a #YouthVoicesWB talent showcase hosted by the District Studio and 91.1 The Bridge. Hear the songs at [www.thedistrictstudio.ca/youthvoiceswb.html](http://www.thedistrictstudio.ca/youthvoiceswb.html) (Photo by Azaria Photography in Fort McMurray).

Hannah reads her poem 'Shattered Vase' in answer to how she would make her community better. It includes this advice to her peers: "You aren't going to be in school forever and yes the real world is cruel. But you will know the ropes already. You will be able to face the demons a little more easily this time. They cannot break what has been broken. The shattered vase is back together and nothing will penetrate its surface. You are unstoppable." See and hear her full poem at [www.facebook.com/YouthVoicesWB/videos/509798172715773](http://www.facebook.com/YouthVoicesWB/videos/509798172715773).

**Youthvoiceswb**  
October 11, 2017 · 🌐

"You aren't going to be in school forever. And yes the real world is cruel, but you'll know the ropes already."

Check out this powerful poem from Hannah, in response to how she would make her community even better! #youthvoiceswb

40 reactions (likes, loves, and emojis) | 10 Comments | 21 Shares | 2.9K Views

Love Comment Share

View 8 more comments

Go get em Hannah! 1 like

Like Reply Message · 47w

who could affect change, but shared that they often felt a lack of control in influencing that change. An analysis of the youth responses resulted in identifying five key youth-generated priorities for their communities post-disaster: 1) transportation, 2) health & wellbeing, 3) education, 4) volunteerism, and 5) participation and activities.

**"It was like 'Wow, I'm not the only one that sees this.'"** (age 16)

Youth also raised concerns that adults sometimes listen to what they have to say about what needs to change, but fail to include them in identifying solutions and taking action; shutting down youths' innovative solutions as being too ambitious or complex. They pointed out that adults sometimes miss that youth clearly understand that bold action comes from both small and large steps forward, and even backwards. Youth were equally as clear that they cannot move ideas ahead unless they are included in

decision-making processes and community conversations as active, respected citizens whose views are valued and have influence.

Youth in the study explained that they want to understand the complex challenges they face; and are interested to explore and enact solutions alongside adults as equal and active partners in improving their communities and their world. This is why each of the five thematic priorities in this report not only give voice to the experiences and issues of concern to youth in Wood Buffalo, they also provide youth-centric possibilities for youth and adults to explore and undertake action together.

**#YouthVoicesWB "was really cool because everybody has different ideas; and it's good that they're taking them into consideration, even if we're young."** (age 16)

# TRANSPORTATION

“If you ask five youth between age 18-24, I can promise you four out of five will say they use public transport.” (age 16)

## Youth experience

In the #YouthVoicesWB study, youth identified improving public transportation as a top priority issue that affects many of them on a daily basis as they navigate getting to and from school, work, and socializing. Youth said changes in transportation resulting from the wildfire disaster directly impacted youths’ mobility and access to places and services that support their recovery and resilience: “Things have constantly been changing; especially after the fire,” one youth said (age 17). Another (age 17) explained that changes to the bus routes after the wildfire negatively altered their transit times where a 20-minute trip now takes 40 minutes. The key challenges youth said they face with public transit are:

- 1) full buses and/or overcrowding,
- 2) long waits due to inconvenient or unreliable schedules (especially in cold weather),
- 3) inaccurate information between the municipality website and reality, and
- 4) inaccessible or unsafe routing (which some youth said puts them at risk when walking to the bus stop or their destination).

“Before the wildfire, transportation was on time.” (age 16)

A youth described their experience taking public transit to go to school: “They are way too crowded and we can barely fit in, especially during winter with jackets and backpacks. The driver yells at us to get back; like, there’s no room in the back. Where can we go?... Once the bus is full, they won’t let other youth get on. So, we have to wait there for another half an hour or hour to get on the second bus, freezing out in the cold” (age 17).

After a disaster event, the loss or reduction in independent mobility for youth can lead to negative consequences, such as reduced opportunities for social, emotional, and cognitive development<sup>6</sup> valuable in recovery and resilience processes. For instance, in the Wood Buffalo region, youth reported that disruption and displacement caused by the fire created difficulties in being able to easily access youth-friendly organizations and places that held meaning for them due to post-disaster public transit routing and changes. Limited or unavailable access to reliable and affordable transportation can disrupt social relationships and opportunities for engagement, which has important implications for youths’ sense of belonging and attachment to their community and environment.<sup>7</sup> Independent mobility for youth—including public transit, cycling, and walking—allows youth the freedom to access places that serve as resources for resilience and promoting healthy wellbeing.<sup>8</sup>

Better  
Bus  
times

Later  
Busses  
on  
weekends

Ubers

Bring back bus 1a



Youth created art for #YouthVoicesWB and answered the campaign question on sticky notes.

The four areas youth identified as concerns about public transit align with similar results from a RMWB youth study released in 2016,<sup>9</sup> with some issues being magnified due to route changes following the wildfire. For instance, one youth (age 17) described how prior to the fire, their main concern was overcrowding on buses. For them, this issue was intensified after the wildfire disaster: It “became worse in the sense that a lot of people moved out of the city, that’s true. But they cut down on the routes—as in they combined two routes together—making it a longer bus ride to school.” Other youth shared these concerns and described not understanding how the new routes accounted for the post-disaster changes in population distribution or movement to different areas. This led to their transportation experiences being unreliable and confusing.

## Youth ideas

Key youth ideas for change ranged from altering the bus system to better suit how youth travel in the region (including transit to and from rural areas), to providing easier access to more reliable transportation information, to exploring how

road rules impact transit timing. The youth participating in #YouthVoicesWB also suggested ideas similar to those identified by the RMWB’s 2016 *Engaging Youth* report,<sup>9</sup> including improving bus routes, cultivating greater respect for youth from drivers, improving bus safety, creating warmer shelters, and providing free or more affordable transportation options and alternative transportation systems across the Wood Buffalo region.

Transit “may be overlooked because it might be the biggest thing for youth, but not for people over 24 because they might have cars.” (age 17)

Additionally in the #YouthVoicesWB study, some youth proposed more widespread changes to transportation, including adding more bike lanes or car services (e.g., Uber) to improve access and affordability. Youth had suggestions too for soliciting specific ideas from them, as one youth said: “I hope they will have a survey for youth to help build a better bus schedule and route” (age 17).

# HEALTH & WELLBEING

“I got some friends who are scared to share their ideas and I kind of want them to feel free and safe.” (age 15)

## Youth experience

During the #YouthVoicesWB campaign, youth expressed wanting to “end,” “stop,” or “lower” actions and behaviours that they found detrimental to their own or others’ health and wellbeing. Their concerns focused primarily on reducing or eliminating drug and alcohol abuse; violence; beliefs and acts of homophobia, sexism, racism, and bullying; mental health issues, specifically anxiety and depression; and environmental harm such as garbage, littering, and pollution. Youth often shared their views from a place of personal experience or from seeing the ways in which these issues harmed others. As a youth (age 16) observed, there are LGBTQI+ kids “who don’t feel safe going into places.” Another youth (age 15) shared similar views: “My friends and I feel about stuff that there should be an end to a hatred of those who are Muslim, black, white, lesbian, gay, etcetera... especially a lot of Muslim girls feel like harmed or unsafe.”

“There are issues in this world that are not easily seen. You sometimes have to dig deeper; you sometimes have to look beyond the surface.” (age 17)

In the youth interviews, more than half discussed their own mental health concerns, or how they’ve offered support to friends thinking about self-harm. As one youth said, “I don’t think it’s possible for everyone to just, you know, leap to their feet” (age 18). Many discussed how the wildfire disaster increased depression and anxiety for them and their peers. “I now understand the warning signs and the situations that I need to look at to make sure that I stay healthy mentally. That was a big thing that coming out of the wildfire I recognized,” a youth (age 24) said. “So, support for mental health was an important one for me. That was something that I personally think that a lot of young people maybe don’t even recognize affects them.”

There is considerable evidence to show that youth are at greater risk for developing symptoms of anxiety, depression, and post-traumatic stress disorder (PTSD) following natural disasters. Resource allocation for youth-centric mental health, however, is often overlooked or underfunded.<sup>10</sup> Specific programs that allow youth to connect and discuss their disaster experiences can aid in reducing such symptoms, as well as guide youth in healing and capacity-building.<sup>11</sup> Similarly, empowering initiatives that promote meaningful civic engagement can help youth develop socially and emotionally, improve educational achievement, and reduce behaviours related to substance abuse and criminality.<sup>12</sup> Such endeavours can also strengthen youths’ potential as active and engaged citizens well past the disaster recovery phase, which helps build more resilient families and communities long term.



Eradicate  
Anxiety  
+  
Depression

Suicide  
Prevention



Youth answered the campaign question on sticky note walls and generated content for #YouthVoicesWB in art and photo workshops.

Another youth said, “Obviously if someone goes through a traumatic event like an entire city burning down, there definitely needs to be some action taken to help the healing process” (age 20). When expressing their views on mental health issues, youth explained they did so to make the issue of mental health visible, as illustrated by a youth poet (age 17): “Take depression. It’s something that’s a different experience for everyone. Anxiety is an experience different by everyone. What I want to do with my poetry is bring a light to that. I want people to know the stresses that even people as young as like eight years old go through.”

## Youth ideas

In addressing issues of abuse, violence, hateful beliefs and actions, and mental health, youth promoted the importance and value of belonging places—those spaces where youth can go to feel safe and brave, share their stories, and navigate their roles and responsibilities. Such spaces support a positive attachment and connection to place for youth through memories, stories, histories, traditions, religion, spirituality, knowledge, nature, and wisdom.

Youth also talked about the need for more beds and group homes for youth needing respite and shelter, more support options for people with autism, and more safe spaces for LGBTQI+ youth. Youth also referenced their desire for schools to promote more mental health awareness and strategies for support; emphasizing the need for ideas and strategies for supporting friends when they ask for help. They specifically wanted ideas for how to avoid alcohol and drug abuse; and what to do when facing violence or

bullying. Youth also offered their own creative solutions to the problems they identified, such as developing an app informed and designed by youth that shares youth-focused, regional activities and links to local crisis support lines.

Youth themselves are especially insightful when offering advice to other youth, which reinforces the benefit of involving them in designing wellbeing campaigns. As one youth (age 18) said: “Any experience that you experience makes your brain that much bigger. So if you’re going to continue this habit of something, especially if it’s not the most productive or not the wisest habit, you’re stopping your brain from developing and experiencing other new things that will make you a better person or a much more wholesome person. So yes, we know that that’s an option, but there are other options.”

*“There’s art out there, there’s music, there’s photography, so why not make yourself wiser by doing something else.” (age 18)*

Youth were also keenly aware of how friends, family, and a supportive environment helps them be more resilient when facing an array of social challenges, as one youth explained: “My whole community is struggling, right... But I know my community is strong. I know that there’s a light at the end of the road for every single person here. We all make sure we’re okay and that’s what I love about my community. That’s why it’ll always be my community” (age 22).

# EDUCATION

“If they reach out their hand and we take it, we could make a better community, a better city.” (age 16)

## Youth experience

In the study, youth identified multiple ideas for improving their education that ranged from providing alternative testing evaluations to more summer school options; from improving curriculum quality to offering one-on-one support; and eliminating bullying at school. Additionally, they also placed a large emphasis on having more of a voice and influence in decision-making with the School Board to improve their learning experience and outcomes.

“What I noticed was a lot of adults just deciding what’s happening with the youth or our education program. But with us, we don’t have our voice in it. Some stuff is starting to get better about it, but otherwise it’s just adults... Youth need to have their voices heard.” (age 16)

Research studies have noted that in a post-disaster context, youth may experience challenges to their perceptions of personal agency and influence.<sup>13</sup> Having psychosocial interventions in school contexts

Because schools play a primary role in the lives of youth, they often serve as refuges and places of support after a disaster. Research shows school-based services as being uniquely positioned to capitalize on factors that support youths’ resilience, mental health, and psychosocial wellbeing after a disaster event.<sup>14</sup> Schools are on the frontline of youth wellbeing, especially as positive spaces in the post-disaster context of healing and recovery. Schools can also be places of risk and challenge. A study following Hurricanes Katrina and Rita in the United States showed that public school students faced adjustment problems resulting in negative behaviours (e.g., conflict with teachers), higher levels of bullying, and more dissatisfaction among students.<sup>15</sup> Research has also illuminated the challenges teachers can face after disaster as they struggle to manage the stress and logistics of their own recovery, while being expected to provide emotional and practical support to their students.<sup>16</sup> Ensuring students, teachers, administrators, and school staff have additional support in the short- and longer-term disaster recovery and rebuilding process is critical for maintaining their health and capacity for creating and maintaining supportive, safe, and healthy learning environments.



Youth answered the campaign question on sticky note walls and developed art for #YouthVoicesWB with local organizations.

post-disaster can promote open discussions that help youth feel more comfortable discussing and seeking help to address grief, loss, and deeply-rooted social issues such as bullying and a lack of self-expression.<sup>17</sup> These issues were raised in many of the responses youth contributed as part of the #YouthVoicesWB campaign and study.

## Youth ideas

During the campaign, youth said they recognized that while they have an array of ideas to improve their education experience in Wood Buffalo, they also need additional knowledge on the resources, funding, or policy changes required to respond to their concerns. Working with youth to improve their understanding of these complex issues, and to create realistic and innovative solutions can help youth grow and contribute as informed citizens to the overall health and excellence of educational and other systems.

**“I am doing not so good in school. So I need a little bit more support and encouragement.” (age 16)**

In the study, youth offered specific ideas for improving education in the region, including more teachers and options for classes, increasing school sizes, having fewer

Paessler Certified Program and Provincial Achievement Test exams, and hiring a higher number of school nurses to support the health and wellbeing of students.

**“In schools or after school there should be classes or clubs for students who have been hurt or are in trauma from the fire to learn.” (age 14)**

While some youth responses are clearly linked to the post-disaster context, many of their ideas also align with the *Engaging Youth* report<sup>9</sup> adopted by the RMWB in 2017, where nearly 20 percent of the youth surveyed listed education as an important area for improvement. The RMWB report featured the following list of five key areas of focus: 1) Increasing the quality and variety of educational opportunities; 2) adding educational events, motivational speeches, workshops, conferences, and lectures outside of school and during the summer; 3) having smaller class sizes; 4) having more diverse, creative, and unique classes and programs; and 5) providing better educational and learning systems and techniques that enhance youth skills and talents.

This list and the themes identified in the #YouthVoicesWB study provide a starting point for youth-informed and youth-led activities that they could discuss and spearhead.

# VOLUNTEERISM

*“Community is helping each other out without expecting things in return.” (age 16)*

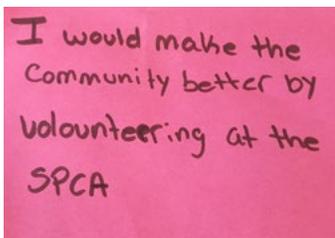
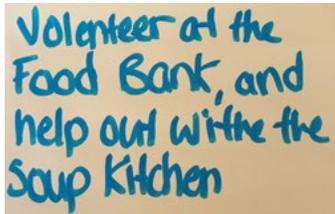
## Youth experience

As part of the #YouthVoicesWB campaign, youth expressed an interest in volunteering as a way to improve their communities. They described multiple places in the Wood Buffalo region they wanted to support, including the Society for the Prevention of Cruelty to Animals (SPCA), blood drives, organizations helping the elder population, food banks, soup kitchens, student and youth councils, local events, and clean-up activities such as picking up garbage in town, at parks, on trails, etc.

*“Coming together as a community and helping each other out is very important, especially after the fire. That was the most important thing.” (age 16)*

Of the youth giving input into #YouthVoicesWB, the most popular suggestions for volunteering were either at the SPCA or in helping animals in other ways. During a disaster, youth and adult pet-owners often face high levels of distress due to challenges related to being separated from their pets or the lack of pet-friendly temporary housing options during an evacuation.<sup>18</sup> After a disaster event, not only can a connection to animals be important in the recovery process, it can be beneficial in strengthening

Volunteerism has been shown to provide youth with higher levels of wellbeing and leadership traits than youth who do not volunteer.<sup>19</sup> It has also been shown to boost youth resiliency in disaster-affected communities.<sup>20</sup> Volunteer work can provide youth with the opportunity to build skills related to employment, engage in their community, connect with others, and feel empowered in achieving employment and educational goals.<sup>21</sup> Opportunities or promotion of volunteerism post-disaster therefore holds potential for building social capital (e.g., more connected and caring communities), youth agency, and a more engaged youth population. Optimizing opportunities for volunteering that are attractive and accessible for youth can increase their interest and investment.<sup>22</sup> This may include advertising opportunities on social media, providing flexible opportunities that work with youths’ schedules, exploring both face-to-face and online volunteer options, and optimizing volunteer possibilities with and within schools. Further, youth have been found to be motivated to volunteer based on a desire for more social connections.<sup>23</sup> Therefore creating opportunities in which youth can volunteer with friends and be connected more closely to their communities may boost volunteerism rates.



Youth answered the campaign question on sticky note walls and developed art for #YouthVoicesWB with local social profits

youth resilience. Connecting to animals can assist youth in meeting the challenges of developmental stresses, isolation, or mental health problems experienced post-disaster.<sup>24</sup>

Youth often have multiple reasons for volunteering. For instance, a youth who took part in the #YouthVoicesWB *Ideas Incubator* to develop the campaign said they did so to “contribute my ideas” and “learn from others” (age 14). They said they enjoyed it because “it was funny and fun to share our ideas.” It also helped them progress in their own development: “I have gained a better understanding of others and I have learned each person is unique. Collectively we are stronger together due to our uniqueness.”

## Youth ideas

Youth responding to the #YouthVoicesWB campaign expressed interest in volunteering when the opportunities relate to causes they care about, promote social relationships, offer skills beneficial to their learning or future employment, and are youth-friendly and enjoyable. Being interested in volunteering, however, is not always sufficient to turn that interest into action. Youth said that sometimes they don’t know what opportunities are available or don’t know how to take the first step in accessing volunteer positions. They also struggle at times to find opportunities that fit with their schedules, access to transportation, ways of working, and financial situations; and also meet their criteria of being both meaningful and fun.

To help solve some of these challenges, youth suggested that organizations provide easy-to-find information about volunteering (especially online or in a phone app) with clear descriptions of responsibilities, opportunities, transportation options, and requirements. This can help them determine which volunteer opportunities they think will be beneficial for their own wellbeing and match with their vision for how they want to contribute. As well, working with youth to understand what they need to participate can assist Wood Buffalo organizations in creating volunteer positions that are both meaningful for youth, and beneficial for the people, animals, and environment they care about.

“I just want to give back... I think it’s nice... If I was in a position where I genuinely needed help, if someone would to come pick me up then why not really?” (age 17)

For the #YouthVoicesWB campaign, a youth (age 16) drew a photo of two people holding hands (see above), and explained how it shows the importance of helping others in the community: “If we’re helping each other out, we can help each other overcome obstacles, and we can also include people that may feel like they’re not included and that don’t have any benefits. And they’ll learn from you, and they’ll be influenced to also help other people.”

# PARTICIPATION & ACTIVITIES

“You don’t know what goes on at home or what goes on in their community... maybe that safe space can mean the world to them because maybe that’s all they have.” (age 16)

## Youth experience

In envisioning even better communities, youth talked most about connecting to friends, being civically active, and having engaging, enjoyable activities available that suit their unique interests—be it sports, art, music, photography, clubs, skateboarding, going out for live music, etc. They promoted a diverse selection of activities across the region that are youth-focused, build relationships, and, importantly, are fun. Sport, for instance, was described as a healthy way for youth to connect with their peers and support their own wellbeing, especially for youth living in rural and Indigenous communities. While many youth offered new ideas, others mentioned programs, activities, events, and services that already exist in Wood Buffalo. This suggests that not all youth are aware of available activities or, as indicated previously, they are unable to get to them due to location, financial, or transportation challenges. These are areas organizations might explore further to address barriers to youth participation. As an example, a youth expressed frustration in accessing activities far from home:

“That is all the way downtown and people who live uptown don’t always want to go downtown for that.” (age 16)

In the study, youth also talked about feeling overlooked right after the disaster. This led some of them to disengage and, in some cases, feel more anxious or depressed. Youth expressed

Supporting youth participation in creative arts can contribute to disaster recovery and resilience as it builds connections and agency,<sup>25</sup> and contributes to optimism and positive youth development,<sup>26</sup> subjective wellbeing,<sup>27</sup> and the development of critical thinking skills amongst other things. Engaging youth in sports<sup>28</sup> and play<sup>29</sup> has been specifically linked to enhancing psychological and physiological wellbeing and resilience in youth after disaster. In the study, the connections youth expressed to physical and natural places (i.e., spaces where they could continue or build a sense of belonging) was a common sentiment and is reflected in academic literature. For example, in a study in four disaster-affected communities in Canada, place attachment was found vital for youths’ recovery processes.<sup>30</sup> As such, identifying, developing, and supporting places and spaces that can create a sense of belonging for diverse populations of youth is valuable for both recovery and resilience-building efforts.



Youth answered the campaign question through sticky notes and developing art and photos at #YouthVoicesWB workshops.

this in how they described the town as “dead” (age 15) and “empty” (age 17) after returning with fewer places and ways for them to connect as before the disaster. Youth descriptions of feeling disengaged with or unaware of social supports is consistent with other communities in post-disaster contexts.<sup>31</sup>

## Youth ideas

The ideas youth have for increasing participation in their communities fall into five categories:

- 1) Creating new programming tailored to youths’ diverse interests;
- 2) Developing more youth-centric and youth-friendly recreation places (e.g. more affordable, inclusive and safe for diverse populations, specific to certain age groups, accessible, etc.);
- 3) Creating greater opportunities for youth to find paid employment (alongside opportunities to build the skills needed for occupations in and outside industry);
- 4) Providing a wider selection of stores to purchase affordable goods; and
- 5) Ensuring youth activities are promoted in accessible platforms, such as social media or through apps commonly used by youth.

“The things that bring us together are the little things like the dinners, small powwows, and dances... The nature and buildings also bring us together, because we all connect as one under one roof... We share and all talk, and share stories. That brings us closer, young and old.” (ages 14-18)

Youth had multiple ideas for improving participation in sports and recreation including diversifying the types of sports being played, lowering the age for organized sports (e.g., having a midget hockey league), and creating more cross-region tournaments. Increasing sports and arts programming can strengthen youths’ sense of belonging by providing safe and inclusive opportunities for connecting, and being active and creative.

This sentiment was reflected by a local youth worker in the creative field: “A big part of the [#YouthVoicesWB] campaign was people [youth] saying they need opportunities, places where people will listen, places where people will create safe spaces for them; I mean, especially in our field in the creative stuff, places where they have a creative outlet, where they can be encouraged in their creative gifts and talents. I think that’s an important thing; really important.”

## YOUTH INTERESTS

### Diverse Programming

- More art-based activities & theatre skills for youth
- Non-sports programming, such as photography and music
- Regional sports tournaments & sports diversity in rural areas
- More culture-specific events, such as Indigenous hand games
- Increased events & services specifically for families, newcomers, single moms, and youth experiencing homelessness

### More Recreation Opportunities

- Arcade, bowling alley, laser tag
- Skate, trampoline, water parks
- Places for youth to listen to live music and participate
- Places for sports and fitness, especially in rural areas

### More Shopping/Dining Options

- Costco, Dollarama, Michaels, Walmart Supercentre, Forever 21
- A new mall; fewer franchises

### Employment

- More babysitting opportunities
- More employment opportunities, including in rural areas year-round

# MEANINGFUL YOUTH ENGAGEMENT

“Not being heard all your life and now being heard, it’s a relief. You’re finally being heard; you’re finally being recognized. That’s a big step into being an adult.” (age 22)

## WHY ENGAGE

Moving from childhood to being a youth is increasingly understood as a critical time period developmentally. Youth are forging new connections with peers and adults; and in the process exploring social boundaries and identities, and seeking to gain and express more autonomy and a sense of belonging.<sup>32</sup> In supporting youth, the study found that across Wood Buffalo, social service organizations, governance bodies, and educational institutions are strong in not only promoting the value of youth participation as a key aspect of youth development, but as an inherent right (for example, the *RMWB 2018-2021 Strategic Plan* lists engaging youth as a priority initiative).<sup>33</sup>

Creating and sustaining meaningful youth engagement can be a complex proposal, especially when such engagement is understood as youth having: 1) the “right to express their views and have them given weight,” 2) the “freedom of expression, association, or religion,” and

3) the “right to information.”<sup>32</sup> For instance, despite the explicit intention for greater youth engagement in the Wood Buffalo region, youth revealed in the #YouthVoicesWB study that they often felt unheard or unseen by people in power; or unaware how to connect their views to program or policy decisions.

“Youth are “the population of today and the families of tomorrow.” (age 16)

Youth are often on the receiving end of multiple government and social services—including after a disaster—in areas such as healthcare, education, recreation, and transportation. They are affected by decisions on the environment, climate, housing, employment, and more. As citizens, youth have a right to hold decision makers to account in ensuring those services sufficiently help them develop in ways that are safe, secure, and

beneficial. Youth also offer unique and innovative ideas that can help communities’ recover, reduce disaster risk, and build back better. Youth in the study were clear in why they wanted their opinions valued. Many expressed that because of their age, they see themselves as the population who will live the longest with decisions being made now, as two youth explained: “The adults that control the actions that they take, that can only affect them for a short amount of time” (age 16). “We are the next generation. We have ideas to be able to make it more better than adults who have been here for a while if it’s certain things that deal with the youth” (age 16).

“Youth are “the future. They’re going to be the next adults.” (age 22)

Youth shared how their views might differ from adults, as one said: Youth “got a fresher, more naïver version, which I think is good. Because

sometimes you need to be a little naïve to get places; like over-thinking is one thing, and then there's not over-thinking" (age 20). Another explained that youth are "what this city is mainly taken up of... from the people that came in the last couple years to work in the oil sands and everything... The Mayor or anybody really they should especially be listening to the kids (age 16).

"We believe that the youth have a lot of great and innovative ideas. We want the policymakers to listen to those voices. Not only is it important because they're citizens, but they also have these amazing insights that maybe adults don't usually have." (age 17)

Youth offered personal views about why they should be listened to as the "future leaders," including "I'm awesome," "I have things to say," "'cuz I'm a beautiful person," "because I have knowledge as well," "everyone matters," and "my ideas count" (ages 14-18).

Applying youth viewpoints and ideas to recovery, rebuilding, and risk reduction efforts in a disaster-affected community has multiple benefits for youth in increasing

We are the



next generation

Autumn, Reanna, and Alexis pose for a photo taken at the 2017 Fort McKay First Nation PhotoVoice workshop as part of #YouthVoicesWB.

confidence, strengthening peer groups, and fostering a sense of belonging.<sup>34</sup> It can also help youth and their communities not only be better prepared for future threats, but better able to identify and enact short- and long-term solutions .

"Youth should have their ideas at least heard, taken into perspective, and be taken seriously." (age 16)



"I feel as if the youth [voice] isn't always heard. When we do attend conferences and meetings and all these different things, [adults] have a tendency of asking us the same questions, but they never really give us any results. So when you go to these kinds of events and you want to make a change and you have this kind of fire that you want to make a change in the community and they don't really take your ideas, the fire fades. [They should] just reach out more in a more productive way instead of just dragging us and bribing us with pizza and stuffing us in a room for two hours and not really listening to what we have to say; because that's not going to make us feel as if you actually kind of care. I feel really strongly about that" (*Pamela, age 16*). Watch her talk on youth voice at [www.facebook.com/YouthVoicesWB/videos/504982143197376](http://www.facebook.com/YouthVoicesWB/videos/504982143197376).



## HOW TO ENGAGE

In urban, rural, and Indigenous communities across Wood Buffalo, youth are active through youth centres and hubs, faith-based youth groups, sports, after-school programs, events, dinners, arts, theatre, cultural activities, and more. However, as the #YouthVoicesWB study shows, youth want more opportunities to contribute to and influence decisions that directly and indirectly affect them. But how do groups go about reaching all youth, so those who have traditionally been the least heard have opportunities to influence programs and policies that affect them? And how can efforts reach youth who chose not to participate or disengage?

The study found that youth responded most when activities and events were easily accessible and fit into the local culture and context; where they could have fun, connect with friends, be authentic, be creative, learn new skills, and feel a sense of belonging. Additionally, successful activities often worked through Youth-Adult Partnerships (Y-APs); and in ways that lowered barriers for youth participation. Examples included providing transportation for rural youth, offering free or cheaper transport, incorporating activities into summer work programs, scheduling events when all youth can attend, providing funding, having events in nature connected to tradition and history, creating activities that respond to diverse youth interests, personally inviting youth, and including youth in decisions.

"A lot of people don't want to stay here because nothing changes. If you give us the time and the ability to want to change some things that will make life better for us, I can promise you more people will want to stay and live here." (*age 16*)

The specifics of how adults engage youth is important, as described by a young person holding a youth worker role: "You make yourself available and nothing happens. It's so easy to be like, 'They don't care! I'm out!' But that's totally not the case. It's like cultivating relationships and showing over time that it's safe for them to talk to you; being persistent and being always available... Down the road where it's just a small conversation off to the side is where they share something with you and that's so important. We just need to be willing to take the time" (*age 21*).

These observations highlight the commitment, resources, and energy required to engage youth. Fostering meaningful participation takes time, respect, consideration of difference and a willingness to listen and be led by youth in the design of strategies and programs that support: 1) diverse activities for youths' unique interests, cultures, and ways of being; 2) spaces where youth can feel safe, resilient, and a sense of belonging; and 3) on-going Youth-Adult Partnerships.

# YOUTH & THE RIGHT TO PARTICIPATE

An intention of the *Youth Voices Rising* project was to raise the voice of youth through them expressing their ideas for even better communities post-disaster. The project did this by exploring and showcasing youth perspectives in creative ways through the #YouthVoicesWB campaign. With an emphasis on Youth-Adult Partnerships that can connect youth ideas to action, the YVR project promoted that merely creating opportunities alone for youth voices to contribute is rarely enough. Meaningful participation recognizes youth as partners in planning for their own wellbeing.<sup>32</sup> It is active, multidimensional, builds agency, and operates through differing degrees of involvement and influence including consultative, collaborative, and youth-led activities.<sup>34</sup>

Article 12 of the *United Nations Convention on the Rights of the Child*<sup>35</sup> articulates that youth expressing and having their views be valued is an inherent right. Research points to four interrelated aspects of meaningful participation for realizing this right where youth are supported in having a *voice* for expression through gaining knowledge, confidence, and agency; *space* to express their views, an *audience* to respectfully listen to and value youth voice; and the chance for youth voice to *influence* decisions (see below).<sup>36</sup> In hearing from Wood Buffalo youth, they offered multiple ideas for how they wanted to be engaged, ranging from informed consultation (that includes feedback loops rather than extractive sessions) to youth-led initiatives supported by adult mentors to creative art activities.

Youth often connected the value of expressing their views creatively to their wellbeing and recovery. For instance, a youth in the study explained how writing and performing music helped them overcome depression. They said that having more creative opportunities available could result in youth feeling “a lot more better, a lot less suicidal” and contribute to “a lot less cutting, a lot less people being in high schools” thinking “why is this so crazy?” (age 18).

Other youth saw value in Youth-Adult Partnerships. Mariam represented #YouthVoicesWB at the 2017 Fort McMurray Human Rights Conference, and said: “Youth are an integral part of society. Empowerment is a journey with many stakeholders. Each stage requires mentoring and support from friends and leaders” (age 14). She added:

“Mentorship and discussion will allow you to not only educate youth, but you will also learn we have a lot to share.”

The study highlights that youth want and need reasons to engage that have meaning to them. They also desire pathways that ensure their voices can be heard, which often involves working alongside supportive adults. Effective Y-APs position youth and adults as equal partners in addressing issues of concern. In this way, youth and adults work together to increase youths’ influence on programs and policies that directly and indirectly affect them and their communities.

CONSULTATION - COLLABORATION - YOUTH-LED

VOICE

Agency to express views

SPACE

Ability to express views

AUDIENCE

Views listened to  
and valued

INFLUENCE

Views effectively  
acted upon

## MEANINGFUL PARTICIPATION

Supporting youths’ *right to be heard* as engaged citizens is more than providing one-off events for them to express their views. Rather, the act of *being heard* is a starting point for respectful and influential exchanges between youth and adults on how programs and policies can be developed and implemented to directly benefit youth.<sup>32</sup>

*Adaptation of elements Lundy identifies as required for meaningful youth participation.*<sup>36</sup>

# YOUTH & DISASTER RISK

“There should be more discussion on what steps need to be taken to be safe if an event like this were to happen again.” (age 14)

For reducing future risks and adverse impacts of disasters on youth in Wood Buffalo, it's vital all youth can access the knowledge and skills they need to effectively prepare for such events (from building emergency kits and disaster plans to accessing first aid training). Ensuring safety, security, good health, and wellbeing, however, requires more than preventative measures. It also requires understanding and developing Disaster Risk Reduction (DRR) solutions from a youth perspective. This means recognizing and capitalizing on youth capacities to contribute and initiate DRR actions alongside supportive adults able to contribute resources, access to networks and decision makers, and the integration of diverse perspectives and expertise.<sup>37</sup>

Youth “need unity and being there for each other. And I think that goes for any kind of disaster not just wildfire, just... any hardships that happen in life; having people to be there for you.” (age 18)

After the 2016 Horse River wildfire disaster, youth in the study said they struggled most with the sudden loss of friendships due to relocation, disruption that affected their education, higher instances of drug abuse and violence in their communities, problems accessing places of fun and refuge, anxiety and depression resulting from the fire evacuation and re-entry experiences, and the unease caused by ongoing disruption and change. Youth were also pillars of strength, supporting each other and their families through tough times.

Being able to add their own solutions to the unique challenges youth face post-disaster can contribute to reducing disaster risk as youth develop awareness, confidence, agency, and the capacities to problem solve in future times of loss and change. For the Wood Buffalo region, more inclusive decisions mean more inclusive policies and plans. With youth as active participants and leaders in DRR planning and activities, their priorities can be better understood and addressed for safer, more resilient communities.

## DISASTER RISK REDUCTION, RESILIENCE, & INDIGENOUS YOUTH VOICE

Indigenous youth have much to contribute in the area of DRR and resilience-building through their strong connection to culture, tradition, heritage, language, land, and environmental stewardship. Hearing, respecting, and responding to Indigenous youth concerns and ideas can strengthen youth programming, self-determination, and reconciliation as called for by the Truth and Reconciliation Commission of Canada.<sup>38</sup> It also supports the rights of youth to advance their economic and social conditions, as promoted in the *United Nations Declaration of Indigenous Peoples (UNDRIP)*,<sup>39</sup> which Canada adopted in 2016. Importantly, including Indigenous youth voice in local disaster recovery and risk reduction planning<sup>40</sup> helps ensure decisions align with the ways Indigenous youth experience and envision their world as the next generation of adult community members and leaders in Wood Buffalo.



ReShauna performs a Jingle Dress Dance in January.



Art drawn by a youth for #YouthVoicesWB.



Photo art created by Richelle at a Fort McKay photo workshop.

# CALL TO ACTION

The *Youth Voice & Vision in Wood Buffalo* report offers insight into youth ideas for even better communities; and promotes meaningful engagement in decisions that affect youth as they strengthen their resilience post-disaster. It also offers key questions based on learnings from #YouthVoicesWB to ensure youth voice is shared, heard, valued, and responded to.

## 01 How can we support youth to lead in their recovery?

For some people, recovering from a disaster event can be a long-term and even lifetime process. It is important to listen to and involve disaster-affected youth early in recovery planning; to meaningfully include youth in decisions that will affect them and their communities in the long-term; and to support youths' capacities to contribute to shaping the new realities of a post-disaster community.

## 02 How can we build youth leadership for reducing disaster risk?

Keeping youth safe and able to manage future disasters requires not only involving them in efforts that lower disaster risk (such as developing youth-friendly emergency plans), but strengthening their capacities to adapt to and manage change, adversity, and situations that threaten their wellbeing (be it violence, self-harm, bullying, racism, etc.).

## 03 How can we strengthen our Youth-Adult Partnerships?

Creating a supportive environment that provides youth with opportunities to develop as leaders and citizens strengthens their individual agency and their capacity to investigate, navigate, reimagine, and shape the world in which they live.

## 04 How can we better recognize youth diversity and inclusion?

A community's youth population is diverse. Youth participation in post-disaster decisions requires a *whole-of-society* approach that not only includes youth as key stakeholders, but seeks to support and engage the strengths of youth diversity through inclusive representation and participation. It also requires actions that can minimize or eliminate barriers to inclusion based on gender, ability, race, culture, ethnicity, socio-economic status, age, sexual orientation, language, location, access, experience, or interests.

## 05 How can we ensure meaningful youth engagement?

Youth want to feel they belong, have a purpose, and can contribute. Meaningful youth engagement requires a consideration of the "how," "why," "what," and "where" of participation. It requires partnering with youth to understand how they want to be engaged online and offline, what motivates and interests them, and what strengths, skills, and resources they have, want, or need to develop so they can fully participate and contribute.



Mariam and Zoe craft a photo message for #YouthVoicesWB.

## ACKNOWLEDGEMENTS

This report celebrates the active participation, talents, enthusiasm, and insight of the 350+ youth who connected with the #YouthVoicesWB campaign in multiple ways. Our hope is that it not only authentically shares and promotes their viewpoints, but prompts collaborative action between youth and adults for even more resilient communities. We dedicate the report to all Wood Buffalo youth.

We also acknowledge the passion of Dr. Tamara Plush who worked closely with youth and regional partners in exploring and championing youth voice as the ResiliencebyDesign Lab Lead of the *Youth Voices Rising* project and *Youth Vision and Voice* report. We especially thank Dr. Robin Cox, RbD Lab Director and Professor of the Masters in Disaster and Emergency Management program in the School of Humanitarian Studies at RRU, for her guidance and expertise in the area of youth, disasters, recovery, resilience, arts, and Creative Action Research.

We thank the talented team of RbD Lab Research Assistants who contributed to the #YouthVoicesWB campaign and study, including Ashley Berard as the Social Media Lead and Aishwarya Gurumurthy as our Community-based Youth Research Lead. From the Wood Buffalo region, Maïke Schmieding, TJ Carabeo, Michaela Melosky, and Melissa Herman supported the research from interviewing to event oversight to reviewing academic literature. We also worked closely with Dr. Cheryl Heykoop, Tiffany Hill, and Laura Wright during the #YouthVoicesWB campaign; and thank Naomi Devine for her awesome campaign logo and *Youth Vision and Voice* report design.

We thank the multiple youth champions and organizations who contributed through facilitating or hosting workshops and activities on their own and with the RbD Lab, including the Chipewyan Prairie Dene First Nation Sekweha Youth Centre in Janvier, the Fort McKay First Nation Youth Centre, the District Recording Studio, 91.1 The Bridge, the Meicholas Foundation, the Art Foundry, the Justin Slade Youth Foundation, the Nistawoyou Friendship Centre, the McMurray Gospel Assembly, the YMCA, Girls Inc., the RMWB Mayor's Advisory Council on Youth, the RMWB Library, the Boys and Girls Club, the Rotary Club of Fort McMurray, Keyano College, the RMWB Arts Council, the Autism Society, FUSE Social, the Catholic and Public Schools in Fort McMurray, Stepping Stones, the Multicultural Association, and Some Other Solutions. The #YouthVoicesWB project would not have been possible without the financial support of the Canadian Red Cross.

We also acknowledge that the research went through ethical review at Royal Roads University that included identifying and sharing local mental health supports in case research activities brought up any challenging emotions or memories for the youth who participated.

See the youth content at [www.facebook.com/YouthVoicesWB](https://www.facebook.com/YouthVoicesWB) and [www.instagram.com/youthvoiceswb](https://www.instagram.com/youthvoiceswb). Read more about the *Youth Voices Rising* project and access publications at: [www.resiliencebydesign.com/yvr](http://www.resiliencebydesign.com/yvr)

## CHANGE

The smoke clears the skies;  
 Birds are flying high.  
 Small paws make prints in the coals.  
 The river keeps running,  
 singing of what's coming.  
 It's time to return wandering souls.  
 'Cause there's strength in waiting.  
 Together we're making a change.  
 Yeah, there's gonna be change.



Listen to "Change" by Willi and Genoveve at [www.thedistrictstudio/youthvoiceswb.html](http://www.thedistrictstudio/youthvoiceswb.html).

## ENDNOTES

- The campaign targeted youth age 14-24, in reference to the age of youth as defined by United Nations, 2018, and inclusive of one year younger. See: United Nations (2018) Definition of Youth at [www.un.org/esa/socdev/documents/youth/fact-sheets/youth-definition.pdf](http://www.un.org/esa/socdev/documents/youth/fact-sheets/youth-definition.pdf).
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Youth participate in #YouthVoicesWB activities across the Wood Buffalo region (Photos by RbD Lab, youth of Fort McKay, and Azaria Photography).

## Be Ready: Emergency Preparedness and Recovery

Youth resilience in facing or recovering from disaster has many dimensions. One is being prepared for future disasters and emergencies. Here are some ideas to help you prepare, as shared by the Canadian Red Cross at [www.redcross.ca/how-we-help/emergencies-and-disasters-in-canada/be-ready-emergency-preparedness-and-recovery](http://www.redcross.ca/how-we-help/emergencies-and-disasters-in-canada/be-ready-emergency-preparedness-and-recovery).

### MAKE AN EMERGENCY PLAN

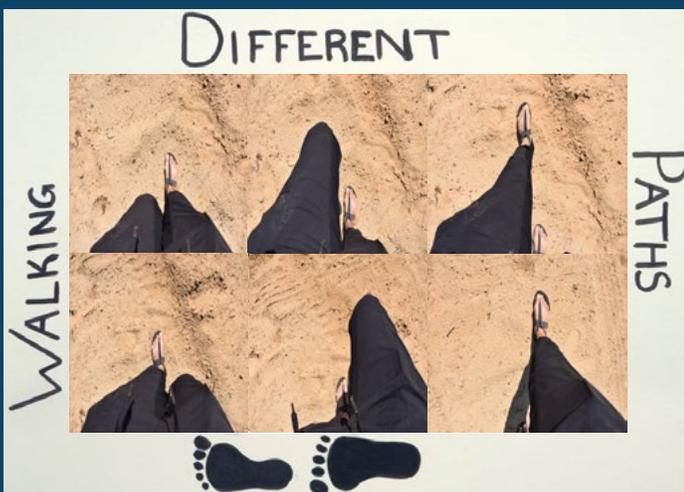
It's important to ensure that the entire family is prepared and informed in the event of a disaster or emergency.

- Determine the best ways to evacuate your home in case of an emergency such as a home fire.
- Make sure adults and youth know where fire extinguishers, water, electric and gas utilities are located.
- Make sure everyone in the house knows the location of your emergency kit.
- Establish a safe place for your family to meet outside your home and outside your neighbourhood.
- Include a plan for evacuating your pets.
- Practice your evacuation plan frequently.
- If you can't evacuate your home, prepare to be self-sufficient in your home for 72 hours (or seven to 10 days in a health emergency).
- If a member of your family has special needs that would require extra assistance, include those details into your family emergency plan and emergency kit.
- Know the plans for your workplace, school, community or centre, etc. if a disaster happens when not at home.

### ESSENTIAL ITEMS FOR EMERGENCY KIT

- Water and food (non-perishable) and manual can opener
- Special needs such as medications, baby needs, extra glasses, etc.
- Important family documents (e.g., copies of birth certificates, passports, licenses, wills, insurance, etc.)
- Crank or battery-operated flashlight, with extra batteries
- Battery-operated or crank radio
- Extra keys, for your house and car
- First aid kit and a copy of your emergency plan
- Cash in small bills and coins
- Personal hygiene items
- Pet food and pet medication

**ADDITIONAL ITEMS TO CONSIDER:** Change of clothing and footwear for each person, plastic sheeting, scissors and a pocket knife, whistle, hand sanitizer, pet food and pet medication, garbage bags and twist ties, toilet paper, multi-tool or basic tools (e.g., hammer, wrench, screwdriver etc.), duct tape, and a sleeping bag or warm blanket for each member of your household.



### WALKING DIFFERENT PATHS

"We all have different paths we walk; a different path most days, new trails, or the same old one. But it's fine to walk any of them because it's your choice. Don't make anyone tell you different. You are your own person and you make your own decisions. There may be challenging obstacles, but these obstacles do not block the path. They are the path and this twisting path is a journey, but one day you will find the path gets easier and easier day by day. It really just takes time to figure out what makes you really happy and complete and your path so it will get untwisted. You have to do what is right for you; no one walks in your shoes." (Brina, age 17; Chipewyan Prairie Dene First Nation photo workshop)

# Sendai Framework for Disaster Risk Reduction 2015 - 2030



United Nations

Sendai Framework  
for Disaster Risk Reduction  
**2015-2030**

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## Foreword

*The Sendai Framework for Disaster Risk Reduction 2015-2030* was adopted at the Third UN World Conference in Sendai, Japan, on March 18, 2015. It is the outcome of stakeholder consultations initiated in March 2012 and inter-governmental negotiations from July 2014 to March 2015, supported by the United Nations Office for Disaster Risk Reduction at the request of the UN General Assembly.

The Sendai Framework is the successor instrument to the Hyogo Framework for Action (HFA) 2005-2015: Building the Resilience of Nations and Communities to Disasters. The HFA was conceived to give further impetus to the global work under the International Framework for Action for the International Decade for Natural Disaster Reduction of 1989, and the Yokohama Strategy for a Safer World: Guidelines for Natural Disaster Prevention, Preparedness and Mitigation and its Plan of Action, adopted in 1994 and the International Strategy for Disaster Reduction of 1999.

The Sendai Framework is built on elements which ensure continuity with the work done by States and other stakeholders under the HFA and introduces a number of innovations as called for during the consultations and negotiations. Many commentators have identified the most significant shifts as a strong emphasis on disaster risk management as opposed to disaster management, the definition of seven global targets, the reduction of disaster risk as an expected outcome, a goal focused on preventing new risk, reducing existing risk and strengthening resilience, as well as a set of guiding principles, including primary responsibility of states to prevent and reduce disaster risk, all-of-society and all-of-State institutions engagement. In addition, the scope of disaster risk reduction has been broadened significantly to focus on both natural and man-made hazards and related environmental, technological and biological hazards and risks. Health resilience is strongly promoted throughout.

The Sendai Framework also articulates the following: the need for improved understanding of disaster risk in all its dimensions of exposure, vulnerability and hazard characteristics; the strengthening of disaster risk governance, including national platforms; accountability for disaster risk management; preparedness to "Build Back Better"; recognition of stakeholders and their roles; mobilization of risk-sensitive investment to avoid the creation of new risk; resilience of health infrastructure, cultural heritage and work-places; strengthening of international cooperation and global partnership, and risk-informed donor policies and programs, including financial support and loans from international financial institutions. There is also clear recognition of the Global Platform for Disaster Risk Reduction and the regional platforms for disaster risk reduction as mechanisms for coherence across agendas, monitoring and periodic reviews in support of UN Governance bodies.

UNISDR has been tasked to support the implementation, follow-up and review of the Sendai Framework.



**Margareta Wahlström,**  
United Nations Special Representative of  
the Secretary-General for Disaster Risk Reduction



# Sendai Framework for Disaster Risk Reduction 2015-2030

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## I. Preamble

1. The Sendai Framework for Disaster Risk Reduction 2015–2030 was adopted at the Third United Nations World Conference on Disaster Risk Reduction, held from 14 to 18 March 2015 in Sendai, Miyagi, Japan, which represented a unique opportunity for countries:

- (a) To adopt a concise, focused, forward-looking and action-oriented post 2015 framework for disaster risk reduction;
- (b) To complete the assessment and review of the implementation of the Hyogo Framework for Action 2005–2015: Building the Resilience of Nations and Communities to Disasters;<sup>1</sup>
- (c) To consider the experience gained through the regional and national strategies/institutions and plans for disaster risk reduction and their recommendations, as well as relevant regional agreements for the implementation of the Hyogo Framework for Action;
- (d) To identify modalities of cooperation based on commitments to implement a post 2015 framework for disaster risk reduction;
- (e) To determine modalities for the periodic review of the implementation of a post 2015 framework for disaster risk reduction.

2. During the World Conference, States also reiterated their commitment to address disaster risk reduction and the building of resilience<sup>2</sup> to disasters with a renewed sense of urgency within the context of sustainable development and poverty eradication, and to integrate, as appropriate, both disaster risk reduction and the building of resilience into policies, plans, programmes and budgets at all levels and to consider both within relevant frameworks.

### Hyogo Framework for Action: lessons learned, gaps identified and future challenges

3. Since the adoption of the Hyogo Framework for Action in 2005, as documented in national and regional progress reports on its implementation as well as in other global reports, progress has been achieved in reducing disaster risk at local, national, regional and global levels by countries and other relevant stakeholders, leading to a decrease in mortality in the case of some hazards.<sup>3</sup> Reducing disaster risk is a cost-effective investment in preventing future losses. Effective disaster risk management contributes to sustainable development. Countries have enhanced their capacities in disaster risk management. International mechanisms for strategic advice, coordination and partnership development for disaster risk reduction, such as the Global Platform for Disaster Risk Reduction and the regional platforms for disaster risk reduction, as well as other relevant international and regional forums for cooperation, have been instrumental in the development of policies and strategies and the advancement of knowledge and mutual learning. Overall, the Hyogo Framework for Action has been an important instrument for raising public and institutional awareness, generating political commitment and focusing and catalysing actions by a wide range of stakeholders at all levels.

1. A/CONF.206/6 and Corr.1, chap. I, resolution 2.

2. Resilience is defined as: "The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions", United Nations Office for Disaster Risk Reduction (UNISDR), "2009 UNISDR Terminology on Disaster Risk Reduction", Geneva, May 2009 (<http://www.unisdr.org/we/inform/terminology>).

3. Hazard is defined in the Hyogo Framework for Action as: "A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydrometeorological and biological) or induced by human processes (environmental degradation and technological hazards).

4. Over the same 10 year time frame, however, disasters have continued to exact a heavy toll and, as a result, the well-being and safety of persons, communities and countries as a whole have been affected. Over 700 thousand people have lost their lives, over 1.4 million have been injured and approximately 23 million have been made homeless as a result of disasters. Overall, more than 1.5 billion people have been affected by disasters in various ways, with women, children and people in vulnerable situations disproportionately affected. The total economic loss was more than \$1.3 trillion. In addition, between 2008 and 2012, 144 million people were displaced by disasters. Disasters, many of which are exacerbated by climate change and which are increasing in frequency and intensity, significantly impede progress towards sustainable development. Evidence indicates that exposure of persons and assets in all countries has increased faster than vulnerability<sup>4</sup> has decreased, thus generating new risks and a steady rise in disaster-related losses, with a significant economic, social, health, cultural and environmental impact in the short, medium and long term, especially at the local and community levels. Recurring small-scale disasters and slow-onset disasters particularly affect communities, households and small and medium-sized enterprises, constituting a high percentage of all losses. All countries – especially developing countries, where the mortality and economic losses from disasters are disproportionately higher – are faced with increasing levels of possible hidden costs and challenges in order to meet financial and other obligations.

5. It is urgent and critical to anticipate, plan for and reduce disaster risk in order to more effectively protect persons, communities and countries, their livelihoods, health, cultural heritage, socioeconomic assets and ecosystems, and thus strengthen their resilience.

6. Enhanced work to reduce exposure and vulnerability, thus preventing the creation of new disaster risks, and accountability for disaster risk creation are needed at all levels. More dedicated action needs to be focused on tackling underlying disaster risk drivers, such as the consequences of poverty and inequality, climate change and variability, unplanned and rapid urbanization, poor land management and compounding factors such as demographic change, weak institutional arrangements, non-risk-informed policies, lack of regulation and incentives for private disaster risk reduction investment, complex supply chains, limited availability of technology, unsustainable uses of natural resources, declining ecosystems, pandemics and epidemics. Moreover, it is necessary to continue strengthening good governance in disaster risk reduction strategies at the national, regional and global levels and improving preparedness and national coordination for disaster response, rehabilitation and reconstruction, and to use post-disaster recovery and reconstruction to “Build Back Better”, supported by strengthened modalities of international cooperation.

7. There has to be a broader and a more people-centred preventive approach to disaster risk. Disaster risk reduction practices need to be multi-hazard and multisectoral, inclusive and accessible in order to be efficient and effective. While recognizing their leading, regulatory and coordination role, Governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards. There is a need for the public and private sectors and civil society organizations, as well as academia and scientific and research institutions, to work more closely together and to create opportunities for collaboration, and for businesses to integrate disaster risk into their management practices.

8. International, regional, subregional and transboundary cooperation remains pivotal in supporting the efforts of States, their national and local authorities, as well as communities and businesses, to reduce disaster risk. Existing mechanisms may require strengthening in order to provide effective support and achieve better implementation. Developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle-income countries facing specific challenges, need special attention and support to augment domestic resources and capabilities through bilateral and multilateral channels in order to ensure adequate, sustainable, and timely means of implementation in capacity-building, financial and technical assistance and technology transfer, in accordance with international commitments.

4. Vulnerability is defined in the Hyogo Framework for Action as: “The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards”.

**9.** Overall, the Hyogo Framework for Action has provided critical guidance in efforts to reduce disaster risk and has contributed to the progress towards the achievement of the Millennium Development Goals. Its implementation has, however, highlighted a number of gaps in addressing the underlying disaster risk factors, in the formulation of goals and priorities for action,<sup>5</sup> in the need to foster disaster resilience at all levels and in ensuring adequate means of implementation. The gaps indicate a need to develop an action-oriented framework that Governments and relevant stakeholders can implement in a supportive and complementary manner, and which helps to identify disaster risks to be managed and guides investment to improve resilience.

**10.** Ten years after the adoption of the Hyogo Framework for Action, disasters continue to undermine efforts to achieve sustainable development.

**11.** The intergovernmental negotiations on the post 2015 development agenda, financing for development, climate change and disaster risk reduction provide the international community with a unique opportunity to enhance coherence across policies, institutions, goals, indicators and measurement systems for implementation, while respecting the respective mandates. Ensuring credible links, as appropriate, between these processes will contribute to building resilience and achieving the global goal of eradicating poverty.

**12.** It is recalled that the outcome document of the United Nations Conference on Sustainable Development, held in 2012, entitled "The future we want",<sup>6</sup> called for disaster risk reduction and the building of resilience to disasters to be addressed with a renewed sense of urgency in the context of sustainable development and poverty eradication and, as appropriate, to be integrated at all levels. The Conference also reaffirmed all the principles of the Rio Declaration on Environment and Development.<sup>7</sup>

**13.** Addressing climate change as one of the drivers of disaster risk, while respecting the mandate of the United Nations Framework Convention on Climate Change,<sup>8</sup> represents an opportunity to reduce disaster risk in a meaningful and coherent manner throughout the interrelated intergovernmental processes.

**14.** Against this background, and in order to reduce disaster risk, there is a need to address existing challenges and prepare for future ones by focusing on monitoring, assessing and understanding disaster risk and sharing such information and on how it is created; strengthening disaster risk governance and coordination across relevant institutions and sectors and the full and meaningful participation of relevant stakeholders at appropriate levels; investing in the economic, social, health, cultural and educational resilience of persons, communities and countries and the environment, as well as through technology and research; and enhancing multi-hazard early warning systems, preparedness, response, recovery, rehabilitation and reconstruction. To complement national action and capacity, there is a need to enhance international cooperation between developed and developing countries and between States and international organizations.

**15.** The present Framework will apply to the risk of small-scale and large-scale, frequent and infrequent, sudden and slow-onset disasters caused by natural or man-made hazards, as well as related environmental, technological and biological hazards and risks. It aims to guide the multi-hazard management of disaster risk in development at all levels as well as within and across all sectors.

5. The Hyogo Framework priorities for action 2005-2015 are: (1) ensure that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation; (2) identify, assess and monitor disaster risks and enhance early warning; (3) use knowledge, innovation and education to build a culture of safety and resilience at all levels; (4) reduce the underlying risk factors; and (5) strengthen disaster preparedness for effective response at all levels

6. A/RES/66/288, annex.

7. Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3-14 June 1992, vol. I, Resolutions Adopted by the Conference (United Nations publication, Sales No. E.93.I.8 and corrigendum), resolution 1, annex I.

8. The climate change issues mentioned in this Framework remain within the mandate of the United Nations Framework Convention on Climate Change under the competences of the Parties to the Convention.

## II. Expected outcome and goal

**16.** While some progress in building resilience and reducing losses and damages has been achieved, a substantial reduction of disaster risk requires perseverance and persistence, with a more explicit focus on people and their health and livelihoods, and regular follow-up. Building on the Hyogo Framework for Action, the present Framework aims to achieve the following outcome over the next 15 years:

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

The realization of this outcome requires the strong commitment and involvement of political leadership in every country at all levels in the implementation and follow-up of the present Framework and in the creation of the necessary conducive and enabling environment.

**17.** To attain the expected outcome, the following goal must be pursued:

Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience.

The pursuance of this goal requires the enhancement of the implementation capacity and capability of developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle-income countries facing specific challenges, including the mobilization of support through international cooperation for the provision of means of implementation in accordance with their national priorities.

**18.** To support the assessment of global progress in achieving the outcome and goal of the present Framework, seven global targets have been agreed. These targets will be measured at the global level and will be complemented by work to develop appropriate indicators. National targets and indicators will contribute to the achievement of the outcome and goal of the present Framework. The seven global targets are:

- (a) Substantially reduce global disaster mortality by 2030, aiming to lower the average per 100,000 global mortality rate in the decade 2020–2030 compared to the period 2005–2015;
- (b) Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 in the decade 2020–2030 compared to the period 2005–2015;<sup>9</sup>
- (c) Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030;
- (d) Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030;
- (e) Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020;
- (f) Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of the present Framework by 2030;
- (g) Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030.

<sup>9</sup> Categories of affected people will be elaborated in the process for post-Sendai work decided by the Conference.

### III. Guiding principles

19. Drawing from the principles contained in the Yokohama Strategy for a Safer World: Guidelines for Natural Disaster Prevention, Preparedness and Mitigation and its Plan of Action<sup>10</sup> and the Hyogo Framework for Action, the implementation of the present Framework will be guided by the following principles, while taking into account national circumstances, and consistent with domestic laws as well as international obligations and commitments:

- (a) Each State has the primary responsibility to prevent and reduce disaster risk, including through international, regional, subregional, transboundary and bilateral cooperation. The reduction of disaster risk is a common concern for all States and the extent to which developing countries are able to effectively enhance and implement national disaster risk reduction policies and measures in the context of their respective circumstances and capabilities can be further enhanced through the provision of sustainable international cooperation;
- (b) Disaster risk reduction requires that responsibilities be shared by central Governments and relevant national authorities, sectors and stakeholders, as appropriate to their national circumstances and systems of governance;
- (c) Managing the risk of disasters is aimed at protecting persons and their property, health, livelihoods and productive assets, as well as cultural and environmental assets, while promoting and protecting all human rights, including the right to development;
- (d) Disaster risk reduction requires an all-of-society engagement and partnership. It also requires empowerment and inclusive, accessible and non discriminatory participation, paying special attention to people disproportionately affected by disasters, especially the poorest. A gender, age, disability and cultural perspective should be integrated in all policies and practices, and women and youth leadership should be promoted. In this context, special attention should be paid to the improvement of organized voluntary work of citizens;
- (e) Disaster risk reduction and management depends on coordination mechanisms within and across sectors and with relevant stakeholders at all levels, and it requires the full engagement of all State institutions of an executive and legislative nature at national and local levels and a clear articulation of responsibilities across public and private stakeholders, including business and academia, to ensure mutual outreach, partnership, complementarity in roles and accountability and follow-up;
- (f) While the enabling, guiding and coordinating role of national and federal State Governments remain essential, it is necessary to empower local authorities and local communities to reduce disaster risk, including through resources, incentives and decision-making responsibilities, as appropriate;
- (g) Disaster risk reduction requires a multi-hazard approach and inclusive risk-informed decision-making based on the open exchange and dissemination of disaggregated data, including by sex, age and disability, as well as on easily accessible, up-to-date, comprehensible, science-based, non-sensitive risk information, complemented by traditional knowledge;
- (h) The development, strengthening and implementation of relevant policies, plans, practices and mechanisms need to aim at coherence, as appropriate, across sustainable development and growth, food security, health and safety, climate change and variability, environmental management and disaster risk reduction agendas. Disaster risk reduction is essential to achieve sustainable development;
- (i) While the drivers of disaster risk may be local, national, regional or global in scope, disaster risks have local and specific characteristics that must be understood for the determination of measures to reduce disaster risk;
- (j) Addressing underlying disaster risk factors through disaster risk-informed public and private investments is more cost-effective than primary reliance on post-disaster response and recovery, and contributes to sustainable development;

<sup>10</sup>. A/CONF.172/9, chap. I, resolution 1, annex I.

- (k) In the post-disaster recovery, rehabilitation and reconstruction phase, it is critical to prevent the creation of and to reduce disaster risk by “Building Back Better” and increasing public education and awareness of disaster risk;
- (l) An effective and meaningful global partnership and the further strengthening of international cooperation, including the fulfilment of respective commitments of official development assistance by developed countries, are essential for effective disaster risk management;
- (m) Developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle-income and other countries facing specific disaster risk challenges, need adequate, sustainable and timely provision of support, including through finance, technology transfer and capacity-building from developed countries and partners tailored to their needs and priorities, as identified by them.

#### IV. Priorities for action

**20.** Taking into account the experience gained through the implementation of the Hyogo Framework for Action, and in pursuance of the expected outcome and goal, there is a need for focused action within and across sectors by States at local, national, regional and global levels in the following four priority areas:

**Priority 1:** Understanding disaster risk.

**Priority 2:** Strengthening disaster risk governance to manage disaster risk.

**Priority 3:** Investing in disaster risk reduction for resilience.

**Priority 4:** Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.

**21.** In their approach to disaster risk reduction, States, regional and international organizations and other relevant stakeholders should take into consideration the key activities listed under each of these four priorities and should implement them, as appropriate, taking into consideration respective capacities and capabilities, in line with national laws and regulations.

**22.** In the context of increasing global interdependence, concerted international cooperation, an enabling international environment and means of implementation are needed to stimulate and contribute to developing the knowledge, capacities and motivation for disaster risk reduction at all levels, in particular for developing countries.

##### **Priority 1: Understanding disaster risk**

**23.** Policies and practices for disaster risk management should be based on an understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment. Such knowledge can be leveraged for the purpose of pre-disaster risk assessment, for prevention and mitigation and for the development and implementation of appropriate preparedness and effective response to disasters.

##### **National and local levels**

**24.** To achieve this, it is important:

- (a) To promote the collection, analysis, management and use of relevant data and practical information and ensure its dissemination, taking into account the needs of different categories of users, as appropriate;
- (b) To encourage the use of and strengthening of baselines and periodically assess disaster risks, vulnerability, capacity, exposure, hazard characteristics and their possible sequential effects at the relevant social and spatial scale on ecosystems, in line with national circumstances;

- (c) To develop, periodically update and disseminate, as appropriate, location-based disaster risk information, including risk maps, to decision makers, the general public and communities at risk of exposure to disaster in an appropriate format by using, as applicable, geospatial information technology;
- (d) To systematically evaluate, record, share and publicly account for disaster losses and understand the economic, social, health, education, environmental and cultural heritage impacts, as appropriate, in the context of event-specific hazard-exposure and vulnerability information;
- (e) To make non-sensitive hazard-exposure, vulnerability, risk, disaster and loss-disaggregated information freely available and accessible, as appropriate;
- (f) To promote real time access to reliable data, make use of space and in situ information, including geographic information systems (GIS), and use information and communications technology innovations to enhance measurement tools and the collection, analysis and dissemination of data;
- (g) To build the knowledge of government officials at all levels, civil society, communities and volunteers, as well as the private sector, through sharing experiences, lessons learned, good practices and training and education on disaster risk reduction, including the use of existing training and education mechanisms and peer learning;
- (h) To promote and improve dialogue and cooperation among scientific and technological communities, other relevant stakeholders and policymakers in order to facilitate a science-policy interface for effective decision-making in disaster risk management;
- (i) To ensure the use of traditional, indigenous and local knowledge and practices, as appropriate, to complement scientific knowledge in disaster risk assessment and the development and implementation of policies, strategies, plans and programmes of specific sectors, with a cross-sectoral approach, which should be tailored to localities and to the context;
- (j) To strengthen technical and scientific capacity to capitalize on and consolidate existing knowledge and to develop and apply methodologies and models to assess disaster risks, vulnerabilities and exposure to all hazards;
- (k) To promote investments in innovation and technology development in long-term, multi-hazard and solution-driven research in disaster risk management to address gaps, obstacles, interdependencies and social, economic, educational and environmental challenges and disaster risks;
- (l) To promote the incorporation of disaster risk knowledge, including disaster prevention, mitigation, preparedness, response, recovery and rehabilitation, in formal and non-formal education, as well as in civic education at all levels, as well as in professional education and training;
- (m) To promote national strategies to strengthen public education and awareness in disaster risk reduction, including disaster risk information and knowledge, through campaigns, social media and community mobilization, taking into account specific audiences and their needs;
- (n) To apply risk information in all its dimensions of vulnerability, capacity and exposure of persons, communities, countries and assets, as well as hazard characteristics, to develop and implement disaster risk reduction policies;
- (o) To enhance collaboration among people at the local level to disseminate disaster risk information through the involvement of community-based organizations and non-governmental organizations.

### Global and regional levels

25. To achieve this, it is important:

- (a) To enhance the development and dissemination of science-based methodologies and tools to record and share disaster losses and relevant disaggregated data and statistics, as well as to strengthen disaster risk modelling, assessment, mapping, monitoring and multi-hazard early warning systems;
- (b) To promote the conduct of comprehensive surveys on multi-hazard disaster risks and the development of regional disaster risk assessments and maps, including climate change scenarios;
- (c) To promote and enhance, through international cooperation, including technology transfer, access to and the sharing and use of non-sensitive data and information, as appropriate, communications and geospatial and space-based technologies and related services; maintain and strengthen in situ and remotely-sensed earth and climate observations; and strengthen the utilization of media, including social media, traditional media, big data and mobile phone networks, to support national measures for successful disaster risk communication, as appropriate and in accordance with national laws;
- (d) To promote common efforts in partnership with the scientific and technological community, academia and the private sector to establish, disseminate and share good practices internationally;
- (e) To support the development of local, national, regional and global user-friendly systems and services for the exchange of information on good practices, cost-effective and easy-to-use disaster risk reduction technologies and lessons learned on policies, plans and measures for disaster risk reduction;
- (f) To develop effective global and regional campaigns as instruments for public awareness and education, building on the existing ones (for example, the “One million safe schools and hospitals” initiative; the “Making Cities Resilient: My city is getting ready” campaign; the United Nations Sasakawa Award for Disaster Risk Reduction; and the annual United Nations International Day for Disaster Reduction), to promote a culture of disaster prevention, resilience and responsible citizenship, generate understanding of disaster risk, support mutual learning and share experiences; and encourage public and private stakeholders to actively engage in such initiatives and to develop new ones at the local, national, regional and global levels;
- (g) To enhance the scientific and technical work on disaster risk reduction and its mobilization through the coordination of existing networks and scientific research institutions at all levels and in all regions, with the support of the United Nations Office for Disaster Risk Reduction Scientific and Technical Advisory Group, in order to strengthen the evidence-base in support of the implementation of the present Framework; promote scientific research on disaster risk patterns, causes and effects; disseminate risk information with the best use of geospatial information technology; provide guidance on methodologies and standards for risk assessments, disaster risk modelling and the use of data; identify research and technology gaps and set recommendations for research priority areas in disaster risk reduction; promote and support the availability and application of science and technology to decision-making; contribute to the update of the publication entitled “2009 UNISDR Terminology on Disaster Risk Reduction”; use post-disaster reviews as opportunities to enhance learning and public policy; and disseminate studies;
- (h) To encourage the availability of copyrighted and patented materials, including through negotiated concessions, as appropriate;
- (i) To enhance access to and support for innovation and technology, as well as in long-term, multi-hazard and solution-driven research and development in the field of disaster risk management.

## Priority 2: Strengthening disaster risk governance to manage disaster risk

26. Disaster risk governance at the national, regional and global levels is of great importance for an effective and efficient management of disaster risk. Clear vision, plans, competence, guidance and coordination within and across sectors, as well as participation of relevant stakeholders, are needed. Strengthening disaster risk governance for prevention, mitigation, preparedness, response, recovery and rehabilitation is therefore necessary and fosters collaboration and partnership across mechanisms and institutions for the implementation of instruments relevant to disaster risk reduction and sustainable development.

### National and local levels

27. To achieve this, it is important:

- (a) To mainstream and integrate disaster risk reduction within and across all sectors and review and promote the coherence and further development, as appropriate, of national and local frameworks of laws, regulations and public policies, which, by defining roles and responsibilities, guide the public and private sectors in: (i) addressing disaster risk in publically owned, managed or regulated services and infrastructures; (ii) promoting and providing incentives, as relevant, for actions by persons, households, communities and businesses; (iii) enhancing relevant mechanisms and initiatives for disaster risk transparency, which may include financial incentives, public awareness-raising and training initiatives, reporting requirements and legal and administrative measures; and (iv) putting in place coordination and organizational structures;
- (b) To adopt and implement national and local disaster risk reduction strategies and plans, across different timescales, with targets, indicators and time frames, aimed at preventing the creation of risk, the reduction of existing risk and the strengthening of economic, social, health and environmental resilience;
- (c) To carry out an assessment of the technical, financial and administrative disaster risk management capacity to deal with the identified risks at the local and national levels;
- (d) To encourage the establishment of necessary mechanisms and incentives to ensure high levels of compliance with the existing safety-enhancing provisions of sectoral laws and regulations, including those addressing land use and urban planning, building codes, environmental and resource management and health and safety standards, and update them, where needed, to ensure an adequate focus on disaster risk management;
- (e) To develop and strengthen, as appropriate, mechanisms to follow up, periodically assess and publicly report on progress on national and local plans; and promote public scrutiny and encourage institutional debates, including by parliamentarians and other relevant officials, on progress reports of local and national plans for disaster risk reduction;
- (f) To assign, as appropriate, clear roles and tasks to community representatives within disaster risk management institutions and processes and decision-making through relevant legal frameworks, and undertake comprehensive public and community consultations during the development of such laws and regulations to support their implementation;
- (g) To establish and strengthen government coordination forums composed of relevant stakeholders at the national and local levels, such as national and local platforms for disaster risk reduction, and a designated national focal point for implementing the Sendai Framework for Disaster Risk Reduction 2015–2030. It is necessary for such mechanisms to have a strong foundation in national institutional frameworks with clearly assigned responsibilities and authority to, inter alia, identify sectoral and multisectoral disaster risk, build awareness and knowledge of disaster risk through sharing and dissemination of non-sensitive disaster risk information and data, contribute to and coordinate reports on local and national disaster risk, coordinate public awareness campaigns on disaster risk, facilitate and support local multisectoral cooperation (e.g. among local governments) and contribute to the determination of and reporting on national and local disaster risk management plans and all policies relevant for disaster risk management. These responsibilities should be established through laws, regulations, standards and procedures;

- (h) To empower local authorities, as appropriate, through regulatory and financial means to work and coordinate with civil society, communities and indigenous peoples and migrants in disaster risk management at the local level;
- (i) To encourage parliamentarians to support the implementation of disaster risk reduction by developing new or amending relevant legislation and setting budget allocations;
- (j) To promote the development of quality standards, such as certifications and awards for disaster risk management, with the participation of the private sector, civil society, professional associations, scientific organizations and the United Nations;
- (k) To formulate public policies, where applicable, aimed at addressing the issues of prevention or relocation, where possible, of human settlements in disaster risk-prone zones, subject to national law and legal systems.

### Global and regional levels

**28.** To achieve this, it is important:

- (a) To guide action at the regional level through agreed regional and subregional strategies and mechanisms for cooperation for disaster risk reduction, as appropriate, in the light of the present Framework, in order to foster more efficient planning, create common information systems and exchange good practices and programmes for cooperation and capacity development, in particular to address common and transboundary disaster risks;
- (b) To foster collaboration across global and regional mechanisms and institutions for the implementation and coherence of instruments and tools relevant to disaster risk reduction, such as for climate change, biodiversity, sustainable development, poverty eradication, environment, agriculture, health, food and nutrition and others, as appropriate;
- (c) To actively engage in the Global Platform for Disaster Risk Reduction, the regional and subregional platforms for disaster risk reduction and the thematic platforms in order to forge partnerships, periodically assess progress on implementation and share practice and knowledge on disaster risk-informed policies, programmes and investments, including on development and climate issues, as appropriate, as well as to promote the integration of disaster risk management in other relevant sectors. Regional intergovernmental organizations should play an important role in the regional platforms for disaster risk reduction;
- (d) To promote transboundary cooperation to enable policy and planning for the implementation of ecosystem-based approaches with regard to shared resources, such as within river basins and along coastlines, to build resilience and reduce disaster risk, including epidemic and displacement risk;
- (e) To promote mutual learning and exchange of good practices and information through, inter alia, voluntary and self-initiated peer reviews among interested States;
- (f) To promote the strengthening of, as appropriate, international voluntary mechanisms for monitoring and assessment of disaster risks, including relevant data and information, benefiting from the experience of the Hyogo Framework for Action Monitor. Such mechanisms may promote the exchange of non-sensitive information on disaster risks to the relevant national Government bodies and stakeholders in the interest of sustainable social and economic development.

### Priority 3: Investing in disaster risk reduction for resilience

**29.** Public and private investment in disaster risk prevention and reduction through structural and non-structural measures are essential to enhance the economic, social, health and cultural resilience of persons, communities, countries and their assets, as well as the environment. These can be drivers of innovation, growth and job creation. Such measures are cost-effective and instrumental to save lives, prevent and reduce losses and ensure effective recovery and rehabilitation.

### National and local levels

30. To achieve this, it is important:

- (a) To allocate the necessary resources, including finance and logistics, as appropriate, at all levels of administration for the development and the implementation of disaster risk reduction strategies, policies, plans, laws and regulations in all relevant sectors;
- (b) To promote mechanisms for disaster risk transfer and insurance, risk-sharing and retention and financial protection, as appropriate, for both public and private investment in order to reduce the financial impact of disasters on Governments and societies, in urban and rural areas;
- (c) To strengthen, as appropriate, disaster-resilient public and private investments, particularly through structural, non-structural and functional disaster risk prevention and reduction measures in critical facilities, in particular schools and hospitals and physical infrastructures; building better from the start to withstand hazards through proper design and construction, including the use of the principles of universal design and the standardization of building materials; retrofitting and rebuilding; nurturing a culture of maintenance; and taking into account economic, social, structural, technological and environmental impact assessments;
- (d) To protect or support the protection of cultural and collecting institutions and other sites of historical, cultural heritage and religious interest;
- (e) To promote the disaster risk resilience of workplaces through structural and non-structural measures;
- (f) To promote the mainstreaming of disaster risk assessments into land-use policy development and implementation, including urban planning, land degradation assessments and informal and non-permanent housing, and the use of guidelines and follow-up tools informed by anticipated demographic and environmental changes;
- (g) To promote the mainstreaming of disaster risk assessment, mapping and management into rural development planning and management of, inter alia, mountains, rivers, coastal flood plain areas, drylands, wetlands and all other areas prone to droughts and flooding, including through the identification of areas that are safe for human settlement, and at the same time preserving ecosystem functions that help to reduce risks;
- (h) To encourage the revision of existing or the development of new building codes and standards and rehabilitation and reconstruction practices at the national or local levels, as appropriate, with the aim of making them more applicable within the local context, particularly in informal and marginal human settlements, and reinforce the capacity to implement, survey and enforce such codes through an appropriate approach, with a view to fostering disaster-resistant structures;
- (i) To enhance the resilience of national health systems, including by integrating disaster risk management into primary, secondary and tertiary health care, especially at the local level; developing the capacity of health workers in understanding disaster risk and applying and implementing disaster risk reduction approaches in health work; promoting and enhancing the training capacities in the field of disaster medicine; and supporting and training community health groups in disaster risk reduction approaches in health programmes, in collaboration with other sectors, as well as in the implementation of the International Health Regulations (2005) of the World Health Organization;
- (j) To strengthen the design and implementation of inclusive policies and social safety-net mechanisms, including through community involvement, integrated with livelihood enhancement programmes, and access to basic health-care services, including maternal, newborn and child health, sexual and reproductive health, food security and nutrition, housing and education, towards the eradication of poverty, to find durable solutions in the post-disaster phase and to empower and assist people disproportionately affected by disasters;

- (k) People with life-threatening and chronic disease, due to their particular needs, should be included in the design of policies and plans to manage their risks before, during and after disasters, including having access to life-saving services;
- (l) To encourage the adoption of policies and programmes addressing disaster-induced human mobility to strengthen the resilience of affected people and that of host communities, in accordance with national laws and circumstances;
- (m) To promote, as appropriate, the integration of disaster risk reduction considerations and measures in financial and fiscal instruments;
- (n) To strengthen the sustainable use and management of ecosystems and implement integrated environmental and natural resource management approaches that incorporate disaster risk reduction;
- (o) To increase business resilience and protection of livelihoods and productive assets throughout the supply chains, ensure continuity of services and integrate disaster risk management into business models and practices;
- (p) To strengthen the protection of livelihoods and productive assets, including livestock, working animals, tools and seeds;
- (q) To promote and integrate disaster risk management approaches throughout the tourism industry, given the often heavy reliance on tourism as a key economic driver.

#### **Global and regional levels**

**31.** To achieve this, it is important:

- (a) To promote coherence across systems, sectors and organizations related to sustainable development and to disaster risk reduction in their policies, plans, programmes and processes;
- (b) To promote the development and strengthening of disaster risk transfer and sharing mechanisms and instruments in close cooperation with partners in the international community, business, international financial institutions and other relevant stakeholders;
- (c) To promote cooperation between academic, scientific and research entities and networks and the private sector to develop new products and services to help to reduce disaster risk, in particular those that would assist developing countries and their specific challenges;
- (d) To encourage the coordination between global and regional financial institutions with a view to assessing and anticipating the potential economic and social impacts of disasters;
- (e) To enhance cooperation between health authorities and other relevant stakeholders to strengthen country capacity for disaster risk management for health, the implementation of the International Health Regulations (2005) and the building of resilient health systems;
- (f) To strengthen and promote collaboration and capacity-building for the protection of productive assets, including livestock, working animals, tools and seeds;
- (g) To promote and support the development of social safety nets as disaster risk reduction measures linked to and integrated with livelihood enhancement programmes in order to ensure resilience to shocks at the household and community levels;
- (h) To strengthen and broaden international efforts aimed at eradicating hunger and poverty through disaster risk reduction;
- (i) To promote and support collaboration among relevant public and private stakeholders to enhance the resilience of business to disasters.

**Priority 4: Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction**

**32.** The steady growth of disaster risk, including the increase of people and assets exposure, combined with the lessons learned from past disasters, indicates the need to further strengthen disaster preparedness for response, take action in anticipation of events, integrate disaster risk reduction in response preparedness and ensure that capacities are in place for effective response and recovery at all levels. Empowering women and persons with disabilities to publicly lead and promote gender equitable and universally accessible response, recovery, rehabilitation and reconstruction approaches is key. Disasters have demonstrated that the recovery, rehabilitation and reconstruction phase, which needs to be prepared ahead of a disaster, is a critical opportunity to “Build Back Better”, including through integrating disaster risk reduction into development measures, making nations and communities resilient to disasters.

**National and local levels**

**33.** To achieve this, it is important:

- (a) To prepare or review and periodically update disaster preparedness and contingency policies, plans and programmes with the involvement of the relevant institutions, considering climate change scenarios and their impact on disaster risk, and facilitating, as appropriate, the participation of all sectors and relevant stakeholders;
- (b) To invest in, develop, maintain and strengthen people-centred multi-hazard, multisectoral forecasting and early warning systems, disaster risk and emergency communications mechanisms, social technologies and hazard-monitoring telecommunications systems; develop such systems through a participatory process; tailor them to the needs of users, including social and cultural requirements, in particular gender; promote the application of simple and low-cost early warning equipment and facilities; and broaden release channels for natural disaster early warning information;
- (c) To promote the resilience of new and existing critical infrastructure, including water, transportation and telecommunications infrastructure, educational facilities, hospitals and other health facilities, to ensure that they remain safe, effective and operational during and after disasters in order to provide live-saving and essential services;
- (d) To establish community centres for the promotion of public awareness and the stockpiling of necessary materials to implement rescue and relief activities;
- (e) To adopt public policies and actions that support the role of public service workers to establish or strengthen coordination and funding mechanisms and procedures for relief assistance and plan and prepare for post-disaster recovery and reconstruction;
- (f) To train the existing workforce and voluntary workers in disaster response and strengthen technical and logistical capacities to ensure better response in emergencies;
- (g) To ensure the continuity of operations and planning, including social and economic recovery, and the provision of basic services in the post-disaster phase;
- (h) To promote regular disaster preparedness, response and recovery exercises, including evacuation drills, training and the establishment of area-based support systems, with a view to ensuring rapid and effective response to disasters and related displacement, including access to safe shelter, essential food and non-food relief supplies, as appropriate to local needs;
- (i) To promote the cooperation of diverse institutions, multiple authorities and related stakeholders at all levels, including affected communities and business, in view of the complex and costly nature of post-disaster reconstruction, under the coordination of national authorities;
- (j) To promote the incorporation of disaster risk management into post-disaster recovery and rehabilitation processes, facilitate the link between relief, rehabilitation and development, use opportunities during the recovery phase to develop capacities that reduce disaster risk in the short, medium and long term, including through the development of measures

such as land-use planning, structural standards improvement and the sharing of expertise, knowledge, post-disaster reviews and lessons learned and integrate post-disaster reconstruction into the economic and social sustainable development of affected areas. This should also apply to temporary settlements for persons displaced by disasters;

- (k) To develop guidance for preparedness for disaster reconstruction, such as on land-use planning and structural standards improvement, including by learning from the recovery and reconstruction programmes over the decade since the adoption of the Hyogo Framework for Action, and exchanging experiences, knowledge and lessons learned;
- (l) To consider the relocation of public facilities and infrastructures to areas outside the risk range, wherever possible, in the post-disaster reconstruction process, in consultation with the people concerned, as appropriate;
- (m) To strengthen the capacity of local authorities to evacuate persons living in disaster-prone areas;
- (n) To establish a mechanism of case registry and a database of mortality caused by disaster in order to improve the prevention of morbidity and mortality;
- (o) To enhance recovery schemes to provide psychosocial support and mental health services for all people in need;
- (p) To review and strengthen, as appropriate, national laws and procedures on international cooperation, based on the Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance.

#### **Global and regional levels**

**34.** To achieve this, it is important:

- (a) To develop and strengthen, as appropriate, coordinated regional approaches and operational mechanisms to prepare for and ensure rapid and effective disaster response in situations that exceed national coping capacities;
- (b) To promote the further development and dissemination of instruments, such as standards, codes, operational guides and other guidance instruments, to support coordinated action in disaster preparedness and response and facilitate information sharing on lessons learned and best practices for policy practice and post-disaster reconstruction programmes;
- (c) To promote the further development of and investment in effective, nationally compatible, regional multi-hazard early warning mechanisms, where relevant, in line with the Global Framework for Climate Services, and facilitate the sharing and exchange of information across all countries;
- (d) To enhance international mechanisms, such as the International Recovery Platform, for the sharing of experience and learning among countries and all relevant stakeholders;
- (e) To support, as appropriate, the efforts of relevant United Nations entities to strengthen and implement global mechanisms on hydrometeorological issues in order to raise awareness and improve understanding of water-related disaster risks and their impact on society, and advance strategies for disaster risk reduction upon the request of States;
- (f) To support regional cooperation to deal with disaster preparedness, including through common exercises and drills;
- (g) To promote regional protocols to facilitate the sharing of response capacities and resources during and after disasters;
- (h) To train the existing workforce and volunteers in disaster response.

## V. Role of stakeholders

**35.** While States have the overall responsibility for reducing disaster risk, it is a shared responsibility between Governments and relevant stakeholders. In particular, non-State stakeholders play an important role as enablers in providing support to States, in accordance with national policies, laws and regulations, in the implementation of the present Framework at local, national, regional and global levels. Their commitment, goodwill, knowledge, experience and resources will be required.

**36.** When determining specific roles and responsibilities for stakeholders, and at the same time building on existing relevant international instruments, States should encourage the following actions on the part of all public and private stakeholders:

- (a) Civil society, volunteers, organized voluntary work organizations and community-based organizations to participate, in collaboration with public institutions, to, inter alia, provide specific knowledge and pragmatic guidance in the context of the development and implementation of normative frameworks, standards and plans for disaster risk reduction; engage in the implementation of local, national, regional and global plans and strategies; contribute to and support public awareness, a culture of prevention and education on disaster risk; and advocate for resilient communities and an inclusive and all-of-society disaster risk management that strengthen synergies across groups, as appropriate. On this point, it should be noted that:
  - (i) Women and their participation are critical to effectively managing disaster risk and designing, resourcing and implementing gender-sensitive disaster risk reduction policies, plans and programmes; and adequate capacity building measures need to be taken to empower women for preparedness as well as to build their capacity to secure alternate means of livelihood in post-disaster situations;
  - (ii) Children and youth are agents of change and should be given the space and modalities to contribute to disaster risk reduction, in accordance with legislation, national practice and educational curricula;
  - (iii) Persons with disabilities and their organizations are critical in the assessment of disaster risk and in designing and implementing plans tailored to specific requirements, taking into consideration, inter alia, the principles of universal design;
  - (iv) Older persons have years of knowledge, skills and wisdom, which are invaluable assets to reduce disaster risk, and they should be included in the design of policies, plans and mechanisms, including for early warning;
  - (v) Indigenous peoples, through their experience and traditional knowledge, provide an important contribution to the development and implementation of plans and mechanisms, including for early warning;
  - (vi) Migrants contribute to the resilience of communities and societies, and their knowledge, skills and capacities can be useful in the design and implementation of disaster risk reduction;
- (b) Academia, scientific and research entities and networks to focus on the disaster risk factors and scenarios, including emerging disaster risks, in the medium and long term; increase research for regional, national and local application; support action by local communities and authorities; and support the interface between policy and science for decision-making;
- (c) Business, professional associations and private sector financial institutions, including financial regulators and accounting bodies, as well as philanthropic foundations, to integrate disaster risk management, including business continuity, into business models and practices through disaster-risk-informed investments, especially in micro, small and medium-sized enterprises; engage in awareness-raising and training for their employees and customers; engage in and support research and innovation, as well as technological development for disaster risk management; share and disseminate knowledge, practices and non sensitive data; and actively participate, as appropriate and under the guidance of the public sector, in the development of normative frameworks and technical standards that incorporate disaster risk management;

- (d) Media to take an active and inclusive role at the local, national, regional and global levels in contributing to the raising of public awareness and understanding and disseminate accurate and non-sensitive disaster risk, hazard and disaster information, including on small-scale disasters, in a simple, transparent, easy-to-understand and accessible manner, in close cooperation with national authorities; adopt specific disaster risk reduction communications policies; support, as appropriate, early warning systems and life-saving protective measures; and stimulate a culture of prevention and strong community involvement in sustained public education campaigns and public consultations at all levels of society, in accordance with national practices.

**37.** With reference to General Assembly resolution 68/211 of 20 December 2013, commitments by relevant stakeholders are important in order to identify modalities of cooperation and to implement the present Framework. Those commitments should be specific and time-bound in order to support the development of partnerships at local, national, regional and global levels and the implementation of local and national disaster risk reduction strategies and plans. All stakeholders are encouraged to publicize their commitments and their fulfilment in support of the implementation of the present Framework, or of the national and local disaster risk management plans, through the website of the United Nations Office for Disaster Risk Reduction.

## VI. International cooperation and global partnership

### General considerations

**38.** Given their different capacities, as well as the linkage between the level of support provided to them and the extent to which they will be able to implement the present Framework, developing countries require an enhanced provision of means of implementation, including adequate, sustainable and timely resources, through international cooperation and global partnerships for development, and continued international support, so as to strengthen their efforts to reduce disaster risk.

**39.** International cooperation for disaster risk reduction includes a variety of sources and is a critical element in supporting the efforts of developing countries to reduce disaster risk.

**40.** In addressing economic disparity and disparity in technological innovation and research capacity among countries, it is crucial to enhance technology transfer, involving a process of enabling and facilitating flows of skill, knowledge, ideas, know-how and technology from developed to developing countries in the implementation of the present Framework.

**41.** Disaster-prone developing countries, in particular the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle-income countries facing specific challenges, warrant particular attention in view of their higher vulnerability and risk levels, which often greatly exceed their capacity to respond to and recover from disasters. Such vulnerability requires the urgent strengthening of international cooperation and ensuring genuine and durable partnerships at the regional and international levels in order to support developing countries to implement the present Framework, in accordance with their national priorities and needs. Similar attention and appropriate assistance should also be extended to other disaster-prone countries with specific characteristics, such as archipelagic countries, as well as countries with extensive coastlines.

**42.** Disasters can disproportionately affect small island developing States, owing to their unique and particular vulnerabilities. The effects of disasters, some of which have increased in intensity and have been exacerbated by climate change, impede their progress towards sustainable development. Given the special case of small island developing States, there is a critical need to build resilience and to provide particular support through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway<sup>11</sup> in the area of disaster risk reduction.

**43.** African countries continue to face challenges related to disasters and increasing risks, including those related to enhancing resilience of infrastructure, health and livelihoods. These challenges require increased international cooperation and the provision of adequate support to African countries to allow for the implementation of the present Framework.

<sup>11</sup>. General Assembly resolution 69/15, annex.

44. North-South cooperation, complemented by South-South and triangular cooperation, has proven to be key to reducing disaster risk and there is a need to further strengthen cooperation in both areas. Partnerships play an additional important role by harnessing the full potential of countries and supporting their national capacities in disaster risk management and in improving the social, health and economic well-being of individuals, communities and countries.

45. Efforts by developing countries offering South-South and triangular cooperation should not reduce North-South cooperation from developed countries as they complement North-South cooperation.

46. Financing from a variety of international sources, public and private transfer of reliable, affordable, appropriate and modern environmentally sound technology, on concessional and preferential terms, as mutually agreed, capacity-building assistance for developing countries and enabling institutional and policy environments at all levels are critically important means of reducing disaster risk.

#### Means of implementation

47. To achieve this, it is necessary:

- (a) To reaffirm that developing countries need enhanced provision of coordinated, sustained and adequate international support for disaster risk reduction, in particular for the least developed countries, small island developing States, landlocked developing countries and African countries, as well as middle-income countries facing specific challenges, through bilateral and multilateral channels, including through enhanced technical and financial support and technology transfer on concessional and preferential terms, as mutually agreed, for the development and strengthening of their capacities;
- (b) To enhance access of States, in particular developing countries, to finance, environmentally sound technology, science and inclusive innovation, as well as knowledge and information-sharing through existing mechanisms, namely bilateral, regional and multilateral collaborative arrangements, including the United Nations and other relevant bodies;
- (c) To promote the use and expansion of thematic platforms of cooperation, such as global technology pools and global systems to share know-how, innovation and research and ensure access to technology and information on disaster risk reduction;
- (d) To incorporate disaster risk reduction measures into multilateral and bilateral development assistance programmes within and across all sectors, as appropriate, related to poverty reduction, sustainable development, natural resource management, the environment, urban development and adaptation to climate change.

#### Support from international organizations

48. To support the implementation of the present Framework, the following is necessary:

- (a) The United Nations and other international and regional organizations, international and regional financial institutions and donor agencies engaged in disaster risk reduction are requested, as appropriate, to enhance the coordination of their strategies in this regard;
- (b) The entities of the United Nations system, including the funds and programmes and the specialized agencies, through the United Nations Plan of Action on Disaster Risk Reduction for Resilience, United Nations Development Assistance Frameworks and country programmes, to promote the optimum use of resources and to support developing countries, at their request, in the implementation of the present Framework, in coordination with other relevant frameworks, such as the International Health Regulations (2005), including through the development and the strengthening of capacities and clear and focused programmes that support the priorities of States in a balanced, well-coordinated and sustainable manner, within their respective mandates;
- (c) The United Nations Office for Disaster Risk Reduction, in particular, to support the implementation, follow-up and review of the present Framework by: preparing periodic reviews on progress, in particular for the Global Platform for Disaster Risk Reduction, and, as appropriate, in a timely manner, along with the follow-up process at the United Nations,

supporting the development of coherent global and regional follow-up and indicators, and in coordination, as appropriate, with other relevant mechanisms for sustainable development and climate change, and updating the existing web-based Hyogo Framework for Action Monitor accordingly; participating actively in the work of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators; generating evidence-based and practical guidance for implementation in close collaboration with States and through the mobilization of experts; reinforcing a culture of prevention among relevant stakeholders through supporting development of standards by experts and technical organizations, advocacy initiatives and dissemination of disaster risk information, policies and practices, as well as by providing education and training on disaster risk reduction through affiliated organizations; supporting countries, including through national platforms or their equivalent, in their development of national plans and monitoring trends and patterns in disaster risk, loss and impacts; convening the Global Platform for Disaster Risk Reduction and supporting the organization of regional platforms for disaster risk reduction in cooperation with regional organizations; leading the revision of the United Nations Plan of Action on Disaster Risk Reduction for Resilience; facilitating the enhancement of, and continuing to service, the United Nations Office for Disaster Risk Reduction Scientific and Technical Advisory Group in mobilizing science and technical work on disaster risk reduction; leading, in close coordination with States, the update of the publication entitled "2009 UNISDR Terminology on Disaster Risk Reduction", in line with the terminology agreed upon by States; and maintaining the stakeholders' commitment registry;

- (d) International financial institutions, such as the World Bank and regional development banks, to consider the priorities of the present Framework for providing financial support and loans for integrated disaster risk reduction to developing countries;
- (e) Other international organizations and treaty bodies, including the Conference of the Parties to the United Nations Framework Convention on Climate Change, international financial institutions at the global and regional levels and the International Red Cross and Red Crescent Movement to support developing countries, at their request, in the implementation of the present Framework, in coordination with other relevant frameworks;
- (f) The United Nations Global Compact, as the main United Nations initiative for engagement with the private sector and business, to further engage with and promote the critical importance of disaster risk reduction for sustainable development and resilience;
- (g) The overall capacity of the United Nations system to assist developing countries in disaster risk reduction should be strengthened by providing adequate resources through various funding mechanisms, including increased, timely, stable and predictable contributions to the United Nations Trust Fund for Disaster Reduction and by enhancing the role of the Trust Fund in relation to the implementation of the present Framework;
- (h) The Inter-Parliamentary Union and other relevant regional bodies and mechanisms for parliamentarians, as appropriate, to continue supporting and advocating disaster risk reduction and the strengthening of national legal frameworks;
- (i) The United Cities and Local Government organization and other relevant bodies of local governments to continue supporting cooperation and mutual learning among local governments for disaster risk reduction and the implementation of the present Framework.

#### Follow-up actions

**49.** The Conference invites the General Assembly, at its seventieth session, to consider the possibility of including the review of the global progress in the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 as part of its integrated and coordinated follow-up processes to United Nations conferences and summits, aligned with the Economic and Social Council, the High-level Political Forum for Sustainable Development and the quadrennial comprehensive policy review cycles, as appropriate, taking into account the contributions of the Global Platform for Disaster Risk Reduction and regional platforms for disaster risk reduction and the Hyogo Framework for Action Monitor system.

**50.** The Conference recommends to the General Assembly the establishment, at its sixty-ninth session, of an open-ended intergovernmental working group, comprising experts nominated by Member States, and supported by the United Nations Office for Disaster Risk Reduction, with involvement of relevant stakeholders, for the development of a set of possible indicators to measure global progress in the implementation of the present Framework in conjunction with the work of the Inter-Agency and Expert Group On Sustainable Development Goal Indicators. The Conference also recommends that the working group consider the recommendations of the United Nations Office for Disaster Risk Reduction Scientific and Technical Advisory Group on the update of the publication entitled "2009 UNISDR Terminology on Disaster Risk Reduction" by December 2016, and that the outcome of its work be submitted to the Assembly for its consideration and adoption.

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- Urban planning/development: 27(d); 30(f); 47(d)
- Urbanization, unplanned and rapid: 6
- V**
- Variability, of climate: *See climate variability*
- Volunteers  
engagement with: 7  
knowledge base of: 24(g)  
training of voluntary workers: 33(f)  
voluntary work: 19(d); 35
- Vulnerability  
of assets: 4; 17; 23  
of persons: 4; 17; 23  
assessment of: 24(b)  
information on: 24(e)  
reduction of: 6  
people in vulnerable situations: 4
- W**
- Water-related disaster risks: 34(e)
- Water infrastructure: 33(c)
- Wetlands: 30(g)
- Women  
in vulnerable situations: 4  
role in managing disaster risk: 36(a)(i)  
role in design of disaster risk policy: 7; 36(a)(i)  
role in resourcing gender-sensitive policies/plans/programmes: 36(a)(i)  
role in implementing gender-sensitive policies/plans/programmes: 7; 35(a)(i)  
(*See also leadership of women*)
- Workplace, resilience of: 30(e)
- World Conference on Disaster Risk Reduction, Third United Nations: 1; 2; 50
- World Health Organization: 30(i); 31(e)
- Y**
- Yokohama Strategy: 19
- Youth  
engagement with: 7; 36(a)(ii)  
leadership of: 19(d)

# Chart of the Sendai Framework for Disaster Risk Reduction 2015-2030

## Scope and purpose

The present framework will apply to the risk of small-scale and large-scale, frequent and infrequent, sudden and slow-onset disasters, caused by natural or manmade hazards as well as related environmental, technological and biological hazards and risks.

It aims to guide the multi-hazard management of disaster risk in development at all levels as well as within and across all sectors

## Expected outcome

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries

## Goal

Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience

## Targets

Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality between 2020-2030 compared to 2005-2015

Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 between 2020-2030 compared to 2005-2015

Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030

Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030

Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020

Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this framework by 2030

Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030

## Priorities for Action

There is a need for focused action within and across sectors by States at local, national, regional and global levels in the following four priority areas.

### Priority 1

Understanding disaster risk

Disaster risk management needs to be based on an understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment

### Priority 2

Strengthening disaster risk governance to manage disaster risk

Disaster risk governance at the national, regional and global levels is vital to the management of disaster risk reduction in all sectors and ensuring the coherence of national and local frameworks of laws, regulations and public policies that, by defining roles and responsibilities, guide, encourage and incentivize the public and private sectors to take action and address disaster risk

### Priority 3

Investing in disaster risk reduction for resilience

Public and private investment in disaster risk prevention and reduction through structural and non-structural measures are essential to enhance the economic, social, health and cultural resilience of persons, communities, countries and their assets, as well as the environment. These can be drivers of innovation, growth and job creation. Such measures are cost-effective and instrumental to save lives, prevent and reduce losses and ensure effective recovery and rehabilitation

### Priority 4

Enhancing disaster preparedness for effective response, and to «Build Back Better» in recovery, rehabilitation and reconstruction

Experience indicates that disaster preparedness needs to be strengthened for more effective response and ensure capacities are in place for effective recovery. Disasters have also demonstrated that the recovery, rehabilitation and reconstruction phase, which needs to be prepared ahead of the disaster, is an opportunity to «Build Back Better» through integrating disaster risk reduction measures. Women and persons with disabilities should publicly lead and promote gender-equitable and universally accessible approaches during the response and reconstruction phases

## Guiding Principles

Primary responsibility of States to prevent and reduce disaster risk, including through cooperation

Shared responsibility between central Government and national authorities, sectors and stakeholders as appropriate to national circumstances

Protection of persons and their assets while promoting and protecting all human rights including the right to development

Engagement from all of society

Full engagement of all State institutions of an executive and legislative nature at national and local levels

Empowerment of local authorities and communities through resources, incentives and decision-making responsibilities as appropriate

Decision-making to be inclusive and risk-informed while using a multi-hazard approach

Coherence of disaster risk reduction and sustainable development policies, plans, practices and mechanisms, across different sectors

Accounting of local and specific characteristics of disaster risks when determining measures to reduce risk

Addressing underlying risk factors cost-effectively through investment versus relying primarily on post-disaster response and recovery

«Build Back Better» for preventing the creation of, and reducing existing, disaster risk

The quality of global partnership and international cooperation to be effective, meaningful and strong

Support from developed countries and partners to developing countries to be tailored according to needs and priorities as identified by them





9-11 Rue de Varembé  
CH 1202, Geneva  
Switzerland  
[www.unisdr.org](http://www.unisdr.org)



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## COUNCIL REPORT

Meeting Date: November 27, 2018

### **Subject: Rural Water & Sewer Servicing - Residents' Contributions**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT Administration be directed to undertake a lot by lot assessment in Janvier, Conklin, Saprae Creek Estates, Gregoire Lake Estates and Anzac; and

THAT Administration bring forward a plan and funding request (based on the results of the assessment) specific to on-site service connections prior to the proposed 2020 budget workshops that includes the following elements:

- Municipality fund the entire installation of on-site service connections from lot lines to residential homes for existing residents served by the new system
- The funding program be available to existing residents for a five-year period
- Residents who are served by the new RWSS system be required to hire their own certified contractor to complete the on-site service connection
- Existing residents served by the new Rural Water and Sewer Servicing system be asked for \$16,000 (\$10,000 in Saprae Creek) as service connection fee
- A long-term payment option for the service connection fee

#### **Summary:**

The purpose of this report is to provide Council an update on the Rural Water and Sewer Servicing (RWSS) program to address the request of Administration to return with more accurate on-site service connection estimates.

#### **Background:**

The first step in the RWSS program is to build the force mains, lift stations, and additional infrastructure needed to provide piped water and sewer systems to the rural communities. The next step is to connect our infrastructures from lot lines to residential homes (on-site service connections).

The current budget for the RWSS program includes the pre-design, detailed design and construction of infrastructure on Municipal land. In addition development of standards for on-site service connections is included in the current funding. Once a lot by lot assessment has been completed, Administration will be seeking funding for construction

of the on-site service connections.

Since Administration's last presentation to Council, Administration sought out cost estimates from contractors. These estimates came back higher than anticipated.

Administration has also visited all RWSS communities to engage the residents on this topic and seek their feedback and concerns with the program. The common themes across the hamlets are:

- The proposed contribution of \$16,000 (\$10,000 in Saprae Creek) is cost prohibitive to some residents
- The resident contribution should not exceed the proposed \$16,000 (\$10,000 in Saprae Creek)
- The resident perception is that their contribution includes their on-site service connection
- The approach to each lot should be unique and detailed on an individual basis
- Concerns about maintenance costs after warranty period has expired
- Timelines to connect to the system under the current program
- Concerns about how and by whom the work will be done on private property

#### **Brief Overview of the RWSS program:**

Design and Construction for Rural Water and Sewer Servicing Program is taking place simultaneously. The work in each community is divided into various contracts. Below is an update on construction of the water and sewer up to property lines.

Conklin:	Contract #1: Sanitary Sewer on Northland Drive is completed Contract #3: Construction of water and sewer up to property line along with road reconstruction on Pine Lane and Poplar Dr. - in progress with completion date Nov 2020. May 2019 - May 2021= anticipated date of on-site service connection
Janvier:	Contract #1: Construction of water and sewer up to the property line along with road reconstruction - in progress and will be completed by July 2019 May 2020 = anticipated date of on-site service connection
Saprae Creek Estates:	Contract #1: Construction of water and sewer up to the property line along with road reconstruction started and will be completed by Dec 2019 May 2020 = anticipated date of on-site sewer service connection
Gregoire Lake Estates:	Contract #1: Construction of water and sewer up to the

property line along with road reconstruction, construction in progress; scheduled to be completed by Oct 2019  
May 2020 = anticipated date of on-site service connection

Anzac: Contract #2: Construction of water and sewer up to the property line along with road reconstruction - in progress with a completion date Nov 2020  
May 2020 = anticipated date of on-site service connection

### **Budget/Financial Implications:**

- Total residents' contributions would be approximately \$13M
- RWSS program would require additional funding for construction of the on-site service connections starting in 2020
- Budget request for service connections will not be needed until 2019

### **Rationale for Recommendation:**

Service connections need to be affordable, and the cost of connecting equitable, for a critical mass of residents to connect to the RWSS system. With almost \$200M committed to the program, and minimal population growth expected in the areas to be served, success and cost effectiveness of the system will be measured by how many residents connect.

There are many un-answered questions left regarding on-site service connections. The lot by lot assessment will allow Administration to get detailed information on the scope of work needed by the Municipality per lot and make strategic decisions. During the assessment Administration will be looking for:

- Distance of pumps/tanks from the roadway
- Electrical panel capacity
- Pump/tank location to the home (inside, outside, front, back)
- Impact on private properties (driveways, landscaping, secondary buildings)

In addition, creating a plan for on-site service connections will allow Administration to iron out the method of which we can collect on-site service connection fees, the duration of the program, and the responsibilities of both the homeowner and the Municipality.

### **Strategic Priorities:**

Rural and Indigenous Communities and Partnerships

### **Attachments:**

- 1. Rural Water and Sewer Servicing PowerPoint Presentation**
- 2. RWSS Construction Maps**
- 3. RWSS Engagement Summary**
- 4. Chronology of Council Resolutions**

# Rural Water & Sewer Servicing

Presenter: Matthew Hough, Director

Department: Engineering

Meeting Date: November 27, 2018



# Background

- The first step in the RWSS program is to build the force mains, lift stations, and additional infrastructure needed to provide piped water and sewer systems to the rural communities
- The next step is to connect our infrastructure from lot lines to residential homes (on-site service connections)
- The current budget allocated to the RWSS program has included:
  - Detailed design and construction of Municipal infrastructure
  - Development of standards for on-site service connections

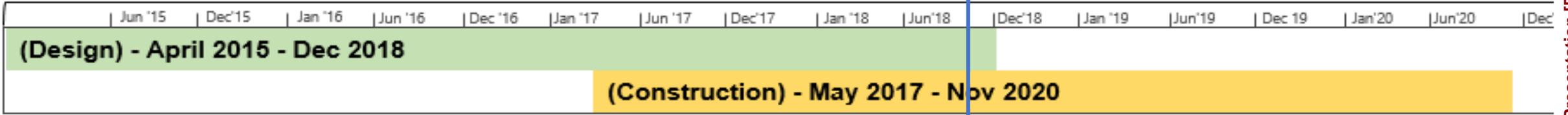
# Steps taken by Administration

- Administration presented at Council on June 12, 2018 and received direction to return with improved service connection cost estimates. Since this time Administration has:
  - Engaged local contractors to assist with cost estimates
  - Engaged with all RWSS communities
  - Advanced the construction phase of the program

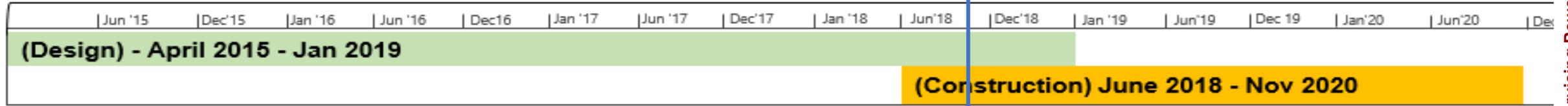
# Design and Construction Schedule\*

## ANZAC, GREGOIRE LAKE ESTATES, SAPRAE CREEK

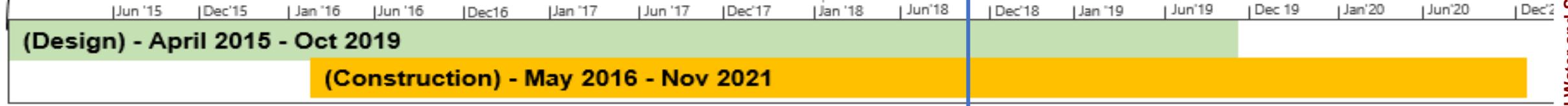
Today Nov 06, 2018



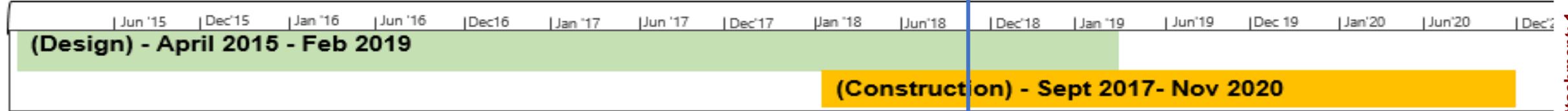
## DRAPER



## CONKLIN



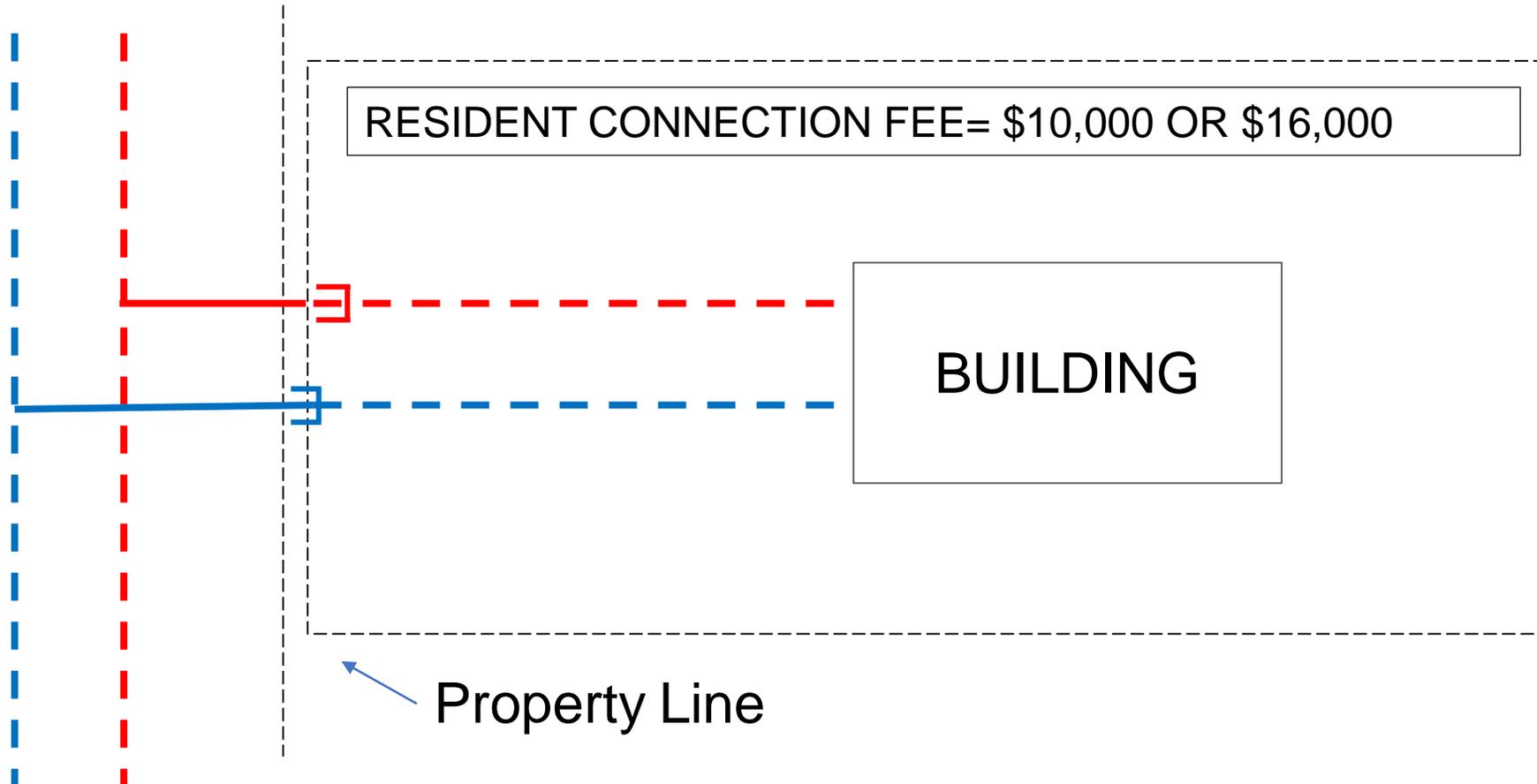
## JANVIER



\*Schedule only shows mainline design & construction (service connection schedule to follow)

Attachment: 1. Rural Water and Sewer Servicing PowerPoint Presentation [Revision 1]

# On-Site Service Connection



# Lot by lot Assessment

- The on-site service connection estimates from contractors came back higher than anticipated
- Administration would like to undertake a lot by lot assessment in Janvier, Conklin, Saprae Creek Estates, Gregoire Lake Estates and Anzac
- This approach will allow Administration to get detailed information on the scope of work needed by the Municipality per lot
  - Distance of pumps/tanks from the roadway
  - Electrical panel capacity
  - Pump/tank location to the home (inside, outside, front, back)
  - Impact on private properties (driveways, landscaping, secondary buildings)

# On-Site Service Connection Plan

The on-site service connection plan will enable Administration to answer of the questions that remain regarding RWSS program:

- What will the resident pay for their on-site service connection?
- How will they pay their service connection fee?
- How long will they be able to participate in the RWSS program?
- How and by whom will the work be completed on their property?

# Draper

## Slope Instability

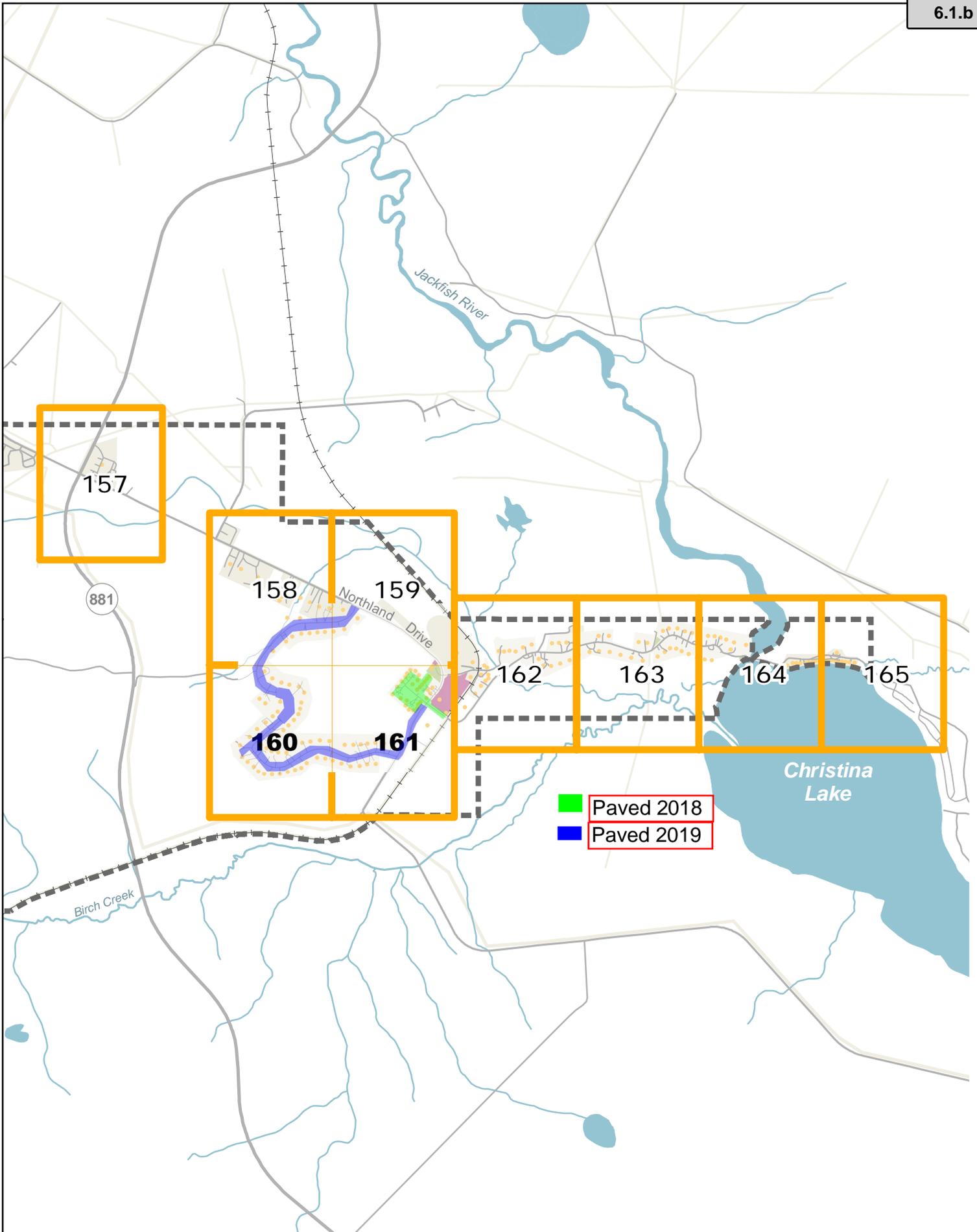
- Since our last meeting with the Draper residents we have received additional information regarding instability of the area
- The RWSS Draper design consultant has stated that any excavation into the unstable slope will increase the risk of slope failure
- Removing Draper from the RWSS construction budget will remove approximately \$13,000,000

# Key Considerations

- Residents in Conklin can connect to RWSS starting in 2019
- Service connections need to be affordable, and the cost of connecting equitable, for a critical mass of residents to connect to the RWSS system
- Success and cost effectiveness of the system will be measured by how many residents connect
- There is high risk to both the Municipality and Draper residents in proceeding with the current design and timelines

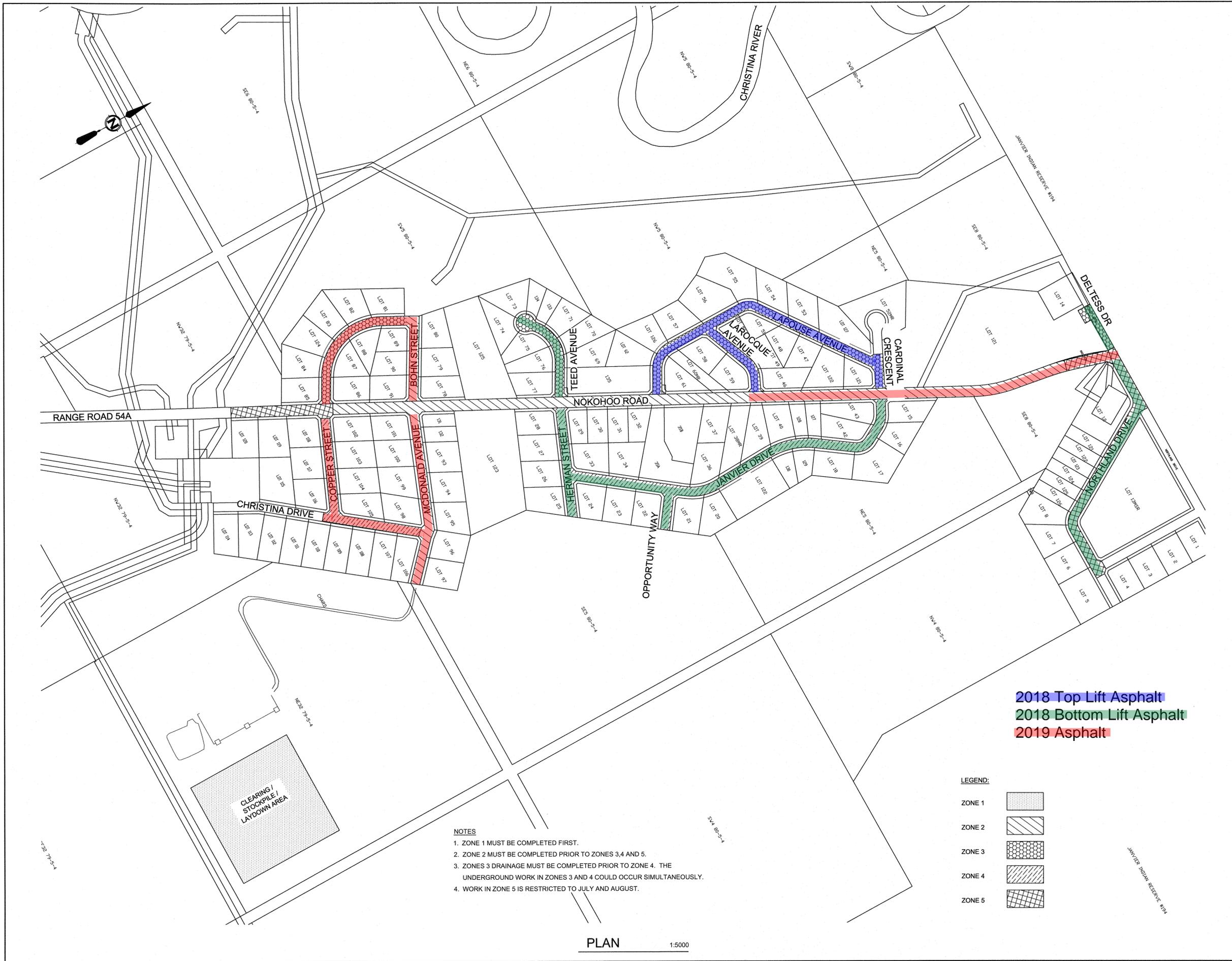
# Summary

- To prepare accurate cost estimates, a lot by lot assessment in Janvier, Conklin, Saprae Creek Estates, Gregoire Lake Estates and Anzac is needed
- Administration seeks Council's support to plan and make funding requests for service connections in 2019
- Administration continues to recommend that the resident contribution be \$16,000 (\$10,000 in Saprae Creek)



Attachment: 2. RWSS Construction Maps (RWSS Residents' Contribution)





2018 Top Lift Asphalt  
 2018 Bottom Lift Asphalt  
 2019 Asphalt

**LEGEND:**

ZONE 1	
ZONE 2	
ZONE 3	
ZONE 4	
ZONE 5	

- NOTES**
1. ZONE 1 MUST BE COMPLETED FIRST.
  2. ZONE 2 MUST BE COMPLETED PRIOR TO ZONES 3,4 AND 5.
  3. ZONES 3 DRAINAGE MUST BE COMPLETED PRIOR TO ZONE 4. THE UNDERGROUND WORK IN ZONES 3 AND 4 COULD OCCUR SIMULTANEOUSLY.
  4. WORK IN ZONE 5 IS RESTRICTED TO JULY AND AUGUST.

PLAN 1:5000



5.
4.
3.
2.
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**NOTES**

APEGA Permit to Practice P 3979

No.	By	DATE	DESCRIPTION
7.			
6.			
5.			
4.	MPH	2017FEB24	ISSUED FOR TENDER
3.	MPH	2017FEB10	ISSUED FOR TENDER
2.	KC	2016NOV25	ISSUED FOR TENDER
1.	KG	2016SEP02	ISSUED FOR 90% CLIENT REVIEW

**REVISIONS**



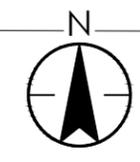
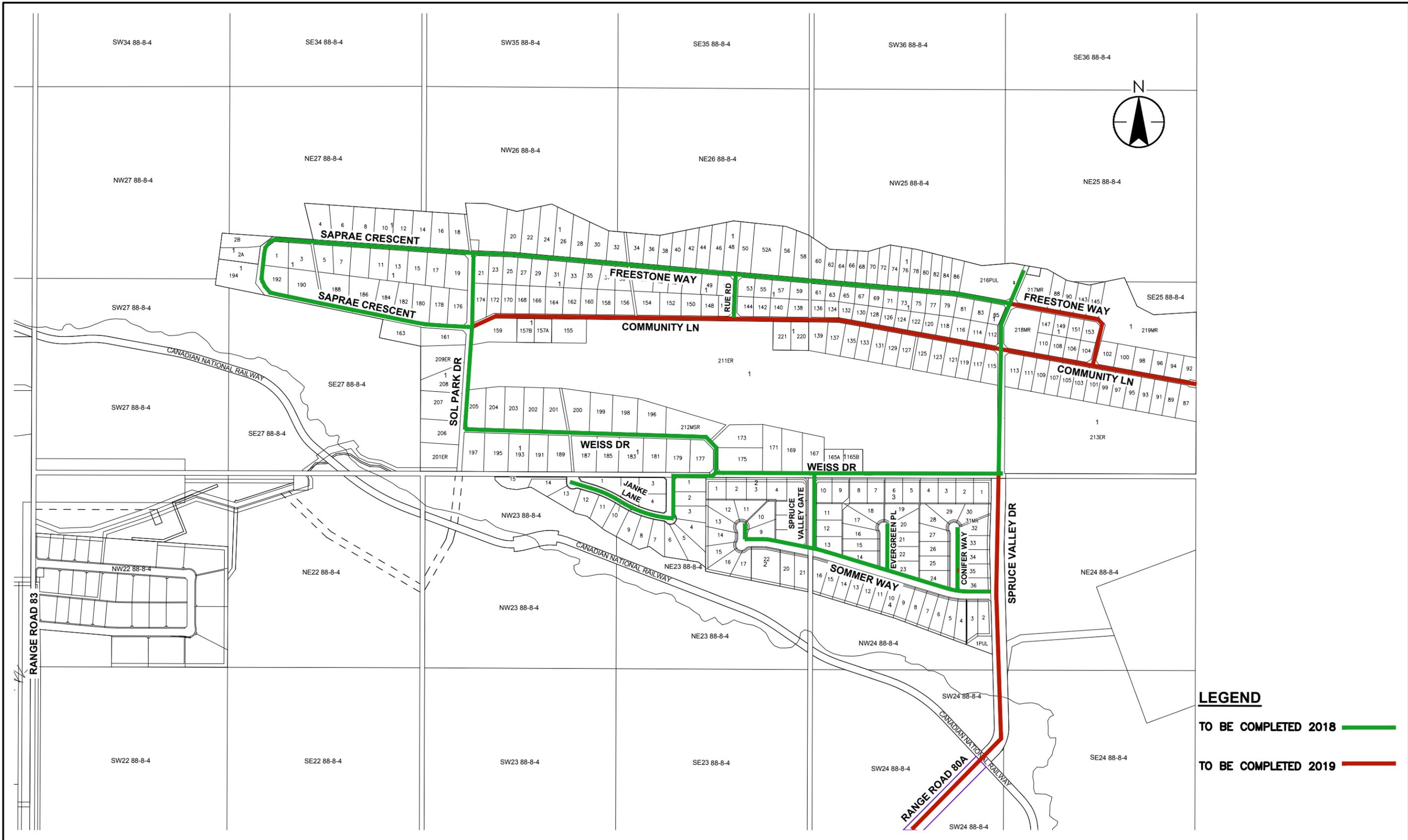
RURAL SERVICING - JANVIER

**STAGING PLAN**

APPROVED BY: <b>N.DOS SANTOS</b>	CHECKED BY: <b>K. CH'NG</b>
DESIGNED BY: <b>K. SHEA</b>	DRAWN BY: <b>K. CARNAGIE</b>
SCALE: <b>AS SHOWN</b>	DRAWING NO. <b>3395-02-0201</b>
DATE: <b>2017FEB24</b>	CONSULTANT NO.

MUNICIPAL DRAWING NUMBER:

V:\139\active\13929411\05c\_dwg\de\dsign\Saprae\civil\Figures\Aug2017\Fig1.dwg  
2018/09/20 11:15 AM By: McAleese, Meagan



**LEGEND**

TO BE COMPLETED 2018 ———

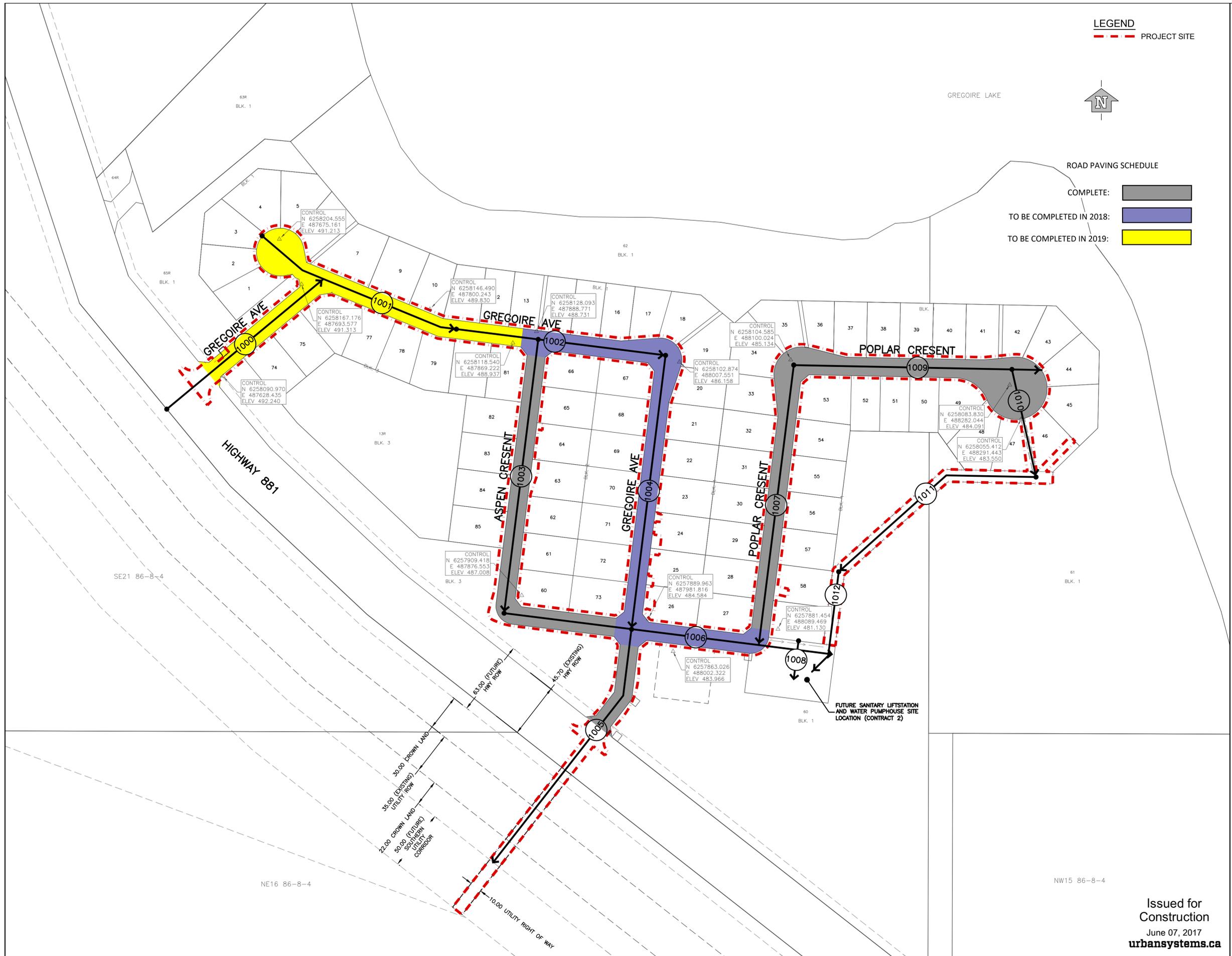
TO BE COMPLETED 2019 ———

- Notes:
1. All top lift of asphalt will be completed in 2019.
  2. Roads scheduled for 2018 will only be built up to bottom lift asphalt.
  3. Roads in this subdivision need varying amounts of work- See other figure.
  4. This is the plan for roadworks as of September 17th, 2018. It is contingent upon good weather.



**FIGURE 3.0**  
**ROAD IMPROVEMENTS PLAN**  
**SAPRAE CREEK RURAL SERVICING**

Attachment: 2. RWSS Construction Maps (RWSS Residents' Contribution)



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**NOTES**

**PERMIT TO PRACTICE**  
 URBAN SYSTEMS LTD.  
 Signature: *[Signature]*  
 Date: June 07, 2017  
**PERMIT NUMBER: P 3836**  
 The Association of Professional Engineers,  
 Geologists and Geophysicists of Alberta

7.			
6.			
5.			
4.			
3.			
2.			
1.	GH	17/06/07	ISSUED FOR CONSTRUCTION
No.	By	DATE	DESCRIPTION

**REVISIONS**

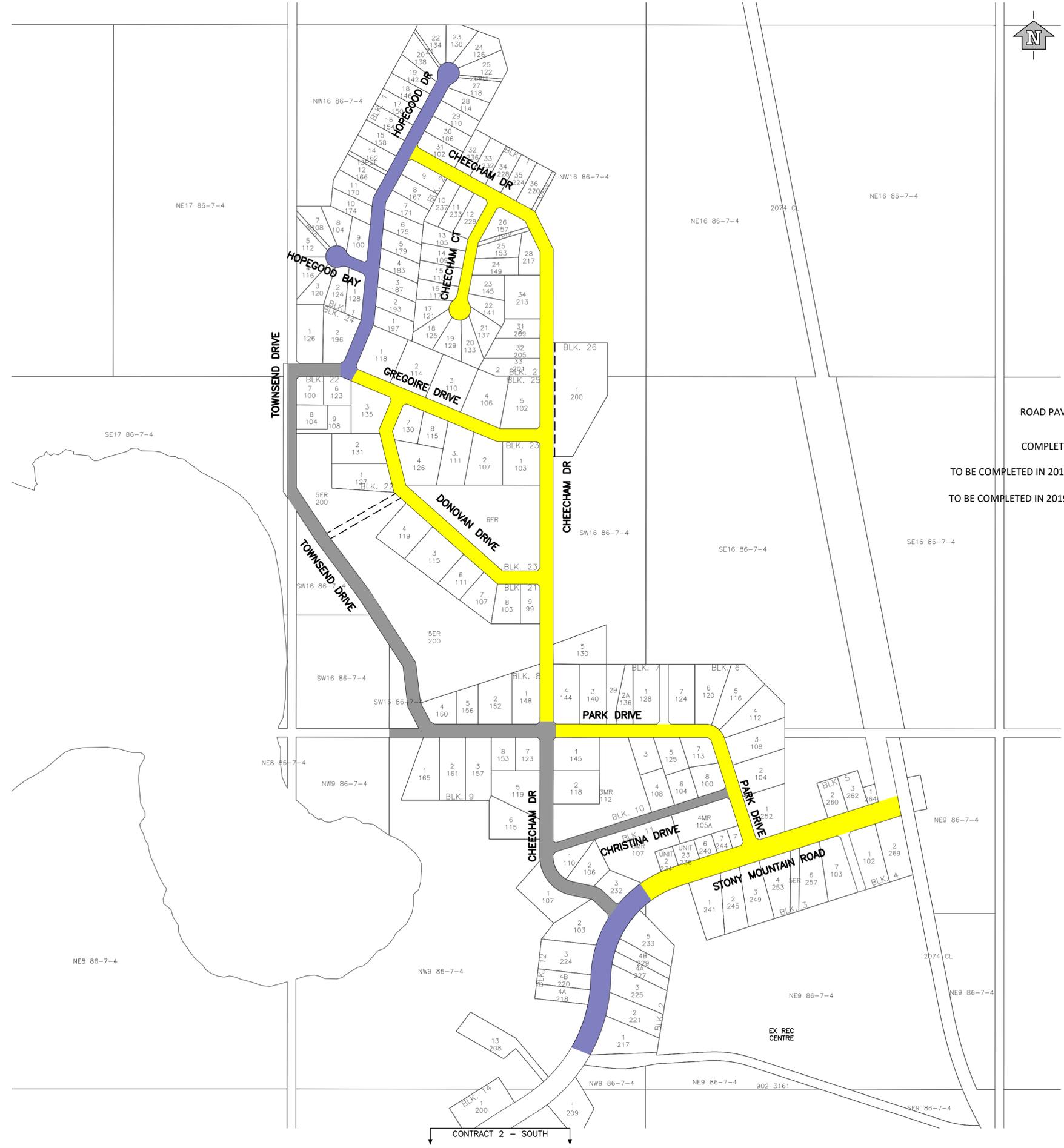


GREGOIRE LAKE ESTATES  
 RURAL SERVICING CONTRACT 1  
 GREGOIRE AVENUE

**INDEX PLAN**

APPROVED BY: B.M., K.F.	CHECKED BY: M.E., B.M., K.F.
DESIGNED BY: M.E., P.M., B.M.	DRAWN BY: B.W., P.M.
SCALE: 1:1500	DRAWING NO. 0201
DATE: 17/06/07	CONSULTANT NO. 2375.0040.31
MUNICIPAL DRAWING NUMBER: 2 of 41	

Issued for  
 Construction  
 June 07, 2017  
 urbansystems.ca



**LEGEND**  
 - - - - - PROJECT SITE  
 9 ← LOT NUMBER  
 136 ← MUNICIPAL ADDRESS

**ROAD PAVING SCHEDULE**  
 COMPLETE: [Grey Box]  
 TO BE COMPLETED IN 2018: [Blue Box]  
 TO BE COMPLETED IN 2019: [Yellow Box]



**REGIONAL MUNICIPALITY OF WOOD BUFFALO**

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**NOTES**

No.	
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No.	By	DATE	DESCRIPTION
4.	GH	18-03-07	RE-ISSUED CONSTRUCTION DRAWINGS

**REVISIONS**



RURAL INFRASTRUCTURE REHABILITATION, RURAL WATER & SEWER SERVICING – ANZAC CONTRACT 2 NORTH

**INDEX PLAN**

APPROVED BY: B.M.	CHECKED BY: M.E., K.F.
DESIGNED BY: M.E., P.M, K.F.	DRAWN BY: P.M., B.W.
SCALE: 1:5000	DRAWING NO. 0211
DATE: 17/08/14	2 of 66
CONSULTANT NO. 2375.0040	
MUNICIPAL DRAWING NUMBER:	



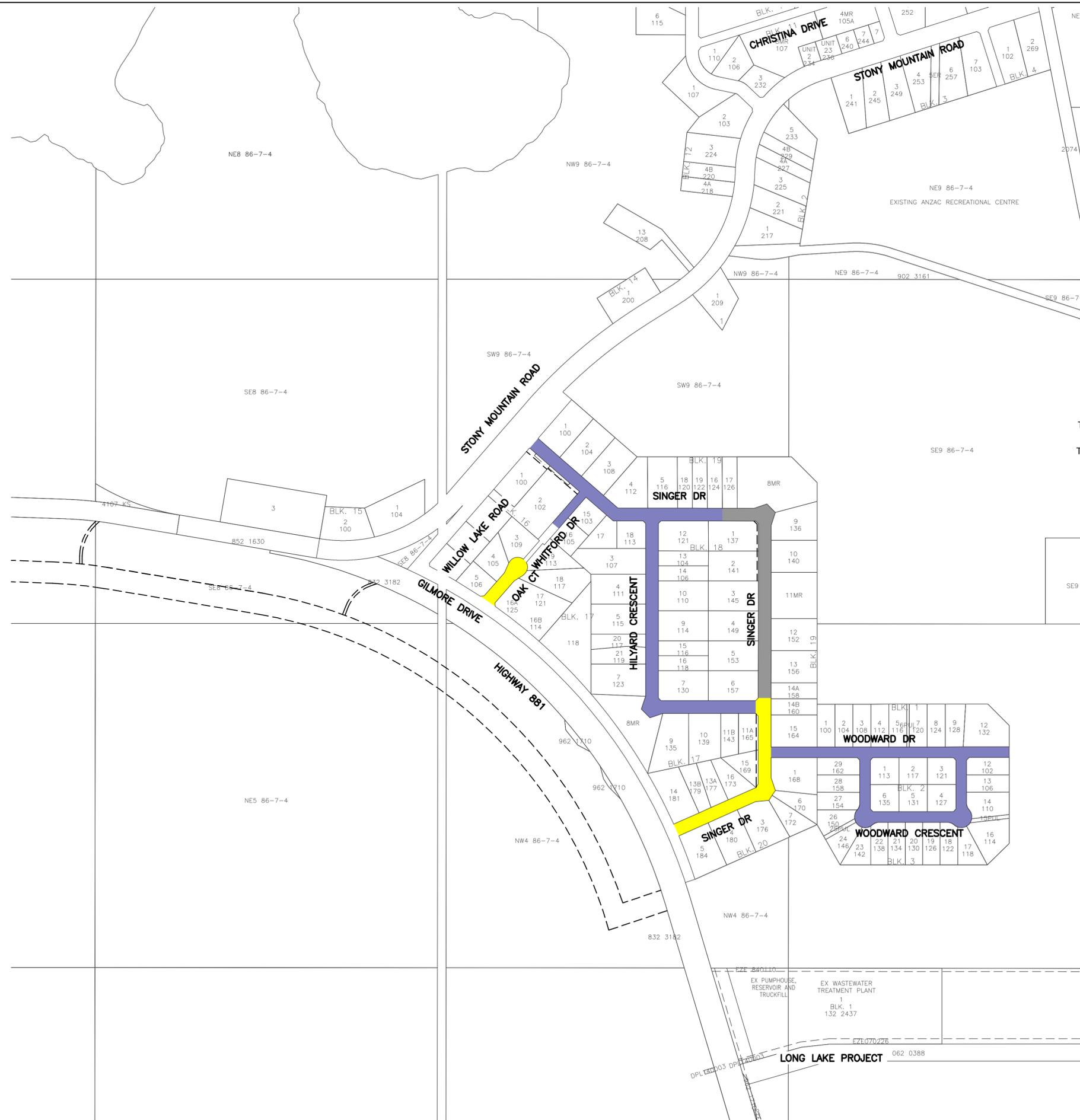
**LEGEND**

- 9      LOT NUMBER
- 136    MUNICIPAL ADDRESS



**ROAD PAVING SCHEDULE**

- COMPLETE:
- TO BE COMPLETED IN 2018:
- TO BE COMPLETED IN 2019:



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**NOTES**

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6.			
5.			
4.	GH	18-03-19	RE-ISSUED CONSTRUCTION DRAWINGS
3.			
2.			
1.			

No.	By	DATE	DESCRIPTION
-----	----	------	-------------

**REVISIONS**



RURAL INFRASTRUCTURE  
REHABILITATION, RURAL WATER  
& SEWER SERVICING – ANZAC  
CONTRACT 2 SOUTH

**INDEX PLAN**

APPROVED BY: B.M.	CHECKED BY: M.E.
DESIGNED BY: M.E., P.M., B.M.	DRAWN BY: P.M., B.W.
SCALE: 1:5000	DRAWING NO. 0201
DATE: 17/08/14	
CONSULTANT NO. 2375.0040	2 of 62
MUNICIPAL DRAWING NUMBER:	


**RESIDENT RWSS ENGAGEMENTS**

During the month of October, the Engineering team visited all rural communities in RWSS construction. The objective of these engagements was to provide answers to resident questions on design, clarify the scope of the program, gather feedback on the impact of construction in their communities and collect questions we have yet to have answers for.

**Anzac & Gregoire Lake Estates: Oct 17, 2018**

Anzac Recreation Centre  
 28 residents participated

**Saprae Creek Estates: Oct 24, 2018**

Vista Ridge  
 80 residents participated

**Janvier: Oct 29, 2018**

Janvier Municipal Office  
 2 residents participated

**Conklin: Oct 30, 2018**

Conklin Multiplex  
 8 residents participated

*The engagements were communicated through:*

- Social Media
- Community Road Sign
- Rural Newsletter
- Email Invitation to the groups in the communities

**ENGAGEMENT RESULTS**

- Administration has collected all the questions from the engagements and is working on the replies to residents
- The website [rmwb.ca/rwss](http://rmwb.ca/rwss) has been updated and will continue to be updated with these questions and answers
- The presentations and updated construction maps for each community are online [rmwb.ca/rwss](http://rmwb.ca/rwss)
- The construction impact resident survey is still ongoing online to collect feedback from residents from the 2018 construction season
- The feedback from these engagement sessions has helped formed Administration's recommendations to Council

**SUMMARY OF WHAT WE HEARD**

- The proposed contribution of \$16,000 (\$10,000 in Saprae Creek) is cost prohibitive to some residents
- The resident contribution should not exceed the proposed \$16,000 (\$10,000 in Saprae Creek)
- The resident perception is that their contribution includes their service connection
- The challenges to install on-site service connections vary by lot. The approach to each lot should be unique and detailed on an individual basis
- Concerns about maintenance costs after warranty period has expired
- Timelines to connect to the system under the current program
- Concerns about how and by whom the work will be done on private property

## **Chronology of Council Resolutions Rural Water and Sewer Servicing (RWSS)**

### **June 27, 2006: Utility Rate Strategy**

- Resolution 217/06 "... to include a utility rate structure that meets a full cost recovery within 5 years commencing January 1, 2007 for urban customers and 7 years commencing September 1, 2006 for rural customers."

### **April 27, 2010: Rural Service Delivery Review**

- Resolution 10/133 "That the guiding principles and level of service standards contained in the Rural Service Delivery Review Report dated March 2010 be accepted as guide for municipal service delivery in the Hamlets of Conklin, Janvier South Anzac, Gregoire Lake Estates, Saprae Creek, Fort MacKay, Fort Chipewyan and all developing communities with a minimum population of 250; and that the entire report be accepted as guide for implementation."

### **January 17, 2014: Audit and Budget Committee Recommendations: 2014 Capital and Operating Budgets**

- "That the 2014 Capital Budget be amended by adding the Rural Water & Sewer Servicing – Construction project, with the 2014 cost of \$250,000 funded by Federal Grant, and 2015-2018 future year costs of \$90,750,000 funded by the Federal Gant."

### **July 8/9, 2014: Servicing Funding and Phasing Strategy Selection, Rural Water and Sewer**

"That the Municipality provide the following water and sewer systems:

- Full pressure water/gravity sewer to the communities of Anzac and Conklin based on growth projections and development strategies as outlined in the Municipal Development Plan and Area Structure Plans; and
- Trickle fill water/low pressure sewer systems to the communities of Draper, Gregoire Lake Estates and Janvier; and
- Low pressure sewer to the community of Saprae Creek; and
- That Administration proceed with detailed engineering design of the community-specific systems and the respective grant applications; and

- That individual property owners in the above communities be assessed a fee of 10% of the total project costs through a Local Improvement Program, one-time lump sum payment or other financing options and administration evaluate available financing options to provide flexibility to individual property owners in paying the fee and provide recommendations to Council by September 23, 2014; and
- That a capital budget request for Rural Water and Sewer Construction be submitted for consideration as part of the 2015 Capital Budget deliberations.”

### **September 23, 2014: Rural Water and Sewer Servicing**

- “That the property owners’ contribution of ten percent to capital costs for piped water and sewer systems in Anzac, Conklin, and Gregoire Lake Estates be collected through Local Improvement Tax;
- That the property owners’ contribution of ten percent to capital costs for piped water and sewer systems in Draper and Janvier be collected through contracts administered by the Municipality;
- That all property owners receiving piped water and sewer systems in the program have the option to pay any portion of their contribution, from ten percent to one hundred percent, initially in the form of a lump sum payment with the remaining balance to be administered through Local Improvement Tax or contract;
- That all property owners may pay the remaining balance of their contribution off at any time during the term of the Local Improvement Tax or contract; and
- That new subdivisions and developments will be required to connect to the piped water and sewer systems and that the costs of these private connections, paid through development service fees, will be the full responsibility of the property owner.
- That the matter of cost for property owners in Saprae Creek who have septic fields be referred to Administration to develop alternatives which would reduce the total cost to approximately five-eighths of the 16,000 installation charges;
- And that Administration present its finding and recommendation at the October 14, 2014 Council meeting.”

### **October 14, 2014: Rural Water and Sewer Servicing – Saprae Creek**

- “That Saprae Creek property owners with existing septic fields contribute five-eighths of ten percent of the total capital costs of the rural water and sewer servicing project and for it to be collected through contracts administered by the Municipality.

- That Sapræ Creek property owners with existing sewer tanks contribute ten percent of the total capital costs of the rural water and sewer servicing project and for it to be collected through contracts administered by the Municipality.”

#### **Nov 25, 2014: Rural Water and Sewer Servicing – Fixed Fee**

- “That the property owners’ contribution of capital costs will be fixed at \$16,000 for piped water and sewer systems in Anzac, Conklin, Draper, Gregoire Lake Estates and Janvier;
- That the property owners’ contribution of capital costs will be fixed at \$10,000 for sewer systems in Sapræ Creek; and
- That the property owners that defer connection to the system will be charged the appropriate fixed fee plus inflation and interest.”

#### **March 24, 2015: Small Communities Fund Grant Applications**

- “That Administration submit an application for the Small Communities Fund Grant for the Rural Water and Sewer Servicing capital project.
- That Administration submit an application for the Small Communities Fund Grant for the Beacon Hill Outfall and Pipe Lines Upgrade capital project.”

#### **February 02, 2016: Rural Committee Recommendations – Rural Water and Sewer Servicing Program – Cost Contribution Alternative**

- That Council amend its September 23, 2014 resolution relating to Rural Water and Sewer Servicing (Item 7 of the approved Minutes to that meeting) by deleting the words “Local Improvement Tax”, “contracts administered by the Municipality” and “contract” wherever they appear and replacing them with “a service connection fee” and adjusting the accompanying grammar as may be necessary.

#### **June 20, 2017: Update to Rural Water, Sewer and Road Rehabilitation Program - Anzac, Conklin, Draper, Gregoire Lake Estates, Janvier and Sapræ Creek Estates**

- “That Administration be directed to proceed with the implementation of the rural water and sewer and road rehabilitation program with the scope and budget as summarized on Attachment 1 (2017 Capital Budget Amendment – Rural Infrastructure Rehabilitation 2015-2017 – Construction, dated January 2017 and 2017 Capital Budget Amendment – Rural Water and Sewer Servicing – Construction, dated January 2017).”

# 2019 – 2022 Utility Rates Update

Presenters: Linda Ollivier, Financial Services  
Marc Fortais, Public Works

Meeting Date: November 27, 2018



# Utility Rates Background

- Full cost recovery as per Council Policy FIN-030 – User Fees and Charges
- Direct Cost Recovery will lead to full cost recovery through phased increases to utility rates
  - proposed 10% increase to utility rates over 4 years started September 2017
  - recommended increase to 2021 to achieve direct cost recovery
  - align urban and rural rates to be equivalent across all communities
- Administration continue to conduct rate review analysis of the Municipal Water, Wastewater and Solid Waste Utilities and Direct Cost Recovery to be reported to Council annually as part of the annual budget process

# Utility Rates Timeline

-  — **2017** – Council approves 10% rate increase incorporated in 3<sup>rd</sup> quarter 2017  
Direct Cost Recovery to be explored through rate analysis
-  — **2018** – Rate Review Analysis is in relation to Direct Cost Recovery
-  — **2019** – 2<sup>nd</sup> Rate increase incorporated into 2019 budget to be implemented  
in second quarter 2019
-  — **2021** –Urban Utility Services reach Direct Cost Recovery
-  — **2022** –Urban and Rural rates reach parity

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

# Average Bill Impacts: Residential

## Average Bi-Monthly Utility Bill

Area	2018	2019	2020	2021	2022	2023
<b>Rural</b>						
• Recycling & Garbage	\$131	\$150	\$172	\$196	<b>\$214</b>	\$220
• Water						
• Wastewater						
<b>Urban</b>						
• Recycling & Garbage	\$179	\$191	\$205	<b>\$210</b>	\$214	\$220
• Water						
• Wastewater						

\*Based on 20 cubic meters use of water per month

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

# Current Benchmarks - Residential

<b>2018 Community Comparison (2 Month Urban Residential Utility Bill)</b>							
	RMWB	Calgary	Lethbridge	Red Deer	Edmonton	Grande Prairie	Medicine Hat
Water - Fixed	\$55.94	\$30.66	\$20.69	\$31.40	\$19.40	\$34.00	\$51.82
Water - Variable	\$26.40	\$66.61	\$48.96	\$60.80	\$87.61	\$61.52	\$42.20
Wastewater - Fixed	\$27.30	\$51.38	\$17.03	\$36.50	\$8.58	\$37.38	\$79.08
Wastewater - Variable	\$15.60	\$59.41	\$38.40	\$60.80	\$35.19	\$33.82	\$55.06
Garbage	\$53.42	\$39.80	\$55.84	\$43.44	\$91.86	\$59.32	\$44.10
	<b>\$178.66</b>	<b>\$247.86</b>	<b>\$180.92</b>	<b>\$232.94</b>	<b>\$242.64</b>	<b>\$226.04</b>	<b>\$272.26</b>

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

# Average Bill Impacts: Commercial

Average Bi-Monthly Commercial Bill (10% increase)

Area	Current	2019	2020	2021	2022	2023
Water	\$682	\$750	\$826	\$908	\$999	\$1,099
Wastewater	\$203	\$223	\$245	\$270	\$297	\$327

\*Based on 20 cubic meters use per month

# Current Benchmarks - Commercial

## 2018 Community Comparison (2 Month Urban Commercial Utility Bill)

	RMWB	Calgary	Red Deer	Lethbridge	Edmonton	Grande Prairie	Medicine Hat
Water - Fixed	\$95.78	\$127.26	\$264.00	\$85.20	\$64.80	\$124.60	\$51.82
Water - Variable	\$586.48	\$563.96	\$608.00	\$432.00	\$579.12	\$676.40	\$421.96
Wastewater - Fixed	\$46.80	\$51.38	\$126.60	\$39.60	\$8.58	\$89.00	\$79.08
Wastewater - Variable	\$156.00	\$691.24	\$656.00	\$384.00	\$351.92	\$850.40	\$550.64
	<b>\$885.06</b>	<b>\$1,433.84</b>	<b>\$1,654.60</b>	<b>\$940.80</b>	<b>\$1,004.42</b>	<b>\$1,740.40</b>	<b>\$1,103.50</b>

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

# Average Expenses: Rural Utility Bills

## Average Bi-Monthly Utility Bill

Area	Now	2019	2020	2021	2022	2023
Fixed Water Charge	\$29.38	\$38.19	\$47.74	\$59.68	\$70.42	\$71.83
Variable Water Charge	\$26.40	\$29.04	\$31.94	\$32.58	\$33.23	\$33.90
Fixed Wastewater Charge	\$14.34	\$18.64	\$24.23	\$30.29	\$34.37	\$35.05
Variable Wastewater Charge	\$15.60	\$17.16	\$18.88	\$20.76	\$22.84	\$25.12
Garbage Collection	\$13.92	\$16.01	\$18.41	\$21.17	\$22.12	\$22.12
Recycling Fee	\$3.30	\$3.30	\$3.30	\$3.30	\$3.30	\$3.30
Curbside Collection	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00
<b>Rural Utility Bill</b>	<b>\$130.94</b>	<b>\$150.34</b>	<b>\$172.50</b>	<b>\$195.78</b>	<b>\$214.28</b>	<b>\$219.32</b>
• Full services						

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

\*Based on 20 cubic meters use per month

# Average Expenses: Rural Water and Sewer Charges

- Once Rural Water and Sewer Services (RWSS) are available to a residence for connection, and the connection fee has been paid, that residence qualifies for piped utility services.
- A residence with an approved septic field may choose not to connect to the wastewater system, and privately contract septic clean-outs.

## Average Bi-Monthly Rural Expenses

Area	Now	2019	2020	2021	2022	2023
<b>Rural Utility Bill</b>	\$131	\$150	\$172	\$196	<b>\$214</b>	\$220
<b>Rural Utility Bill w/ Septic Field</b>	\$101	\$115	\$129	\$144	<b>\$157</b>	\$159
<b>+ Private Contracting (x2 per year)</b>	\$143	\$145	\$147	\$150	\$152	\$155

\*Based on 20 cubic meters use per month

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

# Average Bill Impacts: Rural Utility Bills Post RWSS

- Once Rural Water and Sewer Services (RWSS) are available to a residence for connection, that residence no longer qualifies for Municipal delivered water or hauled septage services.
- The customer may choose to privately contract those services.
- The following is an example of what the approximate amount could be:

## Average Bi-Monthly Rural Utility Expenses

Area	Now	2019	2020	2021	2022	2023
<b>Rural Utility Bill</b>						
• Curbside Collection	\$45	\$47	\$50	\$52	<b>\$53</b>	\$53
• Recycling Fee						
• Waste Collection Fee						
<b>+ Privately Contracted Water</b>	\$887	\$902	\$917	\$932	\$948	\$963
<b>+ Privately Contracted Sewer</b>	\$536	\$545	\$554	\$563	\$572	\$582

\*Based on average RMWB actuals for hauled water and sewer services

\*\*Private rates increased by inflation

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

# Annual Rural / Urban Operating Breakdown

	Urban	Rural
Water & Distribution	\$8,462,000	\$3,306,000
Wastewater & Collection	\$6,368,000	\$1,110,000
Solid Waste	\$5,295,000	\$668,000
Rural ISC reimbursement *		(\$2,200,000)
% of Direct Budget	80%	20%
% of Utility Accounts	95%	5%

\*ISC – Indigenous Service Canada

Attachment: 1. Utility Rate Increases-Update (2019-2022 Utility Rates Update)

# Utility Services Strategy

- Benchmark performance
- Continue to find cost efficiencies
- Once Direct Cost Recovery is met, plan for Full Cost Recovery



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

**Subject: Bylaw No. 18/018 - Vehicle For Hire Bylaw Amendment**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

1. THAT Bylaw No. 18/018, being an amendment to the Vehicle for Hire Bylaw, second reading, be defeated;
2. THAT Administration be directed to disband the Taxi Advisory Committee and in its place, hold a minimum of two Taxi Stakeholder Open Houses per year.

**Summary:**

In 2012 Mayor and Council expressed a desire for Administration to fully engage stakeholders involved in the Vehicle for Hire industry. As a result, Bylaw Services formed the Taxi Advisory Committee. This is not a Council appointed Committee. The intent of the Committee was to act as an advisory resource to the Chief Tax Inspector on Vehicle for Hire matters within the Regional Municipality of Wood Buffalo.

On January 12, 2016, the owner of Sun Taxi, Ron MacNeil, made a presentation to Council requesting an amendment to the Vehicle for Hire Bylaw to provide authority for drivers to charge an additional \$3.00 surcharge for fares departing the airport. The request was specific to Sun Tax drivers because of the brokerage's contract with the Fort McMurray Airport Authority (FMAA); when picking up at the airport, Sun Taxi drivers are contractually required to pay the FAA a \$3 airport pickup fee. Mr. MacNeil proposed that this fee be passed on to the passenger because of the financial hardship it was causing his drivers. Council thanked Mr. MacNeil for his presentation and indicated that any recommended amendments to the Vehicle For Hire Bylaw should be discussed first at the level of the Taxi Advisory Committee.

The Taxi Advisory Committee met on February 15, 2017 and voted on the \$3.00 airport fee. The September 4, 2018 Council Report indicated that following a lengthy discussion, the result was in favor of supporting the changes to Schedule B of the Vehicle for Hire Bylaw to add the proposed \$3.00 surcharge. At the February 15, 2017 Taxi Advisory Committee Meeting, there were seven voting members in attendance, of which five voted and two abstained.

On September 4, 2018 Bylaw No. 18/018, being an amendment to the Vehicle for Hire Bylaw received first reading. The proposed amendments to Bylaw No. 13/001 included:

- \$3.00 airport fee being added as a surcharge to be paid by passengers being picked up at the airport.
- Increasing the surcharge to \$200.00 where a cleanup of the vehicle is required due to the actions of the passenger(s).

On September 4, 2018, the Bylaw was brought forward to Council for second reading. After hearing from Administration and public delegations on the topic, Council passed the following motion:

THAT second reading of Bylaw No. 18/018 be deferred for a two-month period; and

THAT Administration bring forward recommendations with respect to the Taxi Advisory Committee.

**Rationale for Recommendation:**

In June 2014, the FMAA held a competitive bid process for operation of the Taxi cab stand at the Fort McMurray Airport. This included exclusive rights to service passengers arriving at the airport. The commercial agreement includes such things as surcharges and fees that would be agreed upon prior to the contract being awarded. The Regional Municipality of Wood Buffalo is not involved in those negotiations and is not a party to the agreement that was reached by the FAA and Sun Taxi.

Administration has reviewed the proposed amendment for the \$200 cleanup surcharge of the Vehicle for Hire Bylaw. At this time, it is unnecessary. The current Vehicle for Hire Bylaw No. 13/001, Section 7 (b) authorizes a driver to charge an additional surcharge of \$75.00 where, due to the action of a passenger, a cleanup of the Vehicle for Hire is required.

For both of these reasons, and based on Administration's benchmarking with other communities and its review of best practices relating to vehicle for hire bylaws, Administration is recommending that second reading of Bylaw 18/018 be defeated.

As directed by Council, Administration has considered the history of the Taxi Advisory Committee in addition to community representation on the Committee and current levels of participation. The Taxi Advisory Committee has typically had very low turnout and is composed primarily of residents that are a part of the vehicle for hire industry. In order to ensure that opinions of the broader community are taken into consideration on future matters that relate to the Vehicle for Hire Bylaw, Administration proposes to hold stakeholder engagements as an alternative to the Taxi Advisory Committee.

**Strategic Priorities:**

Responsible Government

**Attachments:**

**1 . Vehicle for Hire Presentation**

**2. Bylaw No. 18/018**

# Vehicle For Hire



## Bylaw 18/018 Amendment

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



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# History – Vehicle for Hire Bylaw to Council

**June 19, 2012** (Administrative Briefing)  
**June 26, 2012** (Council Meeting) Bylaw 12/029 Vehicle for Hire Bylaw read a 1<sup>st</sup> time (no further consideration replaced by 13/001)  
**July 3, 2012** (Administrative Briefing)  
**September 4, 2012** (Administrative Briefing)  
**January 15, 2013** (Administrative Briefing)  
**January 22, 2013** (Council Meeting) Bylaw 13/001 Vehicle for Hire Bylaw (1<sup>st</sup> Reading)  
**March 12, 2013** (Council Meeting) Bylaw 13/001 Public Hearing (2<sup>nd</sup> and 3<sup>rd</sup> Reading – CARRIED)  
**November 12, 2013** (Council Meeting) Bylaw 13/035 amendment (*rates*) to Bylaw 13/001 (1<sup>st</sup> 2<sup>nd</sup> and 3<sup>rd</sup> Reading)  
**October 28, 2014** (Council Meeting) Bylaw 14/038 Amendment to Vehicle for Hire read a 1<sup>st</sup> time  
**December 9, 2014** (Council Meeting) Bylaw 14/038 Public Hearing (2hrs and 9 mins) 2<sup>nd</sup> and 3<sup>rd</sup> Reading – CARRIED  
**January 12, 2016** (Council Meeting) Delegation by Sun Taxi  
**July 10, 2018** (Council Meeting) Bylaw 18/08 Vehicle for Hire Bylaw Amendment 1<sup>st</sup> Reading  
**September 4, 2018** (Council Meeting) Bylaw 18/08 Vehicle for Hire Bylaw Amendment 2<sup>nd</sup> and 3<sup>rd</sup> Reading - DEFERRED

## **Additional Information Requested by Council – At the September 4, 2018 Meeting**

- Administration recommendation for the Taxi Advisory Committee
- \$3.00 airport fee being added as a surcharge to be paid by passengers being picked up at the airport.
- Increasing the surcharge where a cleanup of the vehicle is required due to the actions of the passenger(s).

# Taxi Advisory Committee

2013 = Two Meetings

2014 = Nine Meetings

2015 = Six Meetings

2016 = Two Meetings

2017 = Two Meetings

2018 Year to date = No formal Meetings

Type	2014	October 2018
Chauffeur Licenses	932	388
Vehicle for Hire Licenses	519	281
Taxi Licences	476	273

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

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## **Administration Recommendation for Taxi Advisory Committee:**

**THAT Council direct Administration to disband the Taxi Advisory Committee and to host a minimum of two Taxi Stakeholder Open Houses per year.**

## **Administration Recommendation for Bylaw 18/018 Schedule B Section 7 (b) and (c)**

**THAT** Bylaw No. 18/018, being an amendment to the Vehicle for Hire Bylaw, second reading, be defeated.

**Section 7 (b) – Surcharge of \$200 for vehicle clean up**

**Section 7 (c) – Surcharge of \$3.00 for Airport Fee**



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

**BYLAW NO. 18/018**

**A BYLAW OF THE REGIONAL MUNICIPALITY OF WOOD BUFFALO TO AMEND THE VEHICLE FOR HIRE BYLAW NO. 13/001**

The Regional Municipality of Wood Buffalo, in Council duly assembled, enacts as follows:

- 1. Section 7 of Schedule 'B' to Bylaw 13/001 is deleted and replaced with the following:
  - 7. The Driver of a Vehicle for Hire may add the following surcharges to be paid by a passenger in addition to any other fare, rate or charge:
    - (a) a surcharge of \$5.00, including GST, for a trip beginning and ending in the Urban Service Area or \$10.00, including GST, for a trip beginning or ending in the Rural Service Area, if the Vehicle for Hire is a Van and:
      - (i) the passenger requested a Van in advance from a dispatcher; or
      - (ii) the passenger bypassed available Taxis in a Taxi stand queue in order to secure a Van;
    - (b) a surcharge of \$200.00, including GST, where, due to the action of the passenger, a cleanup of the Vehicle for Hire is required; and
    - (c) a surcharge of \$3.00, including GST, for a trip beginning at the Fort McMurray Airport where the Vehicle for Hire has a valid Airport Endorsement.
- 2. This bylaw comes into effect when it is passed.

READ A FIRST TIME the 10<sup>th</sup> day of July, 2018.

READ A SECOND TIME the \_\_\_ day of \_\_\_\_\_, 2018.

READ A THIRD TIME the \_\_\_ day of \_\_\_\_\_, 2018.

SIGNED and PASSED this \_\_\_ day of \_\_\_\_\_, 2018.

\_\_\_\_\_  
Mayor

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

Attachment: 2. Bylaw No. 18/018 (Bylaw No. 18/018 - Vehicle for Hire Bylaw Amendment)



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## COUNCIL REPORT

Meeting Date: November 27, 2018

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

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT the recommended recipients for the 2018 Citizen Recognition Program as outlined on Attachment 1 (confidential) be approved by Council and announced at the Mayor and Council's Toast of Champions Ceremony on January 24, 2019.

#### **Summary:**

The Citizen Recognition Program Policy (PRL-090), approved on June 26, 2012, requires that all nominations for the Citizen Recognition Program be approved by Council. Eight recipients and a Lifetime Achievement Award are recommended for the 2018 program.

#### **Background:**

The Citizen Recognition program was developed to acknowledge outstanding individuals or groups that make a significant contribution or positive impact in the Regional Municipality of Wood Buffalo. Council met In-Camera on November 13, 2018, to discuss Citizen Recognition Program Nominations. A total of 15 nominations were reviewed and recipients are recommended based on completion of application, broad community impact, notable philanthropic efforts, and volunteer commitment.

#### **Budget/Financial Implications:**

The proposed budget for the Citizen Recognition Program is approximately \$30,000.

#### **Rationale for Recommendation(s):**

The confidential recommended recipients are listed on the attachment. Recommendations are confidential as per PRL-090.

#### **Strategic Priorities:**

Responsible Government

Department: Public Works

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REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## COUNCIL REPORT

Meeting Date: November 27, 2018

### **Subject: Reserve Bids and Sale Conditions for Tax Sale Properties**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT the reserve bids and sale conditions be established as listed in the Reserve Bids and Sale Conditions for Tax Sale Properties, dated November 27, 2018.

#### **Summary:**

Administration has exhausted all attempts to collect the tax arrears on 57 properties. The outstanding balances of the 57 accounts as of October 26, 2018 is \$595,133.46. The Municipality must now proceed with the public sale. Under the provision of the *Municipal Government Act*, (MGA), Council must establish reserve bids and any terms and conditions that apply to the sale of a parcel of land. The Municipality will offer the following lands for sale by public auction in the Jubilee Building, 4th Floor Boardroom, 9909 Franklin Avenue, Fort McMurray, Alberta on Friday, March 29, 2019 at 10:00 a.m.

#### **Background:**

Under Section 418 the *Municipal Government Act*, municipalities must offer for sale at public auction any parcels of land shown on their tax arrears list if the tax arrears are not paid by a certain date. Under Section 418 (4), the Municipality may enter into a repayment of arrears agreement with the owner of a parcel of land shown on its arrears list. The parcel of land is removed from the tax sale list for as long as the owner does not breach the terms of the agreement. As of October 26, 2018, no new agreements for the payments of tax arrears have been reached between the Municipality and the owners of the parcels of land listed on the tax arrears list.

The Municipality has complied with all statutory obligations regarding notification to owners, and advertisement of the public auction, as required by the *Municipal Government Act*.

#### **Rationale for Recommendation:**

The reserve bids were determined by the Assessment Branch of the Assessment and

Taxation Department and reflect market value by comparing sales of properties similar to the tax recovery properties. Details of the reserve bids and conditions of the sale are set out in Attachment 1.

Administration will continue to reach agreements and/or receive payments until the date of the public auction and properties will continue to be removed from the list attached. For example, in the previous year, 54 properties were approved by Council for tax sale. By the time of the auction date, only three properties remained on the auction list. The auction was cancelled due to no bids on the properties.

**Strategic Priorities:**

Responsible Government

**Attachments:**

**1. Reserve Bids and Sale Conditions**

## Reserve Bids and Sale Conditions for Tax Sale Properties November 27, 2018

Notice is hereby given that, under the provision of the *Municipal Government Act*, The Regional Municipality of Wood Buffalo will offer the following lands for sale by public auction, in the Jubilee Center, 3rd Floor Boardroom, 9909 Franklin Avenue, Fort McMurray, Alberta on Friday, March 29, 2019 at 10:00 a.m.

FLEX ID #	PLAN	BLOCK	LOT	RESERVE BIDS	LOCATION
*10512434	8022553	84	20	\$493,430	URBAN
*10513862	8320288	10	166	\$495,000	URBAN
*10512565	8120200	56	26A	\$337,710	URBAN
*10527081	0220695		Unit 208	\$282,390	URBAN
*10538832	0621366	4	5	\$480,010	URBAN
10507226	7822731	9	13	\$108,100	URBAN
10507333	7822731	12	35	\$289,960	URBAN
10508407	3383TR	1	139	\$379,490	URBAN
10510046	7620092	43	43	\$624,420	URBAN
10510318	7621355	10	57	\$532,880	URBAN
10511338	7921223	69	4	\$445,930	URBAN
10512673	8120688	82	69	\$444,130	URBAN
10513583	0226046	7	9	\$607,340	URBAN
10513587	0226046	7	13	\$599,610	URBAN
10513707	8320286	18	114	\$494,610	URBAN
10513898	8320288	18	27	\$535,680	URBAN
10514180	8521145	8	62	\$584,430	URBAN
10515619	0224437	6	2	\$608,270	URBAN
10516018	0225815	14	1	\$467,610	URBAN
10517669	86TR	5	12	\$455,700	URBAN
10520232	8321906		20	\$42,830	RURAL
10520256	8321906		47	\$13,690	RURAL
10522372	0220213		UNIT 16	\$205,240	URBAN
10524807	0125331		UNIT 80	\$4,000	URBAN
10524808	0125331		UNIT 81	\$4,000	URBAN
10524809	0125331		UNIT 82	\$4,000	URBAN
10524811	0125331		UNIT 84	\$4,000	URBAN
10524812	0125331		UNIT 85	\$4,000	URBAN
10524813	0125331		UNIT 86	\$4,000	URBAN
10524961	0125331		UNIT 234	\$4,000	URBAN
10524962	0125331		UNIT 235	\$4,000	URBAN
10524965	0125331		UNIT 238	\$4,000	URBAN
10524966	0125331		UNIT 239	\$4,000	URBAN
10524967	0125331		UNIT 240	\$4,000	URBAN

FLEX ID #	PLAN	BLOCK	LOT	RESERVE BIDS	LOCATION
10525309	9924071		UNIT 2	\$237,330	URBAN
10525991	9924071		UNIT 684	\$204,550	URBAN
10526184	9924071		UNIT 877	\$221,800	URBAN
10526400	9622660		UNIT 135	\$257,220	URBAN
10526503	9622660		UNIT 272	\$208,720	URBAN
10526554	9622660		UNIT 221	\$256,600	URBAN
10526869	0024894		UNIT 248	\$271,240	URBAN
10529051	0321365		UNIT 105	\$38,840	URBAN
10529434	0321365		UNIT 149	\$35,300	URBAN
10529447	0321365		UNIT 162	\$34,720	URBAN
10529836	0421273	1	9	\$5,869,190	URBAN
10539841	0624558	15	2	\$346,440	URBAN
10540285	0625344	13	18	\$712,400	URBAN
10540606	0626005	1	15	\$305,490	URBAN
10541341	0621302		UNIT 467	\$4,000	URBAN
10545554	0728880		UNIT 91	\$160,080	URBAN
10547854	0821936		UNIT 6	\$338,860	URBAN
10547952	0822802	23	6	\$529,030	URBAN
10553257	0840235		UNIT 208	\$10,000	URBAN
10553425	0840235		UNIT 376	\$1,000	URBAN
10561954	0840235		UNIT 840	\$241,330	URBAN
10578105	1220270	2	9	\$517,630	URBAN
10578241	1220217	1	23	671,300	URBAN

\*The Municipality entered into an agreement with the owner of the parcel of land as a means of tax recovery but the owner defaulted on the agreement. If outstanding property taxes are not paid in full, under the provision of the *Municipal Government Act*, the parcel of land must now go to auction.

The land is being offered for sale on an “as is, where is” basis and the Regional Municipality of Wood Buffalo makes no representation and gives no warranty whatsoever as to the adequacy of services, soil condition, land use districting, building and development conditions, absence or presence of environment contamination, or the developability of the subject land for any intended use by the purchases. No bid will be accepted where the bidder attempts to attach conditions precedent to the sale of any property. No further information is available at the auction regarding the lands to be sold.

The Regional Municipality of Wood Buffalo may, after the public auction, become the owner of any parcel of land that is not sold at the public auction.

Terms: Cash, bank draft or certified cheque made payable to the Regional Municipality of Wood Buffalo.

Redemption may be affected by payment of all arrears of taxes and costs at any time prior to the sale.



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

**Subject: 2018 Request for Tax and Accounts Receivable Arrears Write-Off**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT the recommended Tax and Accounts Receivable Arrears Write-Off of \$5,155,015.72 dated November 27, 2018, as Attachment 1, be approved.

**Summary:**

Account Write-Off Policy FIN-080 guides the treatment of accounts of the Municipality. Accounts arrears in excess of \$3,000 per account and property tax arrears that cannot be dealt with using standard processes are deemed non-collectible. In order to write-off these accounts, Council approval is required.

**Background:**

Analysis of outstanding receivables is completed monthly. An allowance for doubtful accounts is provided for accounts in arrears that exceed 90 days even though collection efforts continue. An account is considered uncollectible when all applicable collection efforts have been exhausted by the Municipality. The use of an external collection agency will continue for any accounts written off for possible collection.

The formal write-off of an account is an accounting entry undertaken to remove an uncollectible receivable from the accounting records.

With respect to the outstanding property tax arrears, two manufactured homes with a total outstanding tax amount of \$3,756.93 have been identified for write-off and are not eligible for the legislated tax recovery process. The Municipality has limited ability to monitor the movement of manufactured homes. In addition, four Municipal leased property tax accounts and 21 Provincial leased property accounts with a total outstanding tax amount of \$5,145,332.66 are deemed uncollectible as the leases expired prior to the tax year.

Accounts receivable arrears of \$5,926.13 are for solid waste disposal and bulk water sales that are deemed uncollectible.

**Budget/Financial Implications:**

Administration has established a bad debt allowance for the property tax and accounts receivable arrears to be written off. If Council approves the write-offs, there is no impact to the 2018 Operating Budget.

**Rationale for Recommendation:**

Administration followed the standard collection process, which includes:

- telephone contact;
- demand letters and notices to property owners; and
- engagement of external collection agency.

Although an account is written off, the external collection agency will continue with their efforts since they are paid a commission for each successful collection made. These arrears and accounts are deemed non-collectible and should be written off.

**Strategic Priorities:**

Responsible Government

**Attachments:**

**2018 Recommended Tax and Accounts Receivable Write-off**

Recommended Tax and Accounts Receivable Arrears Write-Off  
November 27, 2018

Manufactured Home Property Tax Accounts

ACCOUNT #	BALANCE	
10528147	\$ 542.78	
10528038	<u>3,214.15</u>	
		\$ 3,756.93

Municipal Property Tax Accounts/Provincial Leases

ACCOUNT #	BALANCE	ACCOUNT #	BALANCE
10521212	\$ 69.27	10546335	\$ 3,345.65
10559009	89.79	10547483	1,977,268.86
10591090	445.80	10565236	284.62
10593567	1,349.95	10565239	3,517.02
10595993	9,353.08	10565240	896.28
10595996	404.02	10565242	1,165.85
10596673	1,086.82	10565243	125,397.89
10542502	1,458.22	10565244	4,858.68
10542503	7,902.61	10565245	1,009.47
10545207	214.68	10591734	468.18
10545213	344.90	10593384	761.89
10546330	2,990,217.95	10593390	730.48
		10596679	<u>12,690.70</u>
			\$ 5,145,332.66

Accounts Receivable

ACCOUNT #	BALANCE	
18595	\$ <u>5,926.13</u>	
		\$ <u>5,926.13</u>

Total Property Tax and Accounts Receivable Arrears \$ 5,155,015.72

Attachment: 2018 Recommended Tax and Accounts Receivable Write-off (2018 Request for Tax and AR Arrears Write-off)



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

**Subject: 2018 Capital Budget Amendments – New and Amended Projects**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT the 2018 Capital Budget Amendments as summarized on Attachment 1 (2018 Capital Budget Amendments – New and Amended Projects, dated November 27, 2018) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2018 Capital Budget Amendments – New and Amended Projects - Cash Flow Summary, dated November 27, 2018) be approved.

**Summary:**

Administration has identified four (4) capital projects to be submitted for Capital Budget amendment consideration. Council is the approving authority for the Capital Budget, subject to the provisions of the Fiscal Responsibility Policy (FIN-160).

The Capital Budget amendments will result in a net increase in funding of \$2,300,208 to the 2018 & thereafter Capital Budget, as outlined in the Budget Net Change Summary.

**Background:**

Capital Budget amendments are an ongoing process. The amendments in this report include two new projects and two amended projects.

**Two New Projects:**

- A Bobcat Toolcat with two attachments to replace the equipment lost in the Haxton building fire in January 2018.
- Fort Chipewyan Airfield Lighting System and Field Electrical Centre upgrades.

**Two Amended Projects:**

- Due to a donation change funding source from Capital Infrastructure Reserve (CIR) to Donations for the Christina Gordon School Playground.

- The Fort Chipewyan residents have a requested a site change for their Cemetery.

### **Budget/Financial Implications:**

The net increase in capital funding is \$2,300,208 and is from the 2018 & thereafter Capital Budget.

The full budget impact of these amendments will be incorporated in the 2018 Budget upon Council approval; Attachments 1 - 3 illustrate this impact.

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

**Attachment 2** shows the cash flow changes by funding sources. Since multi-year projects are pre-approved over the life of project development, amendments in cash flows of these projects also require pre-budget approval.

**Attachment 3** summarizes the impact of cash flows and the source of funding from these proposed amendments for 2018 and thereafter. This is reflected below in the Budget Net Change Summary.

**Budget Net Change Summary**

	<b>Total Project Cost (Accumulative)</b>	<b>Federal Grants</b>	<b>Provincial Grants</b>	<b>Reserves</b>	<b>Other Sources</b>	<b>Debenture</b>
2017 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2018 & Thereafter	\$ 2,300,208	\$ 1,588,208	\$ -	\$ 357,241	\$ 354,759	\$ -
<b>Reconciled net change</b>	<b>\$ 2,300,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 357,241</b>	<b>\$ 354,759</b>	<b>\$ -</b>

### **Rationale for Recommendation:**

The rationale for these amended and new projects is included in the attached individual Capital Budget Amendment Forms (Attachments 4 - 7).

### **Strategic Priorities:**

Responsible Government

### **Attachments:**

**1 - 3. Capital Budget Amendment Worksheets**

**4 - 7. Capital Amendment Forms**

Regional Municipality of Wood Buffalo  
 2018 Capital Budget Amendment - New and Amended Projects  
 November 27, 2018

Attachment 1

Legend:

First year of a multi year project
Other than first year of a multi year project
Single year project

S/N	Project Description	Type	Sponsor Department	Year of original approval	Total Project Cost	Federal Grants	Provincial Grants	Reserves	Other Sources*	Debtenture	Att.
<b>ORIGINAL PROJECT BUDGET</b>											
1	2018 Parks Toolcat	New Project	PW	2018	-						4
2	Christina Gordon School Playground	Project Amendment	PW	2017	300,000			300,000			5
3	Fort Chipewyan Airfield Rehabilitation	New Project	PW	2018	-						6
4	Fort Chipewyan New Cemetery Design Build	Project Amendment	PW	2017	2,333,000			2,333,000			7
<b>Total Original Capital Project Budget</b>					<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ -</b>	

S/N	Project Description	Type	Sponsor Department	Year of original approval	Total Project Cost	Federal Grants	Provincial Grants	Reserves	Other Sources*	Debtenture	Att.
<b>REVISED PROJECT BUDGET</b>											
1	2018 Parks Toolcat	New Project	PW	2018	100,000			55,241	44,759	-	4
2	Christina Gordon School Playground	Project Amendment	PW	2017	310,000	-	-	-	310,000	-	5
3	Fort Chipewyan Airfield Rehabilitation	New Project	PW	2018	1,710,208	1,588,208	-	122,000	-	-	6
4	Fort Chipewyan New Cemetery Design Build	Project Amendment	PW	2017	2,813,000	-	-	2,813,000	-	-	7
<b>Total Revised Capital Project Budget</b>					<b>\$ 4,933,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 2,990,241</b>	<b>\$ 354,759</b>	<b>\$ -</b>	

S/N	Project Description	Type	Sponsor Department	Year of original approval	Total Project Cost	Federal Grants	Provincial Grants	Reserves	Other Sources*	Debtenture	Att.
<b>NET BUDGET IMPACT</b>											
1	2018 Parks Toolcat	New Project	PW	2018	100,000	-	-	55,241	44,759	-	4
2	Christina Gordon School Playground	Project Amendment	PW	2017	10,000	-	-	(300,000)	310,000	-	5
3	Fort Chipewyan Airfield Rehabilitation	New Project	PW	2018	1,710,208	1,588,208	-	122,000	-	-	6
4	Fort Chipewyan New Cemetery Design Build	Project Amendment	PW	2017	480,000	-	-	480,000	-	-	7
<b>Net Increase/(Decrease) Required on Existing Projects</b>					<b>\$ 2,300,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 357,241</b>	<b>\$ 354,759</b>	<b>\$ -</b>	

Attachment: 1 - 3. Capital Budget Amendment Worksheets (2018 Capital Budget Amendments)

Regional Municipality of Wood Buffalo  
 2018 Capital Budget Amendment - New and Amended Projects - Project Cash Flow Summary  
 November 27, 2018

Attachment 2

Legend:

First year of a multi year project
Other than first year of a multi year project
Single year project

S/N	Project Description	Original Approval Year	Funding Source	Total Budget (Accumulative)	Cash flow				Att
					2017 & Prior	2018	2019	Thereafter	
<b>ORIGINAL PROJECT BUDGET</b>									
1	2018 Parks Toolcat	2018	Reserve/Insurance	-	-	-	-	4	
2	Christina Gordon School Playground	2017	Donation	300,000	-	300,000	-	5	
3	Fort Chipewyan Airfield Rehabilitation	2018	Reserve/Grant	-	-	-	-	6	
4	Fort Chipewyan New Cemetery Design Build	2017	Reserve	2,333,000	-	2,333,000	-	7	
<b>Total Original Capital Project Budget (a)</b>				<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ -</b>	

<b>REVISED PROJECT BUDGET</b>								
1	2018 Parks Toolcat	2018	Reserves/Insurance	100,000	-	100,000	-	4
2	Christina Gordon School Playground	2017	Donation	310,000	-	310,000	-	5
3	Fort Chipewyan Airfield Rehabilitation	2018	Reserve/Grant	1,710,208	-	1,710,208	-	6
4	Fort Chipewyan New Cemetery Design Build	2017	Reserve	2,813,000	-	2,813,000	-	7
<b>Total Revised Project Budget (b)</b>				<b>\$ 4,933,208</b>	<b>\$ -</b>	<b>\$ 4,933,208</b>	<b>\$ -</b>	<b>\$ -</b>

<b>NET BUDGET IMPACT</b>								
1	2018 Parks Toolcat	2018	Reserves/Insurance	100,000	-	100,000	-	4
2	Christina Gordon School Playground	2017	Donation	10,000	-	10,000	-	5
3	Fort Chipewyan Airfield Rehabilitation	2018	Reserve/Grant	1,710,208	-	1,710,208	-	6
4	Fort Chipewyan New Cemetery Design Build	2017	Reserve	480,000	-	480,000	-	7
<b>Net Increase/(Decrease) Required on Existing Projects</b>				<b>\$ 2,300,208</b>	<b>\$ -</b>	<b>\$ 2,300,208</b>	<b>\$ -</b>	<b>\$ -</b>

Attachment: 1 - 3. Capital Budget Amendment Worksheets (2018 Capital Budget Amendments)

Regional Municipality of Wood Buffalo  
 Cash Flow by Funding Sources, by Year  
 November 27, 2018

Attachment 3

	Funding Sources					
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves (CIR)	Other Sources*	Debentures
<b>Original Funding Sources</b>						
2017 and prior	-	-	-	-	-	-
2018	2,633,000	-	-	2,633,000	-	-
2019	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>Original Funding Sources Total (a)</b>	<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,633,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revised Funding Sources</b>						
2017 and prior	-	-	-	-	-	-
2018	4,933,208	1,588,208	-	2,990,241	354,759	-
2019	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>Revised Funding Sources Total (b)</b>	<b>\$ 4,933,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 2,990,241</b>	<b>\$ 354,759</b>	<b>\$ -</b>
<b>Revision / Difference (b) - (a)</b>	<b>\$ 2,300,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 357,241</b>	<b>\$ 354,759</b>	<b>\$ -</b>
<b>Net Change by year</b>						
2017 and prior	-	-	-	-	-	-
2018	2,300,208	1,588,208	-	357,241	354,759	-
2019	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>Reconciled net change</b>	<b>\$ 2,300,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 357,241</b>	<b>\$ 354,759</b>	<b>\$ -</b>

Attachment: 1 - 3. Capital Budget Amendment Worksheets (2018 Capital Budget Amendments)

	REGIONAL MUNICIPALITY OF WOOD BUFFALO	<b>CAPITAL BUDGET AMENDMENT</b> Council				
<b>CURRENT PROJECT NAME:</b> 2018 Parks Toolcat <b>AMENDED PROJECT NAME:</b>						
Group I/O      Revenue I/O      Expense I/O <b>New Project</b>						
<b>ORDER CODES (if assigned):</b>						
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2018 & Prior		\$ -	\$ -			
2019	-	-	-			-
2020	-	-	-			-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
				\$ -		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
<p><b>A Bobcat Toolcat and two attachments were lost in the Haxton building fire, in January 2018. Insurance proceeds of \$44,759 were recently received. The current replacement cost of the equipment, with attachments, is approximately \$100,000.</b></p> <p><b>This request is for \$100,000 to cover the cost of the Toolcat and two attachments. This unit will need to be replaced for the Parks area to assist with the winter snow maintenance program and maintain service levels.</b></p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2018 & Prior	\$ 100,000	\$ -	\$ -	\$ 55,241	\$ 44,759	\$ -
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,241</b>	<b>\$ 44,759</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,241</b>	<b>\$ 44,759</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process? <span style="float: right;">Yes</span>						
Will the change result in an addition or cancellation of a capital project? <span style="float: right;">Yes</span>						
Will the underlying scope change alter the nature and type of capital project? <span style="float: right;">Yes</span>						
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? <span style="float: right;">n/a</span>						
Will the change result in Council set debt and debt service limits being exceeded? <span style="float: right;">No</span>						
<i>In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.</i>						
<b>PROJECT ACCOUNTABILITY</b>						
PROJECT MANAGER ASSIGNED	<u>Robert Walsh</u>	Date: _____				
DELIVERY DEPARTMENT MANAGER	<u>Robert Walsh</u>	Date: _____				
DELIVERY DEPARTMENT DIRECTOR	<u>Marc Fortais</u>	Date: _____				
SPONSOR DEPARTMENT DIRECTOR	<u>Marc Fortais</u>	Date: _____				
CPSA CHAIR	_____	Date: _____				
CHIEF FINANCIAL OFFICER	_____	Date: _____				

Last updated: May 2018

Attachment: 4 - 7. Capital Amendment Forms (2018 Capital Budget Amendments)

	REGIONAL MUNICIPALITY OF WOOD BUFFALO	<b>CAPITAL BUDGET AMENDMENT</b> Council				
<b>CURRENT PROJECT NAME:</b> Christina Gordon School Playground <b>AMENDED PROJECT NAME:</b>						
<b>Project Amendment</b>						
<b>ORDER CODES (if assigned):</b>	Group I/O 0462017	Revenue I/O 700924	Expense I/O 601562			
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2018 & Prior	\$ 300,000	\$ -	\$ -	\$ 300,000		
2019	-	-	-			-
2020	-	-	-			-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
	As at	Current Budget	Actual to Date	Commitments	Available	
	11/5/2018	\$ 300,000	\$ 300,000		\$ -	
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
<p><i>This project was originally budgeted to use funds from Capital Infrastructure Reserves(CIR).</i></p> <p><i>The Municipality received a donation of \$310,000 to support the construction of this playground.</i></p> <p><i>This amendment is to request change in the funding source from CIR to donations, as well as increase in budget and scope to include a signage.</i></p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2018 & Prior	\$ 310,000	\$ -	\$ -		\$ 310,000	\$ -
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 310,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 310,000</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (300,000)</b>	<b>\$ 310,000</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
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?						Yes
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?						n/a
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.						
<b>PROJECT ACCOUNTABILITY</b>						
PROJECT MANAGER ASSIGNED	Lindsey Pearson				Date: _____	
DELIVERY DEPARTMENT MANAGER	Stephen Fudge				Date: _____	
DELIVERY DEPARTMENT DIRECTOR	Marc Fortais				Date: _____	
SPONSOR DEPARTMENT DIRECTOR	Marc Fortais				Date: _____	
CPSC CHAIR	_____				Date: _____	
CHIEF FINANCIAL OFFICER	_____				Date: _____	

Attachment: 4 - 7. Capital Amendment Forms (2018 Capital Budget Amendments)

	REGIONAL MUNICIPALITY OF WOOD BUFFALO	<b>CAPITAL BUDGET AMENDMENT</b> Council				
<b>CURRENT PROJECT NAME:</b> Fort Chipewyan Airfield Rehabilitation <b>AMENDED PROJECT NAME:</b>						
Group I/O      Revenue I/O      Expense I/O <b>New Project</b>						
<b>ORDER CODES (if assigned):</b>						
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2018 & Prior		\$ -	\$ -			
2019	-	-	-			-
2020	-	-	-			-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
				\$ -		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
<p><b>The Fort Chipewyan Airfield Lighting System and Field Electrical Center building were installed in 1998. In October 2018 an electrical engineering contractor performed a condition review of the Airfield Lighting System. The report received indicated the Airfield Lighting is in critical condition, and requires immediate upgrades to maintain current service levels.</b></p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2018 & Prior	\$ 1,710,208	\$ 1,588,208	\$ -	\$ 122,000		\$ -
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,710,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 122,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ 1,710,208</b>	<b>\$ 1,588,208</b>	<b>\$ -</b>	<b>\$ 122,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
Will the change result in an efficient administrative and project delivery process? <span style="float: right;">Yes</span>						
Will the change result in an addition or cancellation of a capital project? <span style="float: right;">Yes</span>						
Will the underlying scope change alter the nature and type of capital project? <span style="float: right;">Yes</span>						
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? <span style="float: right;">n/a</span>						
Will the change result in Council set debt and debt service limits being exceeded? <span style="float: right;">No</span>						
In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.						
<b>PROJECT ACCOUNTABILITY</b>						
PROJECT MANAGER ASSIGNED	<u>Ruth Tiessen</u>	Date: _____				
DELIVERY DEPARTMENT MANAGER	<u>Mazhar Hajhossein</u>	Date: _____				
DELIVERY DEPARTMENT DIRECTOR	<u>Matthew Hough</u>	Date: _____				
SPONSOR DEPARTMENT DIRECTOR	<u>Marc Fortais</u>	Date: _____				
CPSC CHAIR	_____	Date: _____				
CHIEF FINANCIAL OFFICER	_____	Date: _____				

Attachment: 4 - 7. Capital Amendment Forms (2018 Capital Budget Amendments)

	REGIONAL MUNICIPALITY OF WOOD BUFFALO	<b>CAPITAL BUDGET AMENDMENT</b> Council				
<b>CURRENT PROJECT NAME:</b> Fort Chipewyan New Cemetery Design Build						
<b>AMENDED PROJECT NAME:</b>						
Project Amendment						
<b>ORDER CODES (if assigned):</b>						
Group I/O	Revenue I/O	Expense I/O				
0012017	700790	601351				
<b>CURRENT PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2018 & Prior	\$ 2,333,000	\$ -	\$ -	\$ 2,333,000		
2019	-	-	-			-
2020	-	-	-			-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,333,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,333,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CURRENT COST AND COMMITMENT</b>						
As at	Current Budget	Actual to Date	Commitments	Available		
11/5/2018	\$ 2,333,000	\$ 41,220	\$ 2,280,066	\$ 11,714		
<b>DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT</b>						
<p><i>This amendment is required due to a request for change of site for the new cemetery by the residents of Fort Chipewyan. The new site is approximately 2500 square meters larger than the original site. Therefore a change in scope is required. The design, site assessment, regulatory approvals and site development have to be revisited.</i></p>						
<b>AMENDED PROJECT BUDGET</b>						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debenture Financed
2018 & Prior	\$ 2,813,000	\$ -	\$ -	\$ 2,813,000		\$ -
2019	-	-	-	-	-	-
2020	-	-	-	-	-	-
2021	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,813,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,813,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Budget Change</b>						
<b>TOTAL</b>	<b>\$ 480,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 480,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FISCAL RESPONSIBILITY POLICY CRITERIA:</b>						
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?						Yes
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?						n/a
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.						
<b>PROJECT ACCOUNTABILITY</b>						
PROJECT MANAGER ASSIGNED	Lindsey Pearson			Date: _____		
DELIVERY DEPARTMENT MANAGER	Stephen Fudge			Date: _____		
DELIVERY DEPARTMENT DIRECTOR	Marc Fortais			Date: _____		
SPONSOR DEPARTMENT DIRECTOR	Marc Fortais			Date: _____		
CPSA CHAIR	_____			Date: _____		
CHIEF FINANCIAL OFFICER	_____			Date: _____		

Attachment: 4 - 7. Capital Amendment Forms (2018 Capital Budget Amendments)



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## COUNCIL REPORT

Meeting Date: November 27, 2018

**Subject: Relocation of Conklin Outdoor Rink**

**APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

**Recommended Motion:**

THAT Administration be requested to perform a cost analysis of moving and installing the outdoor rink structure and rink currently located in Conklin, to the Syncrude Athletic Park or another feasible location in the Municipality, and to report back to Council on this analysis by January 31, 2019.

**Background and Summary:**

At the October 23, 2018 Regular Council Meeting, Councillor McGrath served notice of his intent to bring forward the following motion for consideration at the November 13, 2018 Council Meeting:

"THAT Administration be requested to perform a cost analysis of moving and installing the outdoor rink structure and rink currently located in Conklin, to the Syncrude Athletic Park or another feasible location in the Municipality, and to report back to Council on this analysis by January 31, 2019."

**Strategic Priorities:**

Responsible Government



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

## COUNCIL REPORT

Meeting Date: November 27, 2018

### **Subject: Broadband Internet Connection**

#### **APPROVALS:**

**Annette Antoniak**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Chief Administrative Officer

#### **Recommended Motion:**

THAT the Mayor be authorized to send a letter to:

- the Federal Minister of Innovation, Science and Economic Development Canada;
- the Provincial Minister of Service Alberta; and
- the Member of Parliament Fort McMurray-Cold Lake;
- with copies to industry partners and service providers,

requesting their support for the Federation of Canadian Municipalities' (FCM) initiative with respect to a national broadband strategy and urging the Federal Government to invest the required funding annually towards this initiative which is a matter of great importance within the Regional Municipality of Wood Buffalo.

#### **Summary:**

At the November 13, 2018 Council meeting, Councillor J. Stroud served notice of her intent to bring forward the following resolution to the November 27, 2018 regular meeting for Council's consideration.

“THAT the Mayor be authorized to send a letter to:

- the Federal Minister of Innovation, Science and Economic Development Canada;
- the Provincial Minister of Service Alberta; and
- the Member of Parliament Fort McMurray-Cold Lake;
- With copies to industry partners and service providers,

requesting their support for the Federation of Canadian Municipalities' (FCM) initiative with respect to a national broadband strategy and urging the Federal Government to invest the required funding annually towards this initiative which is a matter of great importance with the Regional Municipality of Wood Buffalo.”

#### **Rationale for Recommendation:**

Council recognizes that for all Canadians, broadband internet connection at reasonable cost is now an essential part of business, education, social services and everyday life.

Council strongly support the Federation of Canadian Municipalities' (FCM) initiative towards a national broadband strategy consisting of:

- Clear standards and timelines to achieve a new target for rural mobile access;
- Long-term, predictable funding for broadband and mobile Internet in rural, remote and northern communities; and
- Affordable and accessible Internet in rural communities matching that of big cities.

In accordance with Procedure Bylaw No. 18/020, the above noted motion is being submitted for Council's consideration.

**Strategic Priorities:**

Responsible Government  
Rural and Indigenous Communities and Partnerships