

RMWB 2016 WILDFIRE RECOVERY PLAN



ACKNOWLEDGEMENTS

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

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

PRODUCED BY:

Regional Municipality of Wood Buffalo

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



Message from Mayor and Council

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

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

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

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

Sincerely,

A handwritten signature in cursive script that reads "Melissa Blake".

Mayor Melissa Blake



Message from the Wood Buffalo Recovery Committee

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

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

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

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

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

Sincerely,

A handwritten signature in cursive script that reads "Jeanette Bancarz".

Jeanette Bancarz
Chair, Wood Buffalo Recovery Committee



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GLOSSARY OF TERMS

Administration RMWB Municipal Departments

Buy Local Initiatives to buy locally produced goods and locally rendered services (available within RMWB) over those purchased elsewhere

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

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

CBA Canadian Banking Association

CMOH Chief Medical Officer of Health (Alberta Health) Construction Control Measures Construction governance, restraints and compliance requirements beyond those already established through bylaws, codes or Acts to be enforced to ensure highest level of safety and quality during rebuild

CRC Canadian Red Cross

DCAO Deputy Chief Administrative Officer

DCO Development Compliance Office - Bylaw officer from the Community Development Planning branch who enforces the Land use Bylaw (LUB), sign bylaw, business licensing bylaw and the route haul bylaw

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

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

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

Environmental Testing Testing conducted to determine the degree to which a substance can damage living or non-living organisms

FEED Front-End Engineering Design

FIFO Fly-In/Fly-Out

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

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

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

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

FMCA Fort McMurray Construction Association

IBC Insurance Bureau of Canada

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

IRWG Industry Recovery Working Group

KPI Key Performance Indicators

Hazardous Tree Removal Removal of fallen or burnt trees that present potential safety hazard. This activity is separate and distinct from FireSmart

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

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

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

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

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

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

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

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

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

RMWB 2016 Wildfire Recovery Plan A plan designed to go beyond just returning the region to its pre-disaster state. It is intended to make the entire region more resilient and well positioned for future growth

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

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

SPECS Specialized Property Evaluation Control Services Limited

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

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

WBBSTF Wood Buffalo Business Support Task Force

Wood Buffalo Recovery Committee (WBRC)

In accordance with Bylaw No. 16.013 (June 21, 2016), the Committee was appointed by Mayor & Council to provide policy and governance oversight to the Wood Buffalo Recovery Task Force

Wood Buffalo Recovery Task Force (WBRTF)

In accordance with Bylaw No. 16.013 (June 21, 2016), this Task Force was created by the Mayor and Council. It is appointed by the Team Leader with the approval of the Committee. It's mandate is to consult with and work with all appropriate stakeholders in order to decide upon and execute measures to ensure that the Municipality and its residents will be established on a path to recovery





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BACKGROUND

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

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

During the morning of May 3, residents were advised that all should prepare for mandatory evacuation within a 30-minute notice. Extreme fire conditions that day fueled the fire as it breached the city limits in the afternoon of May 3, resulting in significant initial damage in the communities of Abasand, Beacon Hill and Waterways. As of 18:15 hours on May 3, all of Fort McMurray was now under a mandatory evacuation notice. Residents remaining in the downtown area evacuated south towards Edmonton and residents in all other areas were to evacuate north of Fort McMurray. All lanes on Highway 63 north of Taiga Nova were running northbound to support traffic flows. As evacuations continued, reception centres in Anzac, Wandering River, Lac La Biche, Northlands and at many of the work camp sites were set up to accept the displaced residents of Fort McMurray.

Fort McMurray Fire Department (FMFD) staff fought the Horse River Wildfire at various points in and around Fort McMurray for a week following the initial breach on May 3. A provincial state of emergency was declared on May 4 and the Provincial Operations Centre (POC) - was activated. Multiple defensive stands were made as the blaze wrapped around the north-west edge of the city and pushed up against the Clearwater River to the east of the Lower Town site. The initial force of 154 municipal fire fighters was bolstered by crews from Anzac, Saprae Creek, Fort McKay, Edmonton, Calgary, Cold Lake, Grand Prairie and elsewhere in Alberta.

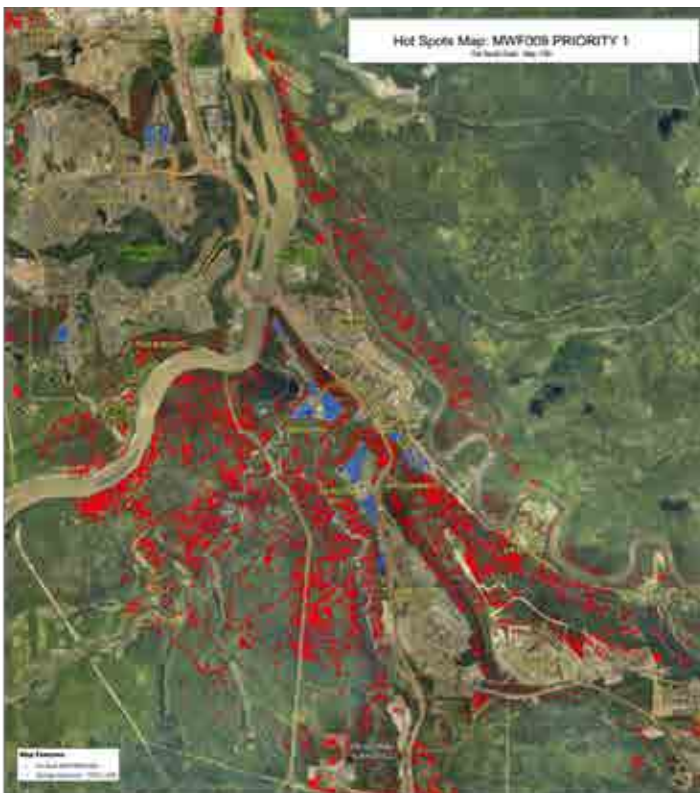


Figure 1: RMWB Wildfire Interface Photo



In total, 4,161 individuals spent time working in the REOC or in the field supporting the fire response efforts. The fire destroyed nearly 2,000 structures and damaged many more. Critical public infrastructure was protected; including schools, the water treatment and wastewater treatment plant, and most cellular service towers. Despite the devastation, 88,000 people evacuated from Fort McMurray, marking the most successful evacuation in Alberta's history and one of the largest.



The Government of Alberta mobilized significant resources to support the municipality, including Alberta Agriculture and Forestry, Alberta Health, Alberta Emergency Management Agency and various other experts. Canadian Task Force 2 (CanTF2) mobilized to support the initial response. Numerous private agencies provided support, including ATCO Gas and Electric, Shaw, Telus, industry partners, Alberta Energy Regulator, Insurance Bureau of Canada, YMM Airport ADRA Canada, Billy Graham Rapid Response Team,

Canadian Global Response, Canadian Red Cross, Christian Aid Ministries, Christian Disaster Relief, Mennonite Disaster Services, North American Mission Board, Salvation Army, Samaritan's Purse, Team Rubicon and IsraAid.



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INTRODUCTION

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

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



RMWB 2016 WILDFIRE RECOVERY FRAMEWORK

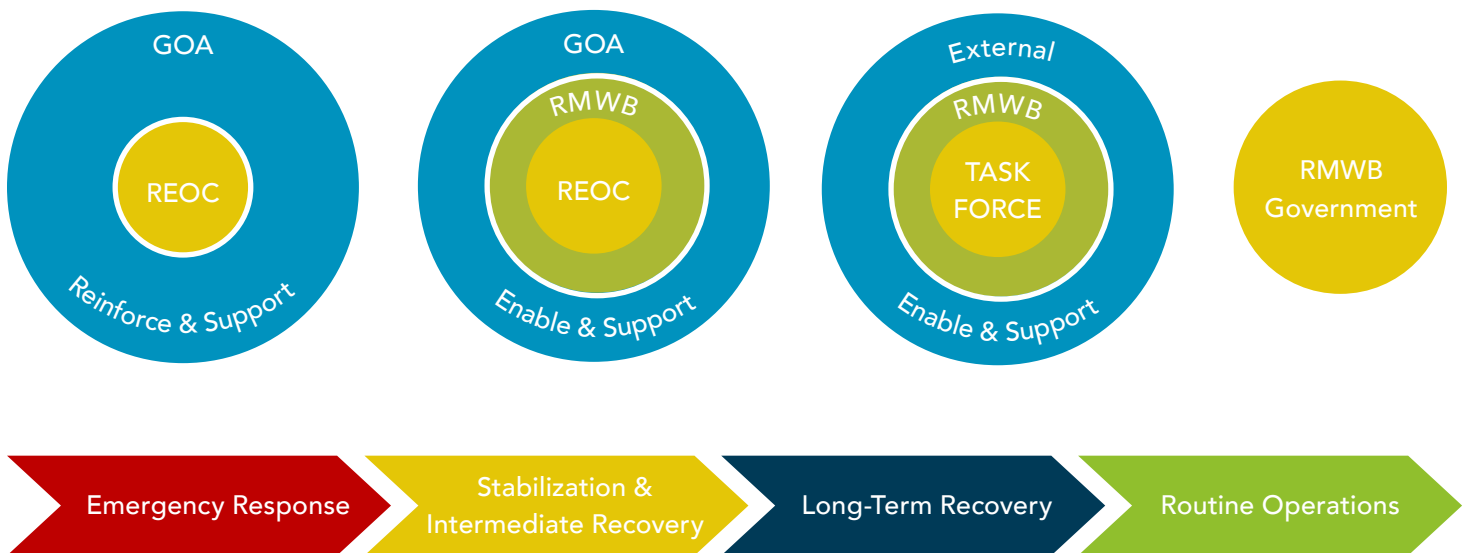


Figure 2: Recovery Framework

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





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THE CAMPAIGN PLAN

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

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

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

HOW DOES THE RMWB RECOVER FROM THE 2016 WILDFIRE?

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

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

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

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

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

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

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

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

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

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

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

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

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

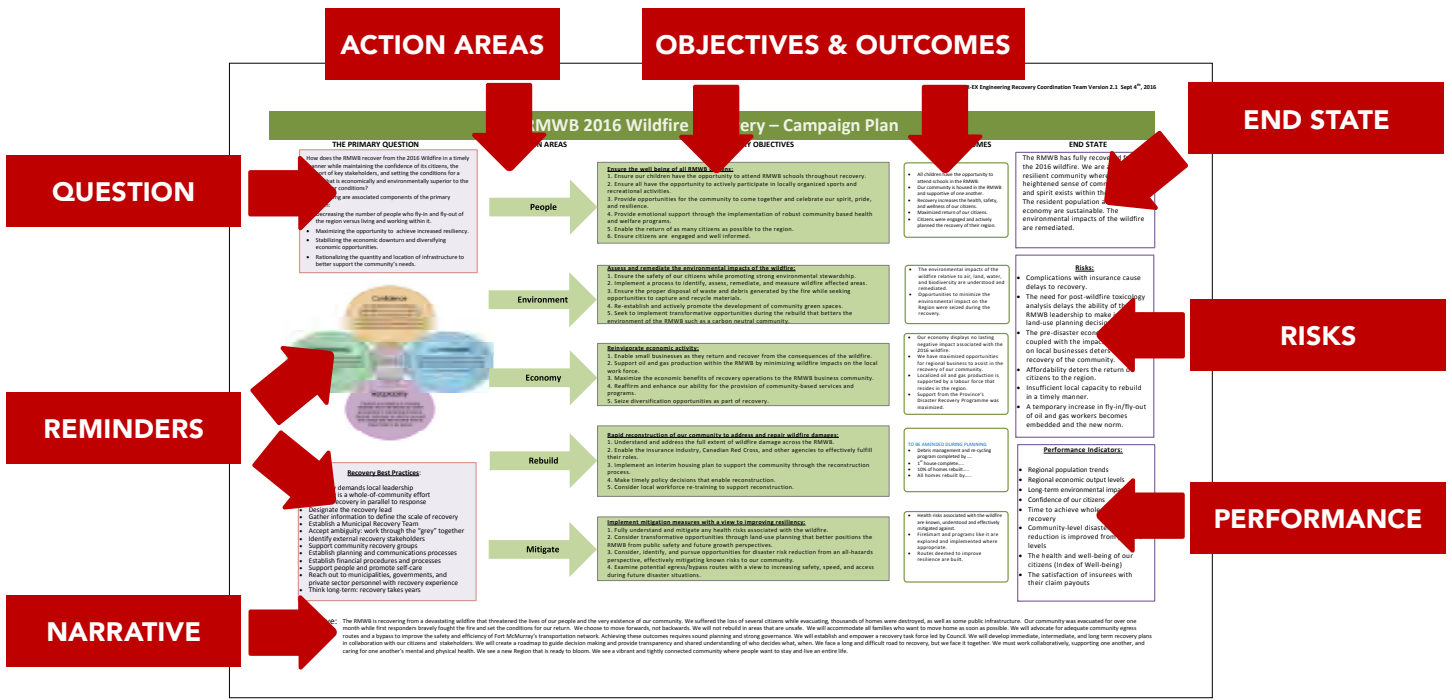


Figure 3: Elements of the Campaign Plan





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GOVERNANCE

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

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

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

Figure 4, on page 20, depicts the governance and operational relationships for wildfire recovery.

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

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



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

1) ACCOUNTABILITY PRINCIPLES

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

2) RESPONSIBILITY PRINCIPLES

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

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

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

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

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

Table 1 defines the recovery roles and Table 2 - RASCI Chart for High Level Recovery Objectives

2016 WILDFIRE RECOVERY RASCI	RTF TEAM LEAD	RTF PEOPLE LEAD	RTF ECONOMY LEAD	RTF OPERATIONS LEAD	RTF PLANS LEAD	RTF COMMUNICATIONS LEAD	RTF STAKEHOLDER ENGAGEMENT	RTF PROJECT Svcs LEAD	RTF COMMITTEE	RMWB ADMINISTRATION	GOVERNMENT OF ALBERTA
RECOVERY:	A, R	S	S	S	S	S	S	S	I, C	S, C	S, C
PEOPLE OBJECTIVES		A, R	S	S	S	S	S	S	I, C	S, C	S, C
ENVIRONMENT OBJECTIVES		S	S	A, R	S	S	S	S	I, C	S, C	S, C
ECONOMY OBJECTIVES		S	A	S	S	S	S	S	I, C	R	S, C
REBUILD OBJECTIVES		S	S	A, R	S	S	S	S	I, C	S, C	S, C
MITIGATE OBJECTIVES		S	S	A, R	S	S	S	S	I, C	S, C	S, C
R: RECOVERY	A: ACCOUNTABLE	S: SUPPORT	C: CONSULTED	I: INFORMED							

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

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



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COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

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

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

The Recovery Stakeholder Engagement team will be the primary outreach & engagement team, creating events, providing reliable information, enabling stakeholder understanding of the unique elements of the Recovery

Plan, and facilitating a "build-back better" vision in the community. The team is responsible for the direct or indirect (through other Task Force or Administration departments) engagement with the defined stakeholders to ensure a credible, transparent and respectful engagement process.

STAKEHOLDERS & OBJECTIVES

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

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



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

ENGAGEMENT

Effective communication creates a bridge between stakeholders who may have very diverse needs and expectations. These differences may include cultural and organizational backgrounds, levels of expertise, and perspectives/interests. This could influence the effectiveness of the recovery project or impede a desired outcome. The Recovery Task Force will employ a wide range of tools and tactics to ensure appropriate and meaningful engagement for various audiences, partners, and community stakeholders.

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

Create opportunities for stakeholders to voice their concerns and indicate their preferences for recovery and rebuilding options; make stakeholders feel heard and understand they are their priority

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

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

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

**EFFECTIVE COMMUNICATION
CREATES A BRIDGE BETWEEN
DIVERSE STAKEHOLDERS WHO
MAY HAVE DIFFERENT CULTURAL
AND ORGANIZATIONAL BACKGROUNDS,
DIFFERENT LEVELS OF EXPERTISE,
AND DIFFERENT PERSPECTIVES AND
INTERESTS, WHICH IMPACT OR HAVE
AN INFLUENCE UPON THE RECOVERY
PROJECT OR A SELECT OUTCOME**





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SAFETY MANAGEMENT

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

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

**SAFETY IS THE TOP
PRIORITY THROUGHOUT
RECOVERY**



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

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

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

“YOU SEE IT, YOU OWN IT”

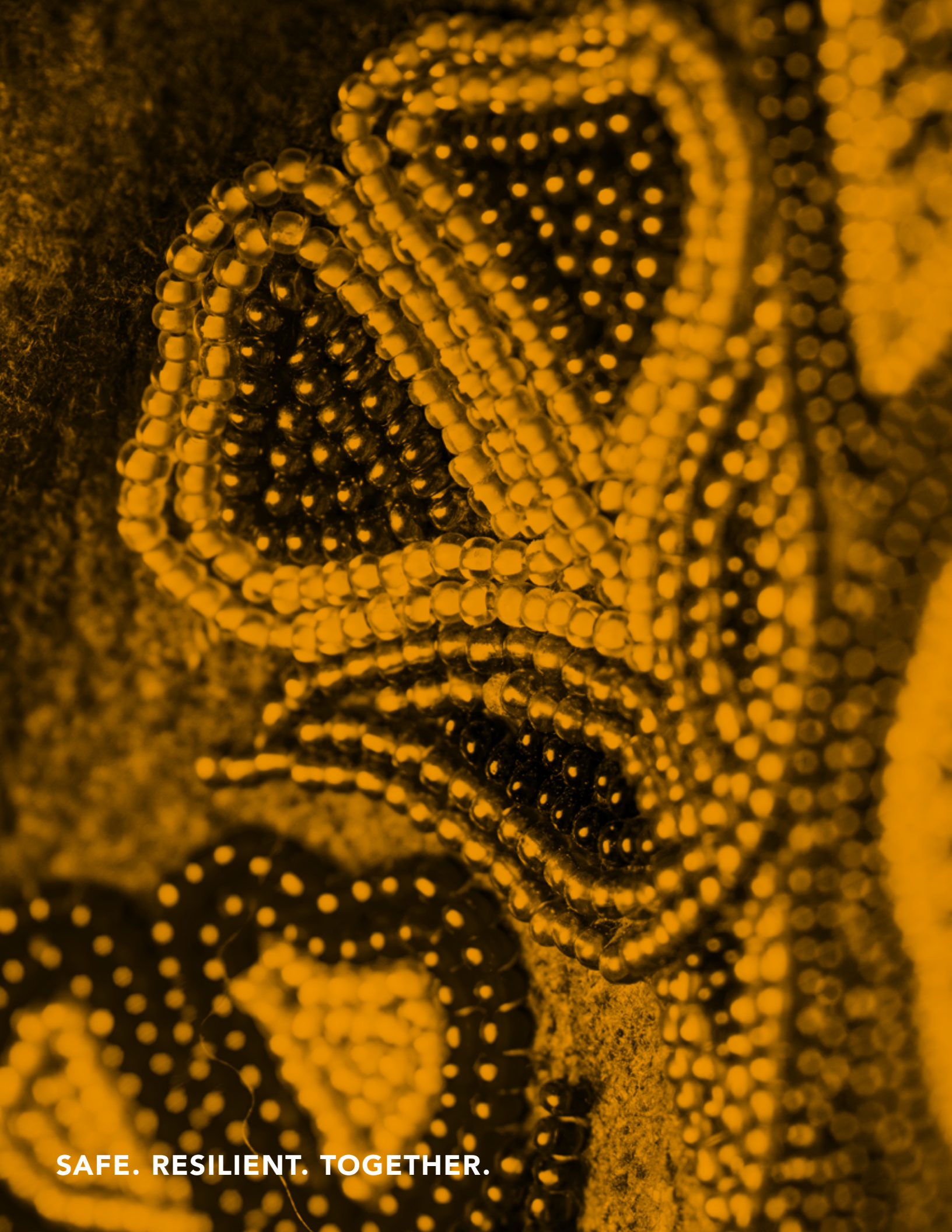
LEGISLATION

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

Quick reference URL link to Alberta Occupational Health and Safety:

www.work.alberta.ca/ohs





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RECOVERY PROJECTS & ACTIVITIES

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

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

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

PEOPLE

Implement the Psychosocial Framework

Enable access to safe and effective education services including home schooling

Ensure meaningful stakeholder engagement and needs-based analysis of residents and communities

Expand community development opportunities to enable participation in local sports, recreational activities as well as participation in arts, culture and spiritual activities

Implement a Diversity Plan to mitigate potential increases in discrimination post-disaster and to foster acceptance and inclusion of diverse peoples

Establish an Interim Housing Program that focuses on stabilizing the immediate and short-term housing and reconstruction needs of displaced families and property owners

ENVIRONMENT

Assure resident safety through various forms of toxicology testing and geo-technical analysis

Conduct Post-Fire Hazard Reduction

Implement an Environmental Plan to assess and mitigate wildfire affected areas

Pursue Net-Zero transformative opportunities

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

ECONOMY

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

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

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

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

Implement Residential Tax Relief Program

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

Ensure Taxation Certainty for residential, commercial and industry stakeholders

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

REBUILD

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

Implement Rebuild Plan, including Safety Management Guidance

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

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

Implement guidance to strengthen "Buy Local" model when rebuilding

Execute Clean-Up and Debris Removal

Expedite Green Home Re-Entry

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

Streamline Permitting Processes to reduce rebuild costs attributed to construction delays

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

Facilitate Condominium Rebuild decision-points

MITIGATE

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

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

Continue with and enhance FireSmart initiatives throughout the municipality

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

Establish a Wildland Urban Interface Fire Crew capability

Develop Municipal Emergency Management Plan

Conduct forensic Lessons Learned analysis

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





SAFE. RESILIENT. TOGETHER.

RECOVERY PLAN FUNDING

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

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

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

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

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

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

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

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

Table 4: Response and Recovery Funding Estimates





SAFE. RESILIENT. TOGETHER.

CONCLUSION

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

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

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

Enclosures

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

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

RMWB 2016 Wildfire Recovery

THE PRIMARY QUESTION

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

The following are associated components of the primary question:

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

KEY ACTION AREAS

People

Enhance the well being of all RMWB residents

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

Environment

Assess and remediate the environment

1. Ensure the safety of our residents with respect to environmental health.
2. Implement a process to identify, assess and remediate environmental impacts.
3. Ensure the proper disposal of waste and create opportunities to capture and recycle materials.
4. Re-establish and actively promote the natural environment of the RMWB, such as a catchment area.
5. Seek to implement transformative opportunities to improve the environment.

Economy

Reinvigorate economic activity:

1. Enable businesses (urban, rural and Indigenous) to overcome the consequences of the wildfire.
2. Support oil and gas production with infrastructure and workforce.
3. Maximize the local economic benefits and support the community.
4. Reaffirm and enhance our ability to produce and export goods.
5. Seize diversification opportunities as a means to improve the economy.

Rebuild

Rapid reconstruction of our community

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

Mitigate

Implement mitigation measures with a focus on safety

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



Recovery Best Practices:

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

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

Recovery – Campaign Plan

PRIMARY OBJECTIVES

DESIRED OUTCOMES

END STATE

Residents:
 Quality education throughout recovery.
 Actively participate in locally organized leisure, sports,
 to gather and celebrate our spirit, pride, and resilience
 ities.
 Implementation of a robust, community-based psychosocial
 ncy.
 Well informed.

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

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

Environmental impacts of the wildfire:
 While promoting strong environmental stewardship.
 Assess, remediate, and measure wildfire affected areas.
 and debris generated by the fire while seeking
 materials.
 The development of green spaces.
 Opportunities during the rebuild that better the
 carbon neutral community.

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

Risks:

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

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

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

Strategy to address and repair wildfire damages:
 Assessment of wildfire damage across the RMWB.
 Industries, Canadian Red Cross, and other agencies to
 o support the community through the reconstruction
 able reconstruction by removing obstacles and barriers.
 to support reconstruction.

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

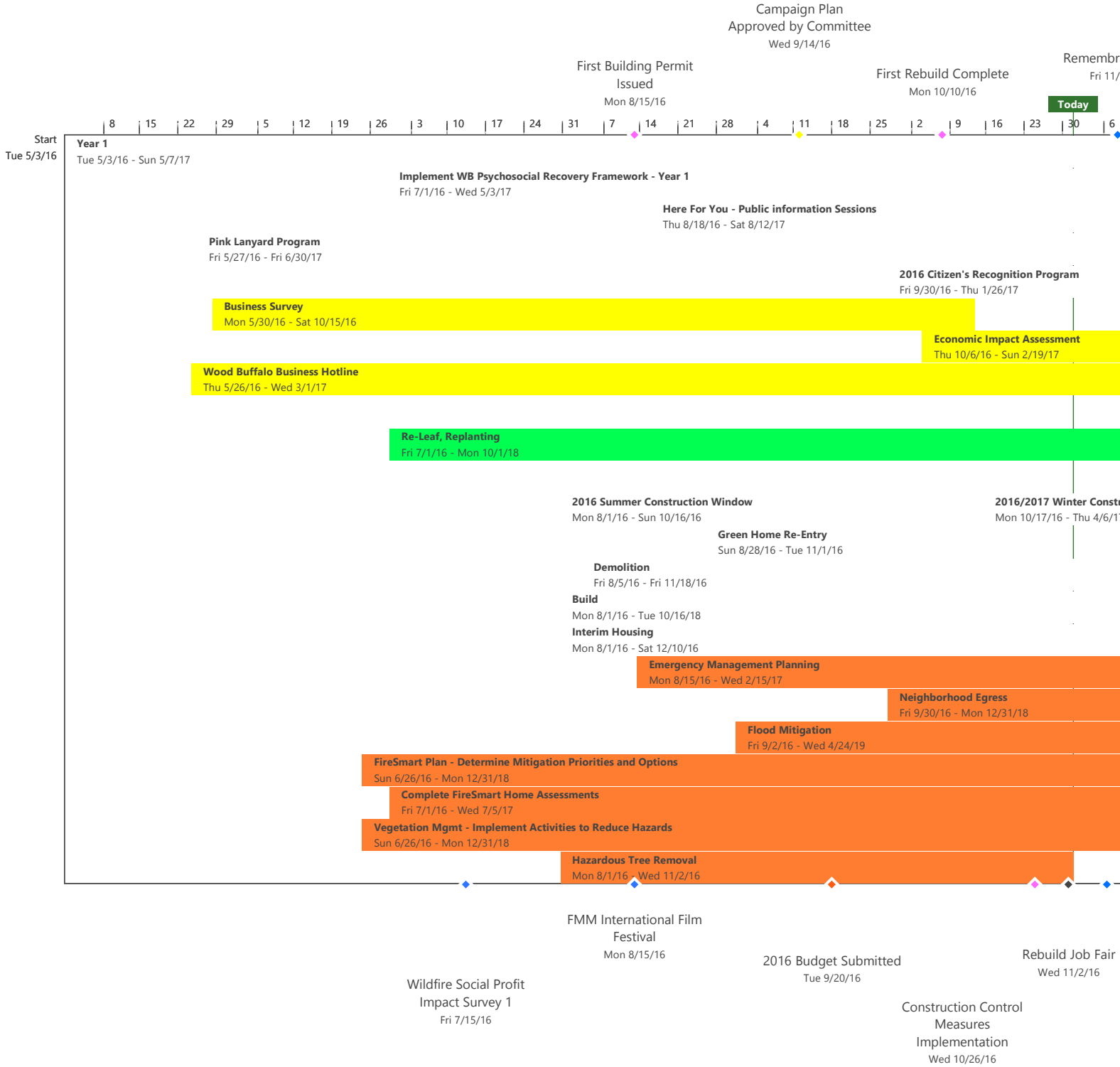
Performance Indicators:

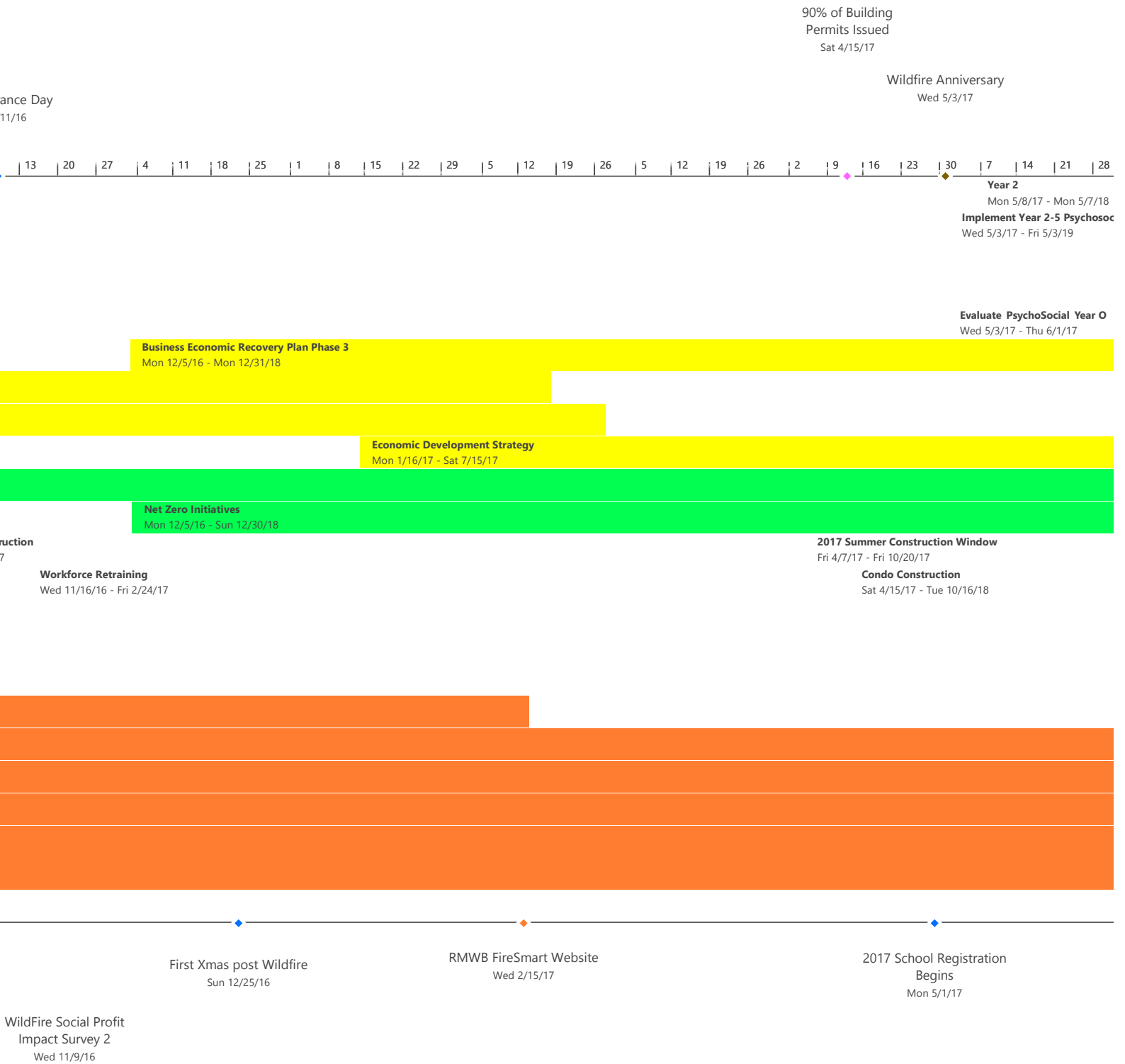
- Regional population trends
- Regional economic output levels
- Long-term environmental impact
- Confidence of our residents
- Time to achieve whole of community recovery
- Regional disaster risk reduction is improved from pre-fire levels
- The health and well-being of our residents
- The satisfaction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

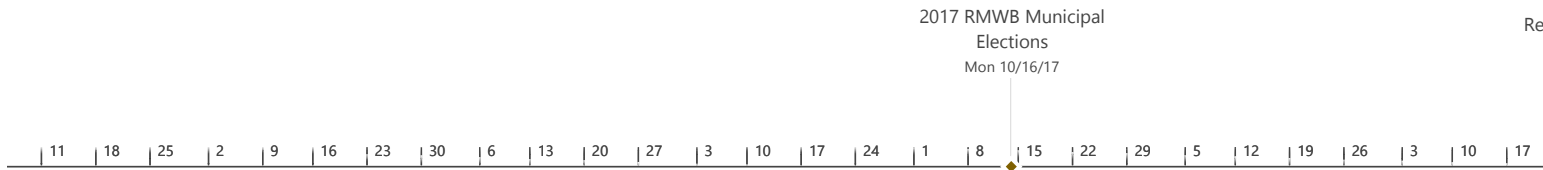
Strategy to improving resiliency:
 Health risks associated with the wildfire.
 es through land-use planning that better positions the
 ure growth perspectives.
 untunities for disaster risk reduction from an all-hazards
 wn risks to our community.
 tes with a view to increasing safety, speed, and access

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

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







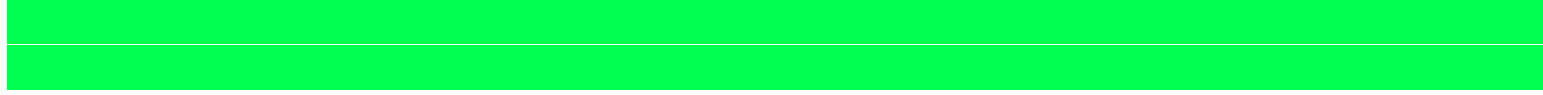
2017 RMWB Municipal
Elections
Mon 10/16/17

n

2017 Citizen's Recognition Program
Sat 9/30/17 - Sat 1/20/18



Review and Update Municipal Development Bylaws for FireS
Fri 9/1/17 - Mon 10/30/17



2017/2018 Winter Construction
Sat 10/21/17 - Fri 4/6/18



School Safety Check
Tue 8/1/17

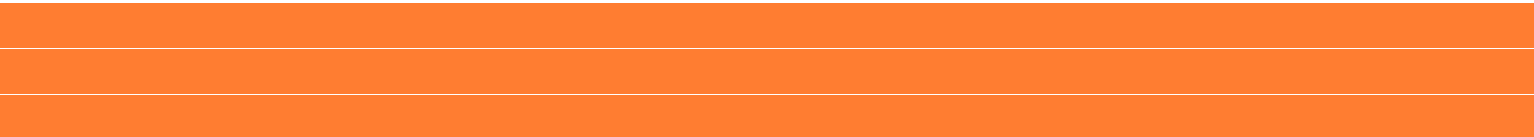
Metis Days
Sat 8/5/17

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2018 Summer Construction Window
Sat 4/7/18 - Sat 10/20/18



Review and Update Municipal Development Engineering Stan
Thu 3/1/18 - Mon 4/30/18



