

Key result area: citizens and their communities

Focus	The Citizens and Their Communities KRA focuses on the needs of individuals and communities as they recover from the flood and build resiliency including preparation for future disaster events.
Objectives	<ul style="list-style-type: none"> • Support individual recovery and wellbeing for flood victims: Strategies have been put in place to mitigate the effect of stress and other immediate needs, such as housing. • Contribute to community resilience and wellbeing: Impacted community residents have been actively engaged, listened to and heard; their suggestions have been followed up on, they have been organized and advocated for by CNS and they have been supported in their recovery efforts through City business units and other partners and agencies such as the Red Cross and United Way
2013 Deliverables	<ul style="list-style-type: none"> • Temporary Shelter Program (Q3 2013) - COMPLETE • Neighbourhood Strategy and Implementation Plan (Q4 2013) - COMPLETE • Donations Strategy (Q4 2013) - COMPLETE
2014 Deliverables	<ul style="list-style-type: none"> • Vulnerable Population Strategy and Implementation Plan is developed in partnership with other partners and agencies. (Q2 2014) – COMPLETE
2015 Flood Recovery Deliverables	Continue to advocate for efficient, sufficient and timely financial relief for flood-affected citizens with regards to Disaster Recovery Program. Administer and report on the Flood Grant Permit Program. Support the Community Resiliency Table with the goal of creating a strategic framework. Continue working with the Province on the flood buyout program.

Key result area: City employees

Focus	The City Employees key result area focuses on creating an environment that supports City employees' access to the tools and resources required to be productive subsequent to the flood and through the recovery period.
Objectives	<ul style="list-style-type: none"> • Return City employees to required business activities • Return City employees to identified workspaces • Provide City employees with access to tools and technologies • Support City employees in order to maintain productivity subsequent to the flood event and through the recovery period
2013 Deliverables	<ul style="list-style-type: none"> • Provide HR support to ROC Flood Recovery Task Force (on-going) • Provide ongoing communications and information regarding HR issues emerging during recovery Complete review of policy for Pay and Benefits during a Municipal Emergency and schedule approval with ALT – COMPLETE
2014 Deliverables	<ul style="list-style-type: none"> • Recognition event (2013) – Recognition pin and letter delivered December 2013; Delivery of corporate award to all City employees by His Worship June 2014 - COMPLETE • Support employees to maintain productivity during the recovery project (Q4 2014) – COMPLETE • New or adapted HR services to support recovery project (Q4 2014) – COMPLETE • Identify HR processes and procedures required to better support the organization during an emergency (Q4 2014) – COMPLETE • Identify opportunities to align with future strategic HR initiatives project (Q4 2014) – COMPLETE
2015 Flood Recovery Deliverables	Continue to support activities in response to recommendations from lessons learned. Provide updates to the Recovery Operations Centre manual to be better prepared for next activation. Support employees to maintain productivity during the transition from recovery to resiliency.

Key result area: housing and property

Focus	The Housing & Property key result area focuses on stabilizing the immediate and short-term housing and reconstruction needs of displaced citizens and property owners.
Objectives	<ul style="list-style-type: none"> • Assist the Government of Alberta with short term housing • Stabilize housing for displaced citizens • Provide all displaced property owners with the opportunity to return to their buildings (residential and commercial) • Facilitate the construction industry capacity
2013 Deliverables	<ul style="list-style-type: none"> • Government of Alberta Short-term Housing Project (Q3 2013) - COMPLETE • Initial Property Inspections Project (Q4 2013) - COMPLETE • Construction Industry Strategy e.g. business licenses (Q4 2013) - COMPLETE • Immediate Reconstruction Facilitation Strategy e.g. building permits (Q4 2013) - COMPLETE
2014 Deliverables	<ul style="list-style-type: none"> • Interim Housing Project (Q1 2014) - COMPLETE • Flood-fringe Mitigation DRP Inspection Project (Q4 2014) – COMPLETE
2015 Flood Recovery Deliverables	Advocate and support Office of Housing and Land Services and Calgary Housing Company in activities to prepare for future needs based on emergencies. Continue to support flood hazard bylaw review. Coordinate corporate involvement with Government of Alberta relating to flood buyout program.

Key result area: City services

Focus	The City Services key result area focuses on ensuring that service levels meet the needs of Calgarians as they recover from this event while also assisting internal stakeholder's measure and report progress on recovery initiatives.
Objectives	<ul style="list-style-type: none"> • Document the utilization of City services to indicate whether The City is positioned to return to or improve on its pre-flood service levels • Review and implement applicable process improvements to accommodate approved policy changes
2013 Deliverables	<ul style="list-style-type: none"> • Department/BU Service Reporting Dashboard Project completed and operational (Q3 2013) - COMPLETE • Rebuilding licensing and permitting process project (Q4 2013) – COMPLETE
2014 Deliverables	<ul style="list-style-type: none"> • Information and data management assistance to ROCTF (ongoing) – COMPLETE
2015 Flood Recovery Deliverables	The internal lessons learned project will be completed in early 2015. Results will guide many business units to ensure service levels can continue to be met during emergency events. The external lessons learned project with The Conference Board of Canada will report on the success of the recovery framework and opportunities for improvements related to the five focus areas.

Key result area: governance & policy

Focus	The Governance and Policy key result area focuses on collaborating with the different orders of government and external stakeholders to identify opportunities for legislative, regulatory, and policy amendments while also developing long-term risk reduction and resiliency recommendations.
Objectives	<ul style="list-style-type: none"> • Collaborate with the Government of Alberta through a managed process • Engage the Government of Alberta to align policies where appropriate • Review applicable policies, recommend updates, and implement appropriate changes to approved City Policies • Engage and inform stakeholders regarding key decisions that affect them
2013 Deliverables	<ul style="list-style-type: none"> • Common baseline data agreement between Province and The City (i.e. inundation mapping and river survey) project (Q3 2013) - COMPLETE • Short-term review of applicable policies and development of suggested amendments to provincial legislation project (Q4 2013) - COMPLETE • Short-term advocacy strategies developed to support The City's strategic positions project (Q4 2013)- COMPLETE
2014 Deliverables	<ul style="list-style-type: none"> • Mid- and long-term review of applicable policies and development of suggested amendments to provincial legislation project (Q4 2014) – COMPLETE • Mid- and long-term advocacy strategies developed to support The City's strategic positions project (Q4 2014) COMPLETE • Land Use Bylaw Review and Update Project (Q4 2014) – COMPLETE • Communications/Engagement Integrated Program (Q4 2014) – COMPLETE • The City's long-term resiliency program recommendations - input to BPBC4 project (Q4 2014) – COMPLETE • Corporate flood response/recovery/resiliency lessons learned project (TBD) – on track and in progress for Q2 2015
2015 Flood Recovery Deliverables	Support the external third party to review of The City's Recovery efforts from the 2013 floods. Provide a report to Council on the Conference Board of Canada recommendations in June 2015. Investigate a funding strategy for resiliency projects. Engage staff in the creation of a corporate resiliency framework.

Key result area: infrastructure

Focus	The Infrastructure key result area has been initiated in order to ensure there is a coordinated and comprehensive effort to assess impacts to municipal infrastructure, provide a financial estimate to restore impacted infrastructure, and follow the required processes to recover funds from available sources. These sources are insurance companies and the Alberta Disaster Recovery Program.
Objectives	<ul style="list-style-type: none"> • identify, assess, and prioritize all damaged City Infrastructure (including Civic Partners) within BU's and across the Corporation and integrate into all Departmental Capital Programs. • Define, share, and implement criteria to be used for assessment and priority setting in order to inform 2013 budget adjustments, BPBC4 and internal and external communications. • Complete, initiate, and/or transition the repair, build or improvement of City infrastructure (including Civic Partners) to operations for completion within Departmental Capital Programs • Invite all third party owners/ maintainers of infrastructure to advise the City on the status of their progress regarding flood repairs/ improvements • Transition ongoing coordination, reporting and communication of infrastructure recovery program to operational sustainment through full financial recovery.
2013 Deliverables	<ul style="list-style-type: none"> • Infrastructure Assessment Project (Q3 2013) - COMPLETE • Third Party Recovery Status Project (Q4 2013) - COMPLETE • Infrastructure Recovery Sustainment Plan (Q4 2013) - COMPLETE • Infrastructure Recovery Prioritization Process for BPBC4 (Q4 2013) - COMPLETE
2014 Deliverables	<ul style="list-style-type: none"> • Municipal Flood Recovery Program reassessment – COMPLETE • The City's long-term resiliency program recommendations – input to BPBC4 project (Q4 2014) – COMPLETE
2015 Flood Recovery Deliverables	<i>Pursuant to many flood related infrastructure projects being completed; the project tracking, reporting on progress against objectives and ensuring budget and funding accountability work will continue into the future. Recently, a third party consultant was engaged to assist with the recovery program management activities, including coordination and alignment between projects within the program, major City of Calgary processes (monitoring, reporting, budget and approval) and funding sources. Finalize cost management and schedule review in the Municipal Infrastructure Recovery program.</i>

Key result area: financial

Focus	The Financial key result area focuses on tracking expenditures, reporting costs, securing recovery funding, and updating budget adjustments related to the flood event.
Objectives	<ul style="list-style-type: none"> • Identify funding sources • Communicate and manage the process and documentation for funding approval • Transition funding applications and their status to the appropriate corporate entity for operational sustainment • Ensure funding received against capital recovery/ improvement projects has been approved in the 2014 budget adjustment or has been included as part of the BPBC4 process (inclusive of its respective adjustment processes)
2013 Deliverables	<ul style="list-style-type: none"> • SOLE Event costs – on track and in progress • 2013 Request For Expenditures Approved for Immediate/Urgent Projects - COMPLETE • 2013 Budget Revisions (September 2013) - COMPLETE • 2014 Budget Adjustments (November 2013) - COMPLETE • Recovery of Emergency Event (Ongoing)- on track and in progress
2014 Deliverables	<ul style="list-style-type: none"> • 2014-2018 Business Plan and Budgets (November 2014)- COMPLETE • Recovery of Infrastructure Program (Ongoing as projects are completed) – on track and in progress
2015 Flood Recovery Deliverables	Administration anticipates there will be ongoing recovery operations and request for resiliency projects that will affect both current and future operating budgets. These requests will be identified upon the finalization of a priority list to be provided to the Alberta Community Resiliency Program. The projects anticipated for the 2015-2018 Action Plan will require incorporation into business planning and budgeting processes to ensure an overarching resilient city theme is maintained and integrated. Continue to provide updates to Council and the Province on flood recovery activities as well as progress on resiliency.