

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

### **EXECUTIVE SUMMARY**

It has been one year since the June 2013 flood disaster occurred in Calgary. Immense recovery work has been undertaken by citizens, community members, organizations, businesses, the Province and The City of Calgary. The Flood Recovery Task Force (the Task Force) has met weekly since its inception in July 2013, reporting to the Recovery Operations Steering Committee biweekly. The Task Force continues to provide leadership and resources to immediate flood recovery activities and to support delivery of recovery, mitigation and resilience recommendations for the 2015-18 Action Plan.

The City has provided services and support to citizens on an individual basis, as property owners and residents. Staff wellness has been monitored by Human Resources (HR) over the past year, and several processes and procedures have been completed to ensure employees are supported during the recovery efforts as well as in future disaster events as well.

The full impact to City infrastructure encompasses 209 projects totalling \$445 million in damages sustained as a result of the flood. The total approved budget for these infrastructure projects (2013 and 2014) equals \$317 million. A total of \$118 million has been spent to repair or replace City infrastructure. The City continues to submit for recovery of damages through insurance and provincial funding programs such as Flood River Erosion Control (FREC) and Disaster Recovery Program (DRP). Advances received by The City to date include \$63 million from DRP and \$50 million from insurance. The City has received payment of \$32.3 million FREC, \$1 million through the Municipal Capacity Staffing Grant and \$3 million through the Provincial 2014/2015 Flood Readiness Supplies Grant Program.

Efforts have been undertaken to understand how to mitigate future flood events and how to increase overall resiliency of our city. Council approved an investment of \$15.7 million for capital resiliency projects for 2014. The Task Force is committed to developing long-term resiliency recommendations that meet the criteria (being provided in the near future) by the Government of Alberta to be eligible for Alberta Community Resilience Program funding. This will align with the recommendations and timelines provided in PFC2014-0512 River Flood Mitigation Panel Final Report.

### **ADMINISTRATION RECOMMENDATION(S)**

The Priorities and Finance Committee recommends:

1. That Council receive this update report for information;
2. That Council direct Administration to report to Priorities and Finance Committee no later than 2014 September 16 with a prioritized list of resiliency projects, and associated costs, to be submitted to the Alberta Community Resilience Program (ACRP) for funding; and
3. That this report and its attachments be referred to the 2014 June 23 meeting of Council as an item of urgent business.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2013 July 02, the Priorities and Finance Committee received the first Flood Status Update regarding the 2013 Flood Event. This report has been followed by a significant number of reports, including emergency response update and lessons learned reports from the Calgary

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

Emergency Management Agency; update reports from the Water Expert Management Panel on River Flood Mitigation; Flood Hazard Area land use policy update reports; grant programs on permit fees and property tax relief reports; flood-related budget impacts; resiliency recommendations; and Flood Recovery Task Force updates. A summary of these reports, previous Council direction, and future anticipated reports on the impacts of the flood are identified in Attachment 1.

Of significance to this recovery and resilience update report are that Council received on 2013 September 03 the master list of 185 identified recovery infrastructure projects, and known budget impacts totalling \$445 million, and received the 2013 Flood Recovery Framework which has provided the direction for the activities of the Task Force to date. Additionally, at the 2013 November 25 business plan and budget meeting, Council directed that a first list of flood resiliency projects be developed. Within PFC2014-0316 *Flood Recovery Task Force Update: Resiliency Recommendations*, \$15.7 million capital and \$1.1 million one-time operating expenditures were requested by Administration and approved at 2014 April 14 meeting of Council to support immediate flood preparedness and resiliency. Administration was asked to bring back a prioritized list of resilience projects and associated costs. Upcoming guidelines and prioritization criteria for funding eligibility are anticipated to be released by the Government of Alberta in mid-June with a provincial due date of the first list of prioritized projects by 2014 September 30. Administration is requesting Council approval to defer providing the resiliency list until 2014 September 16 to allow time to apply the prioritization criteria and align priorities with the workplan proposed within PFC2014-0512 *River Flood Mitigation Panel Final Report*.

### **BACKGROUND**

Under the direction of a Recovery Director, the Flood Recovery Task Force was established in 2013 July and reports to the Recovery Operations Centre Steering Committee. A 2013 Flood Recovery Framework was developed and subsequently approved by Council on 2013 September 03. A recovery office is staffed and the Task Force continues to address the work needed to repair and recover from the flood event. Since the disaster, The City has undertaken rebuild and recovery activities with a focus on five priority areas: People, Housing and Property, Infrastructure, Services and Funding.

The mission of the Task Force is to provide leadership within The City of Calgary and the Calgary community, to identify and resource immediate recovery activities, and to support the delivery of recovery, mitigation and resilience recommendations for the 2015-2018 Action Plan.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Progress of the Task Force deliverables within the five key focus areas outlined in the 2013 Flood Recovery Framework are summarized in Attachment 2. Detailed updates and highlights are provided below for each of the five focus areas of: People, Housing and Property, Infrastructure, Services and Funding.

## 2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT

Focus Area: People

### Citizens and their Communities

Through the people pillar, Community & Neighbourhood Services together with partners and Calgarians, continues to work with neighbourhoods to address emerging needs, maximize awareness and encourage participation in disaster preparedness activities and recovery. Local residents and neighbourhoods are in the best position to identify their immediate recovery needs, coordinate preparations for future emergency preparedness, implement programs and contribute to local decision making for future events with the support of local emergency organizations like the Calgary Emergency Management Agency (CEMA).

Some examples of community-based activities have included: facilitated assessments to support residents and to identify their needs; education; strategies in building individual and community capacity; support for community celebrations and events; and project management support. These community-based activities have helped to create a sense of connection and strengthen resident networks within neighbourhoods. A Community Resiliency Table has been convened with The City, the United Way of Calgary & Area and several community-based agencies to build a strategic framework for effective planning and response to diverse emergencies, disasters and/or major interruptions by building preparedness and supporting enhanced coordination and communication among neighbourhoods, non-profit and government systems. This strategic framework will also continue to support organizations that work with vulnerable populations so that adequate support to those populations is in place during and after an emergency.

The City of Calgary supported the "YYC is Open" campaign and the Calgary Business Recovery Task Force, co-chaired by the Calgary Chamber of Commerce and Calgary Economic Development. At last count, the Calgary Business Recovery Task Force reported approximately 20 businesses were closed due to the flood. It is challenging to accurately quantify the number of businesses experiencing long term impacts/closure as a result of the flood. The Task Force, at the direction of the ROC Steering Committee, will be undertaking additional monitoring to better understand the overall economic impact of the flood.

In early 2014, The City quickly became aware of the shift in public need for recovery information toward an interest in flood preparedness information. A successful communications plan resulted in the development of a City of Calgary flood website to address common questions posed by citizens in three key themes: *Is Calgary going to flood? What is The City doing to prepare?* and *What can I do to prepare?* As part of the communications strategy new sections were added to the website to address citizens' questions. Currently, the three sections are: Flood Recovery (documenting what happened to date), Flood Preparation (preparedness planning for 2014) and Flood Commemoration (activities for the anniversary dates). Overall site visits have nearly doubled since the development of the website, and "flood" remains the most popular search term. An e-newsletter has been made available to staff and the public, and is issued once weekly with flood recovery and preparedness information. Weekly information videos and bi-weekly river flow monitoring reports are also available.

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

Over 6,000 Calgarians were engaged at various open house events and community activities by City and provincial staff offering flood related information. An integral component of the communications strategy was the creation of an Issues Management Team (IMT), consisting of Directors that continue to meet weekly. This team focuses on issues arising and the appropriate coordinated response on behalf of The City. Numerous City staff have come together to assist in the planning of a public commemoration event taking place at the municipal atrium on Friday, 2014 June 20. As well, a *Neighbour Day* campaign was developed to recognize the incredible community spirit experienced during the 2013 flood and to encourage citizens to reconnect and continue this spirit in support of their neighbours. The *Neighbour Day* block party kit is the most popular downloaded file on the flood portion of The City website.

### City Employees:

On 2014 May 06, the Administrative Leadership Team approved the *Human Resources Policies During Activation of the Municipal Emergency Plan*. This key deliverable will better support the organization to deploy resources during an emergency activation. Human Resources (HR) has been providing information to employees on health and wellness through several internal communication channels and continues to reinforce key messages for maintaining well being and productivity.

### Focus Area: Funding

The City continues to actively seek recovery and resiliency funding through insurance, provincial and federal funding programs. A summary of 2013 Flood – Financials is provided in Attachment 3.

The full impact to City infrastructure encompasses 209 projects totalling \$445 million in damages sustained as a result of the flood. Recovery funding continues to be submitted to both insurance and provincial funding programs. The approved budget for these infrastructure projects (2013 and 2014) totals \$317 million. As of 2014 April 30, The City has spent \$118 million of the approved recovery budget. To date advances have been received for these projects as follows: Government of Alberta (Disaster Recovery Program) \$63 million;; insurance \$50 million.

The City of Calgary incurred \$43.3 million of emergency operations costs during the State of Local Emergency. To date, \$32.9 million has been submitted to the Government of Alberta through the Disaster Recovery Program. Payment has been received from the Province in the amount of \$4.9 million for emergency operations expenses. Another \$13.3 million has been approved to be paid with the remainder of the submission currently under review by the Province.

There are a number of other Government of Alberta grant programs available to access. The Government of Alberta (Flood Recovery Erosion Control Program) has provided The City \$32.3 million in funding. The City has requested \$7.9 million over three years under the Municipal Capacity Staffing Grant (MCSG). The Province has approved the first year request and \$1 million has been received. A 2014/2015 Flood Readiness Supplies Grant has been approved for The City of Calgary totalling \$7.65 million, of which \$3 million has been received.

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

The City of Calgary has cancelled 2013 property taxes for 428 applications totalling \$1.56 million. It is anticipated that the City of Calgary will recover these funds through the Southern Alberta Flood Response: Property Tax Relief Program.

Efforts have been undertaken to understand how to mitigate future flood events and how to increase overall resiliency of our city. Council approved an investment of \$15.7 million for capital resiliency projects for 2014. The Task Force is committed to developing a set of key long-term resiliency recommendations that meet the criteria being provided in the near future to be eligible for Alberta Community Resilience Program funding through the Government of Alberta and align with the recommendations provided in PFC2014-0512 *River Flood Mitigation Panel Final Report*. The provincial eligibility criteria is expected to identify a cost sharing model. A report with a list of priority projects and revised financial ask is recommended to be brought to Priorities and Finance Committee on 2014 September 16.

### Focus Area: Infrastructure

The City focus in 2014 has shifted from short-term recovery to longer-term rebuilding and resiliency. Currently the master list identifies 209 City infrastructure projects. This is an increase from the 185 projects originally identified, reflecting some of the larger projects being divided into small projects for tracking purposes. This list includes Civic partner projects such as the Calgary Zoo, Talisman Centre and the Calgary Public Library. The impact of the flood to infrastructure identified in the master list equals an estimated total of \$445 million (\$317 million approved budget and \$128 million estimated future years) in damages. Many projects began in 2013, and of these 209 projects, 88 are complete or substantially complete (42%) with another 69 (33%) are in design or under construction. An overview of the 2013 Municipal Infrastructure – Flood Recovery Projects Update is provided in Attachment 4. Of the approved 2013 and 2014 budget of \$317 million, a total of \$118 million has been spent to repair, replace and recover City infrastructure as of 2014 April 30. Some of the challenges with the projects include: delayed start due to weather conditions, legislative restrictions governing activities in waterways, some material supply issues and 2014 being the first full construction season since the flood occurred. Many of the projects costs were estimated in the early days and weeks following the flood. Administration is currently reviewing the estimates and will update as required. The City has concluded a competitive process to engage an external firm to assist with recovery program management. This consultant will help ensure the recovery program of work is completed by tracking and reporting progress against objectives and ensuring budget and funding accountability.

Since the flood more than 30 parks have been reopened including: Baker Park, Carburn Park, Nose Hill Park, Pearce Estate Plaza and Stanley Park. To date 72 kilometres of the 93 kilometres of damaged pathways have been repaired. Work is required on the river banks with regards to stabilizing before some sections of pathway can be repaired or replaced. Ten of 11 impacted playgrounds have been cleaned and repaired.

Transportation projects have included immediate restoration of the south LRT line following the event, repairing Scollen bridge over 25 Avenue, and repairing Macleod Trail to ensure citizen

**2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

mobility. Recent recovery efforts have included commencement of construction on the three pedestrian bridges over the Elbow River.

Extensive efforts have been made with regards to infrastructure projects. As a result approximately 90 riverbank erosion sites were identified, assessed and prioritized. Six critical sites have been repaired and constructed to a more resilient level than what existed prior to last year's flood. These sites protect homes and critical infrastructure like roads and water / sewer infrastructure. Nine damaged sanitary lift stations and three damaged storm lift stations have been replaced. Additionally, more than 40 kms of storm mains, 60 kms of water mains, and 10 kms of sanitary mains have been inspected, cleaned and repaired.

**Focus Area: Housing and Property**

On 2014 Feb 24, Council approved PFC2014-0154 *Property Tax Relief Program* to provide relief to impacted property owners by cancelling a portion of property tax for property owners who have lost the use of their residential and non-residential properties either permanently or for a prolonged period due to the flood. All property taxes cancelled by Council pursuant to Section 347 of the MGA will be charged to Taxation, Program 856. Administration is expected to recover most of the funding through the Southern Alberta Flood Response: Property Tax Relief Program from the Government of Alberta. Council approved C2014-0334 to cancel 2013 property taxes for 428 applications, out of the 446 applications received as of 2014 April 17, totalling \$1.56 million.

The Flood Recovery Project team within Planning, Development & Assessment (PDA) provided ongoing support for the 2014 flood preparation campaign with the Calgary.ca flood web pages. City staff attended numerous open houses to provide materials and directly answer citizen questions regarding permits and approvals. The building regulations section continues to provide support to residents with regards to their flood mitigation requirements and the provincial Disaster Recovery Program. A safety outreach campaign was developed for flood recovery development permits and building permits to ensure a safe flood recovery for citizens repairing or rebuilding after the floods.

Building Permits: 306 completed and 195 in progress for items related to reconstruction of flood-damaged interiors or fire alarm systems.

- Total Buildings Impacted: 2,748
- Total Buildings Assessed for Damage by Safety Codes Officers: 2,523
- Total Safety Code Inspections: 1,705
- Total Estimated Hours for Safety Code Inspections: 2,466
- Total Single Family Homes Impacted: 1,770
- Total Multi-Family Building Impacted: 452
- Total Condo Properties Impacted: 105
- Total Rental Units Impacted: 224
- Total Commercial Buildings Impacted: 305

**2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

Trade Permits: 2,366 completed and 734 in progress for items related to the replacement of electrical panels, furnaces and hot water tanks.

- Total Electrical Permits Issued: 1,434
- Total Gas Permits Issued: 1,147
- Total Plumbing Permits Issued: 519

Demolition Permits: 61 demolitions of flood impacted dwellings are completed or underway; additional demolitions are anticipated as some owners have not determined their preferred course of action on their property.

- Total Demolitions Completed or In-Progress (to May 30, 2014): 61
- Total Building Permits Completed or In-Progress (to May 30, 2014): 501
- Total Development Permits Released or In-Progress (to May 30, 2014): 21

PDA staff solidified a partnership with the Canadian Red Cross to provide a grant to Calgarians defraying permit costs for house repair/rebuild where financial capacity challenges are identified. Launched in May 2014 this grant program will be reassessed in December 2014 with a report to Council the first quarter of 2015. Planning, Development & Assessment updated its emergency response and business continuity plans with specific improvements to the 2014 flood readiness components and the rapid damage assessment procedures for field inspections of buildings.

The City and the Government Alberta continue to work closely on recovery related programs and policy. As a result of this collaboration, the buyout program was extended until 2014 August 30 and The City has supported engagement of homeowners impacted.

Focus Area: Services

**City Services**

As outlined in the 2013 Flood Recovery Framework, The City continues to focus on delivering services that meet or exceed pre-flood levels while ensuring a safe and vibrant community for all Calgarians. Although the majority of City services were back at full capacity in the days and weeks following the flood, full recovery from this event will take years. The City is committed to the important work that lies ahead. Based on the project complexity and ability to complete select phases of projects in a calendar year, many flood recovery projects will span several years. The future operating costs associated with the investments in infrastructure need to be considered.

Several departments and business units have had an increased workload due to the flood recovery, including and not limited to: Planning, Development & Assessment, Customer Service & Communications, Community & Neighbourhood Services, Law, Parks, Calgary Emergency Management Agency and Transportation. The experience staff gained during the State of Local Emergency has been capitalized upon with the updating of preparedness plans, as well as enhancing business continuity strategies for business units to ensure availability of City services. During the flood City staff responded quickly with temporary services hubs in several

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

communities. A corporate process now exists and has been tested by Corporate Properties & Buildings to provide temporary pop-up service counters in various locations to ensure the public has access to essential City services in the event of future business interruptions.

Human Resources has commenced scoping for a corporate wide skills inventory that will identify employees with required skills who are available for reassignment during an emergency. Many City staff have been reviewing and updating preparedness plans to help protect our city to mitigate the impact of future events. Business units have been enhancing their business continuity strategies, in a framework provided by CEMA, to ensure availability of services to Calgarians.

### Governance & Policy

A review of the Land Use Bylaw was proposed within report PUD2013-0806 *Flood Hazard Area Policy and Land Use Bylaw Review Project* brought before the 2013 December 04 Standing Policy Committee meeting on Planning and Urban Development and subsequent 2013 December 16 Regular Meeting of Council. The goal was investigate the status quo and opportunities to further resilient development within flood hazard areas (i.e. Floodway, Flood Fringe and Overland Flow areas) through land use policies and bylaws. Council directed Administration to conduct a review and risk analysis of the way The City controls development within the Flood Hazard Area.

On 2014 June 09, City Council considered amendments to the Municipal Development Plan and Land Use Bylaw (CPC2014-043), intended to establish policy to guide development within Flood Hazard Areas, promote greater resiliency of the City and communities, increase safety and reduce potential property damage to buildings in the event of a future flood. Following the public hearing, during which members of the public were given an opportunity to make comments on the proposed amendments, Council passed the proposed amendments with modifications designed to address various issues that arose during the public hearing. These amendments created policy direction and prescriptive rules regulating development within flood hazard areas. Generally speaking, these amendments require mitigation measures for the redevelopment of sites and construction of new buildings in the flood fringe and overland flow areas, render single detached dwelling development within the floodway "discretionary" to enable the development authority to impose mitigation conditions and exercise full discretion with respect to all development permit applications, clarify when building additions require mitigation, facilitate work undertaken by / on behalf of The City for purpose of erosion control, and generally guide the development authority in the exercise of its discretion. Further work by Administration will be undertaken into the future use of the FHA based on pending provincial regulation, mapping and information received from studies already underway (including the Flood Mitigation Panel). This investigation will begin with a scoping report being brought to Council in Q3 2014.

Additionally, The City of Calgary has proactively provided information to the Government of Alberta regarding Bill 27 *Flood Recovery and Reconstruction Act* pertaining to the authority and powers of a Director of Emergency Management during an emergency event. Correspondence on this issue will continue into 2014. Administration is also currently working with the Province on potential regulations to regulate development within FHA.



## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

The Task Force has worked closely with the Government of Alberta on numerous occasions both via in-person meetings between recovery leadership and via alternate channels such as weekly liaison conference calls, meetings and email correspondence between our respective liaisons.

### **Resilience**

Efforts have been undertaken to understand how to mitigate future flood events and how to increase overall resiliency of our city. This work also includes seeking funding sources to support resiliency projects from a variety of sources including federal, provincial and municipal programs. Council approved an investment of \$15.7 million capital resiliency projects for 2014 that support community, infrastructure and operational resilience. The City of Calgary submitted a list of potential projects to the Government of Alberta resilience and mitigation grant program on 2014 March 31. Since that time, the Government of Alberta has identified a \$625 million province-wide mitigation budget over 2014-2017. There are four specific funding streams: Community mitigation (including FREC, ACRP) for \$350 million, Non-structural projects for \$21 million, Upgrades to Infrastructure for \$101 million, and Elbow/Highwood projects for \$150 million.

The list of projects that The City submitted to the Government of Alberta in 2014 March must now be prioritized by The City, beginning with the Alberta Community Resilience Program (ACRP) projects. The Government of Alberta identified at a 2014 June 03 meeting that ACRP prioritization criteria and a guidebook for municipalities are expected to be released within two weeks of the development of this report and it is expected to include a cost-sharing model. The Recovery office will facilitate an internal prioritization process once the provincial criteria are released. The recommendations of the Expert Management Panel will also provide a robust filter for this prioritization. Administration is seeking Council's approval to report back no later than 2014 September 16 with this prioritized list and associated costs.

### **Stakeholder Engagement, Research and Communication**

Numerous City staff have been asked to speak at seminars, workshops and conferences on specifics with regard to our emergency response, recovery and resiliency efforts. The City succeeded in resolving our challenges of clear financial prioritization of projects, building capacity within business units to deliver the projects, and coordination among other stakeholders such as the province, partners, and the citizens of the Calgary community.

Citizen engagement has been a priority and numerous means of engagement have been executed such as:

- Direct individual service
- Door knocking campaigns
- Public open houses
- Public presentations
- On-line and 311
- Media/Social media
- Calgary.ca

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

Some recent examples include:

- Chow and Chatter session with seniors in East Village
- Calgary Chinese Elderly Citizens' Association
- Attendance and Information Booth at the April Alberta Flood Symposium
- Flood Related Open Houses
- Disaster Alley

Key stakeholder engagement includes the following examples:

- Briefing notes
- Councillor updates for their constituents
- Involvement in Expert Management Panel on River Flood Mitigation
- 2013 October 4 - The Alberta Flood Mitigation Symposium
- 2014 April 29 - Alberta's Watershed Management Symposium: Flood and Drought Mitigation

When working and meeting with the community, members of Council, and in particular at the Open House events, The City learned that citizens were seeking information and support in the following ways:

- What caused the flood and is it going to happen again;
- General concerns about financial capacity and support (e.g., DRP, insurance concerns, City support);
- Status of recovery;
- Protection of private property (sandbags, floodwalls, etc.), and;
- City mitigation activities.

The interface with citizens over the past 12 months has been critical in shaping recovery priorities and efforts. In response to citizen needs, The City developed and implemented a robust communication strategy which included the implementation of an enhanced web presence, information videos and updates, a 311 Service Request system and two additional open house opportunities with subject matter experts. The City participated in safety campaigns, door knocking and implemented flood relief programs in the form of a Property Tax Relief Program and a Pilot Permit Grant Program with the Canadian Red Cross. Wherever possible, City staff have made themselves personally available to respond to inquiries by individuals and groups. At the community level much work has been done to encourage planning for business continuity and emergency preparedness (business community, community associations and organizations e.g., not for profits serving vulnerable populations). The many strategies and resources deployed to the community were put in place to address the fear and anxiety shared both by citizens and staff and was identified early on in the community engagement.

The City's communications regarding flood recovery and preparation efforts have been closely aligned with the provincial information systems such as the Flood Symposium in April and the launch of the mobile Alberta Emergency Alert app during Disaster Alley. The City has also been in contact with our neighbouring municipalities to share information and strategies.

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

### **Strategic Alignment**

This report aligns with the MDP, the Calgary Transportation Plan (CTP), the Municipal Emergency Plan and the 2020 Sustainability Direction (Safety and Resiliency is identified as a focus area. Calgary, its communities and neighbourhoods are safe, resilient and supportive: By 2020, communities will have demonstrated the resiliency to self-activate to respond to natural disasters).

### **Social, Environmental, Economic (External)**

The Triple Bottom Line (TBL) is repeatedly referenced in literature regarding disaster recovery and resilience. The Task Force has centred its key result areas within the 2013 Flood Recovery Framework on the TBL sustainable development principles.

The social impacts of the flood continue to be monitored and supported through ongoing liaison with directly impacted communities, members of Council and their staff, calls to 311 and 211 and service requests received, and the strong network of relationships between The City of Calgary and service agencies within Calgary.

Environmental impacts continue to be identified and assessed. The City of Calgary continues to work with other orders of government and other municipalities that have experienced disasters to understand the impacts and to identify next steps and responsibilities in repair and mitigation. Recovery work is subject to standard procurement and permitting processes.

The Task Force has aligned the deliverables of the 2013 Flood Recovery Framework to the business plan and budget coordination cycles of The City of Calgary to capitalize on organizational capacity and effectiveness.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

There are no requests for Council to consider for operating budgets in this report. The potential exists to request additional resources in the 2015-18 Action Plan.

Administration anticipates there will be ongoing recovery operations and requests 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.

#### **Current and Future Capital Budget:**

There are no requests for Council to consider for capital budgets. A priority list of resiliency projects eligible for Alberta Community Resiliency Program funding will be provided to Priority and Finance Committee no later than 2014 September 16 pending Council approval of this direction.

## **2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

### **Risk Assessment**

The City may not recover all costs associated with the recovery of infrastructure and services, which could potentially affect future capital and/or operating budgets.

The impact of the flood on the insurance industry was substantial. The 2013 floods in Southern Alberta were the single largest insured loss in Canadian history. As a result The City's insurance premiums for 2014 increased substantially from 2013. The City worked closely with the insurance industry to mitigate the increase by: providing the insurers with ongoing information as to the circumstances that lead up to the flood, The City's response to the flood, as well as the long term proposed resiliency efforts by both The City as well as the Province.

The insurance costs increased by \$2.75 million in 2014 and this increased cost is expected to continue in future years until the insurance industry is more comfortable that the resiliency efforts being implemented are working. Council approved \$2.5 million of this expenditure in the 2014 Budget Adjustment Special Meeting of Council on 2013 November 25, and an additional \$250,000 on 2014 April 28 PFC2014-0169, both of which are funded from the Financial Stability Reserve (FSR).

The City continues to work with our insurers and the impacted business units to repair the flood related damage where insurance coverage was in place. Any amounts not recoverable from insurance coverage will be presented to the Province through the DRP program.

The City's ability to repair and recover fully from the flood requires the acquisition and/or mobilization of human capital required to adequately resource recovery work, which may be more acute in key or hard-to-fill positions.

Finally, there is a risk of loss of public confidence and corporate reputation due to failure to:

- Address infrastructure problems in a timely or thoughtful manner;
- Provide accurate and consistent information in a timely manner;
- Deliver services that citizens have come to expect (both flood related and regular operations); and
- Ensure land use policies and bylaws promote resilient development.

In continuing to build public confidence and maintaining our good corporate reputation, the ROC Task Force has committed to:

- Regular and consistent updates to Administrative Leadership Team, Council and the public;
- Work diligently to prioritize and complete infrastructure projects;
- Maintain accurate records for infrastructure projects; and
- Keep resiliency in the forefront with regards to people, communities, projects and legislation.

### **REASON(S) FOR RECOMMENDATION(S):**

The 2013 flood created significant impacts to private property and businesses, public property, treasured parks pathways and spaces, critical infrastructure and municipal facilities and

**2013 FLOOD RECOVERY TASK FORCE: RECOVERY AND RESILIENCE UPDATE REPORT**

operations. The Flood Recovery Task Force has continued to deliver on the objectives outlined within the 2013 Flood Recovery Framework. Infrastructure recovery is underway with critical and high priority sites completed or substantially completed. The City is accountable to recovering funds, mitigating future flood impacts and building resiliency, and is seeking funding through available programs. Administration will prioritize resiliency projects list submitted to the province to align with Alberta Community Resiliency Program funding criteria and the work of the Water Expert Management Panel on River Flood Mitigation. Administration will bring a report with a prioritized list and associated costs to Priorities and Finance Committee in 2014 September.

**ATTACHMENT(S)**

1. Summary of Flood Related Reports, Previous Council Direction and Future Reports
2. 2013 Flood Recovery Framework: Status of Key Result Areas and Deliverables
3. 2013 Flood - Financials
4. Municipal Infrastructure Recovery Program – Progress Summary