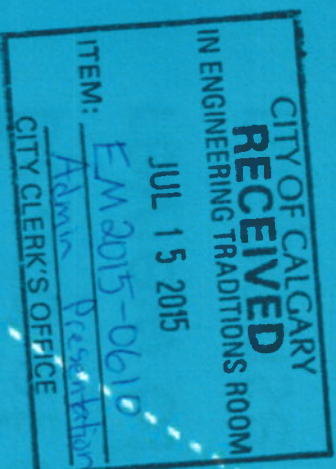


# CALGARY RECOVERS

BUILDING FOR RESILIENCY



## FLOOD RECOVERY OPERATIONS

2013 Flood Recovery Framework

EM2015-0610

Flood Recovery Lessons Learned /Recommendations

calgary.ca | contact 311

Onward/ The City will serve citizens through engagement, transparency, resiliency and innovation.



# CALGARY RECOVERS

## BUILDING FOR RESILIENCY

Previous  
Conference  
Board of Canada  
review of  
response







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# ***The Road to Recovery: The City of Calgary and the 2013 Flood***

## **LESSONS LEARNED - Recommendations**





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# **The Road to Recovery**

## The City of Calgary and the 2013 Flood

**Dr. Satyamoorthy Kabilan**

Director, National Security and Strategic Foresight

The Conference Board of Canada

15 July 2015

@Resiliency\_CBoc



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## Project Approach

- The Conference Board of Canada was contracted by the City of Calgary for an independent review of its ROC.
- Our research team reviewed a variety of documentation (the Recovery Framework, Council documents, external reports).
- Researchers interviewed three dozen officials with recovery responsibilities to collect views on lessons learned and outstanding challenges.





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## Lessons Learned

- The following lessons learned cover aspects of recovery where The City of Calgary performed particularly well.
- These lessons learned need to be acknowledged, documented, and turned into best practices in order to make them second nature before the next long-term recovery effort is required.



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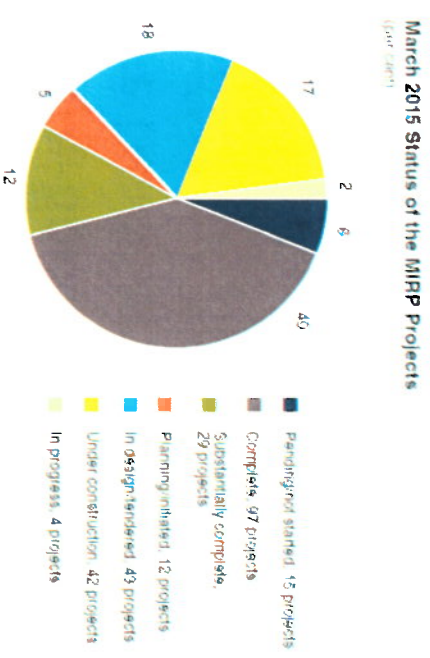
## Lesson Learned 1 – Starting Right Away

- Starting recovery right away and matching recovery intensity to response efforts proved invaluable. The pre-flood training and preparedness of the City's Administrative Leadership Team was key to setting Calgary on the right path after the flood.
- Despite some issues surrounding confusing lines of authority, co-locating the Emergency Operations Centre (EOC) and the ROC during initial recovery provided great benefits in terms of line-of-sight communications and coordination.



## Lesson Learned 2 – The Value of Metrics

- The appointment of a recovery director and the work of the ROC Task Force to develop the 2013 Flood Recovery Framework were of critical importance for progress-tracking through key metrics, performance indicators, and deliverables.





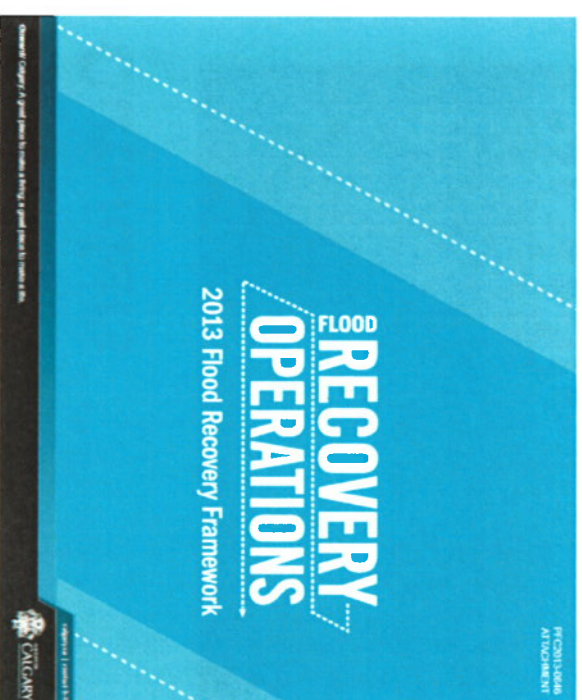


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## Lesson Learned 3 – ROC as a Trusted Voice

- The ROC was essential for centralized communications, building relationships internally and with significant external stakeholders, and establishing a common operational picture for decision-makers, similar to CEMA's EOC for emergency response.



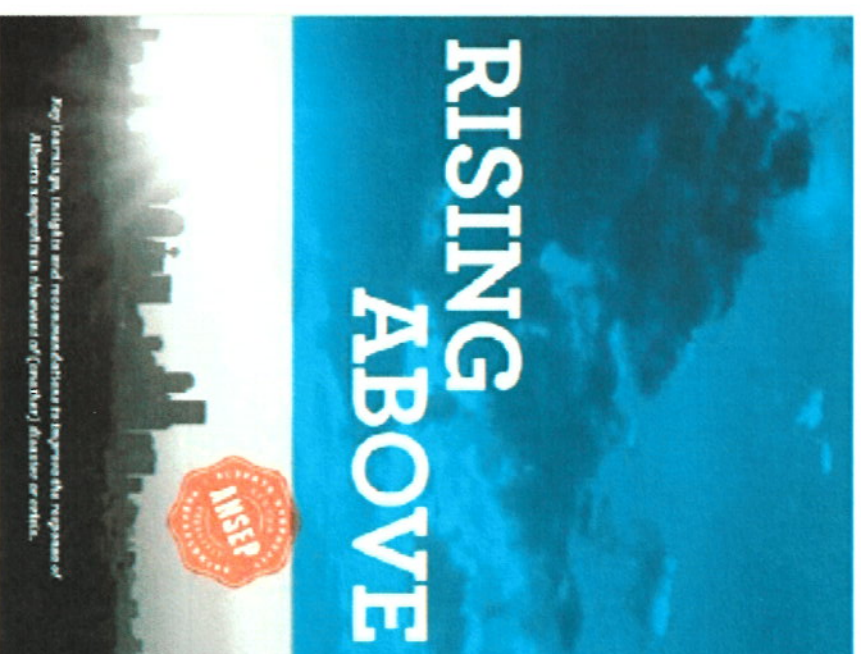


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## Lesson Learned 4 – Listen to Outsiders

- A lesson learned in response that resonates in long-term recovery is the importance of bringing in outside voices for sharing information and addressing how authorities can help the not-for-profit sector in building a stronger community focus on recovery.





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## **Lesson Learned 5 – Rebuild with Resilience**

- After a massive emergency, there is a need to quickly adapt policies to reflect new realities. The Government of Alberta issued new building codes (STANDATA) structured to ensure compliance of new development or repair to flood mitigation standards.
- The City of Calgary's expedient changing of land-use policy ensured that resilience considerations were included in new build forms to offer better protection against future flooding.



## Lesson Learned 6 – Focus on Outcomes

- Strong ROC leadership and working with an outcome-focused approach helped recovery and resilience projects move ahead where the City did not have full information on what would be recoverable through other funding sources.
- Focusing on outcomes and the benefits of strong leadership was first identified as a best practice in our review of CEMA and the emergency response.





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## Lesson Learned 7 – Effective Prioritizing

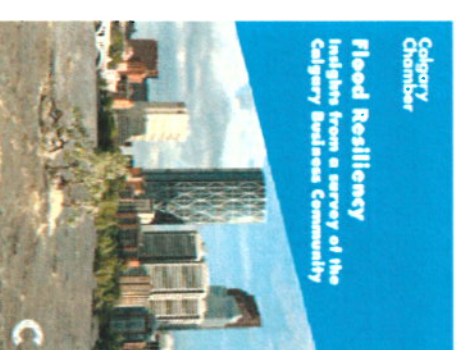
- The City of Calgary put all infrastructure recovery projects through a four-category prioritization process to determine what would be funded and repaired, and in which order.
- This approach, a coordinated effort between the ROC and Corporate Initiatives, was used in concert with the 2014 budget finalization process and is a lesson learned in managing the many recovery projects across the city.



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## Lesson Learned 8 – Strong Business Actors

- Through such campaigns as YYC is OPEN and events like the Calgary Business Recovery Expo, the Business Recovery Task Force was one of several important actors to advocate for the small and medium-sized business community and to offer a valuable one-stop-shop approach for business owners.





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## Lesson Learned 9 – External Transparency

- From an insurance perspective, a municipality does not want to be seen as a bad risk after an emergency, but recovery is no time for secrecy or silo thinking. Transparency in assessing and documenting damage instills a level of confidence with insurers that facilitates building trusted relationships and resilience.



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## Lesson Learned 10 – Focus on the Future

- The lessons learned during the recovery of the 2013 flood will help validate, develop, and mature CEMA's ROC Resource and Response Manual. The next disaster may not come for years, may not be a flood, and may not be of the same magnitude.
- This validates the scalable recovery model and the CEMA all-hazards approach.





## Recommendations

- The following recommendations are based on an analysis of interviews and indicate areas where The City can improve.
- These recommendations need to be considered in conjunction with the areas where The City performed well.
- Some recommendations speak to aspects that go beyond long-term recovery.



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## **Recommendation 1 – The Stress of Recovery**

- Municipal employees with flood recovery-related roles need to be considered for more training when working in highly stressful environments that go beyond the demands of their regular jobs.



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## Recommendation 2 – Specialized Skills

- The City of Calgary would benefit from a better understanding of which specialized skill sets are crucial in long-term recovery.
- Proceeding with the development of a cross-corporation skills inventory that can be used during emergency response and recovery is recommended.





## **Recommendation 3 – Special Project Support**

- We recommend assigning a HR advisor to recovery with specific roles and responsibilities in supporting staff when joining or transitioning out of recovery work or other special projects.
- In addition, ensuring a seamless transfer following project completion would help with an easier transition for recovery staff.





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## Recommendation 4 – External BC Planning

- Our review shows that municipal external business continuity (e.g., how do we get public service delivery back to acceptable standards) was better than its internal equivalent (e.g., how do we ensure our employees are capable and equipped to do so).
- Despite the implementation of a corporate business continuity plan, officials identified a need for the City of Calgary to monitor varying levels of progress on this across different business units and identify strategies to address it.



## **Recommendation 5 – Vulnerable Populations**

- Given that many resources for Calgary’s vulnerable populations are located in the downtown core which is in the flood plain, there is an ongoing need to increase pre-event situational awareness about those citizens who lack the ability to request assistance through regular channels, including their numbers, location, and specific needs.



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## Recommendation 6 -- Spending Tracking

- Our interviews revealed an opportunity to improve the capacity for tracking of spending, particularly early on during recovery, including the ability to maximize recovery from insurance and grant programs.
- Reassessing disaster event processes to ensure proper documentation and accurate reporting to Council was a recommendation in the recent Flood Recovery Expenditure Audit.



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## **Recommendation 7 – Learn Lessons Learned**

- The City of Calgary would benefit from capitalizing on the recovery lessons learned and ensuring, just as in response, that city staff remain trained and ready to act in recovery roles for future events.





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## Conclusions

- In both response and recovery, our reviews indicate exceptional performance by City officials.
- This review shows the willingness of the ROC to identify and deal with outstanding challenges and recommendations despite the fact that it performed very well.
- In order to ensure future performance, there is an ongoing need to document and train on the basis of lessons learned.
- Act on recommendations but ensure that this does not overshadow the lessons learned.



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ROC conducted  
stakeholder  
debriefs at  
operational level



2013 FLOOD RECOVERY  
INTERNAL LESSONS  
LEARNED HIGHLIGHTS



2015-06-25  
Recovery Operations Centre

# **CALGARY RECOVERS**

**BUILDING FOR RESILIENCY**

## **Application of Lesson Learned**

- Provincial Long-Term Recovery Guidelines
- ROC providing CEMA with information gathered to inform recovery and resource manual update

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## **CEMA next steps:**

- Recovery Operations Centre Response and Resource Manual Update
- CEMA Annual Update – State of Readiness – Spring 2016



# CALGARY RECOVERS

## BUILDING FOR RESILIENCY

### ADMINISTRATION RECOMMENDATION(S)

That the Emergency Management Committee recommends that Council receive the *2013 Flood Recovery Internal Lessons Learned Highlights* (Attachment 1) and the Conference Board of Canada *The Road to Recovery: The City of Calgary and the 2013 Flood* (Attachment 2) for information.

# CALGARY RECOVERS

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Back Up Slides

# CALGARY RECOVERS

BUILDING FOR RESILIENCY

Conference Board of Canada Recommendation #1

Conference Board of Canada Recommendations	Actions Underway
<b>Municipal</b> employees with <b>flood recovery-related roles</b> need to be considered for more <b>training</b>	<ul style="list-style-type: none"><li>• Develop a strategy for monitoring individual wellness and effectiveness for employees assigned to recovery work.</li><li>• HR to identify the position that will be assigned to ROC as part of its Business Continuity planning.</li><li>• CEMA to update of the ROC Resource &amp; Response</li></ul>

# CALGARY RECOVERS

## BUILDING FOR RESILIENCY

### Conference Board of Canada Recommendation #2

Conference Board of Canada Recommendations	Actions Underway
Development of a <b>cross-corporation skills inventory</b> that can be used during emergency <b>response and recovery</b>	<ul style="list-style-type: none"><li>• Create an employee skills inventory that encompasses the skills and competencies required to prepare for, respond to and recover from emergency situations.</li></ul>





Conference Board of Canada Recommendation #3

Conference Board of Canada Recommendations	Actions Underway
Assign an <b>HR advisor</b> to recovery with specific roles and responsibilities in <b>supporting staff</b> when joining or transitioning out of recovery work	<ul style="list-style-type: none"><li>• Human Resources will identify opportunities to increase support to employees joining and transitioning out of recovery work.</li></ul>



# CALGARY RECOVERS

## BUILDING FOR RESILIENCY

### Conference Board of Canada Recommendation #4

Conference Board of Canada Recommendations	Actions Underway
City of Calgary to <b>monitor</b> varying levels of progress on <b>internal business continuity plan</b>	<ul style="list-style-type: none"><li>• <b>Corporate skills inventory</b></li><li>• <b>Temporary Pop-Up Offices</b></li><li>• <b>myDesktop Emergency Service</b></li><li>• <b>Corporate Accommodation Plan</b></li></ul>

# CALGARY RECOVERS

## BUILDING FOR RESILIENCY

### Conference Board of Canada Recommendation #5

Conference Board of Canada Recommendations	Actions Underway
<p><b>Increase pre-event situational awareness about those citizens who lack the ability to request assistance through regular channels</b></p>	<ul style="list-style-type: none"><li>• NGO liaison within the EOC</li><li>• EPIC website (<a href="http://getpreparednonprofit.com">getpreparednonprofit.com</a>), launched May 27<sup>th</sup> 2015</li></ul>

# CALGARY RECOVERS

## BUILDING FOR RESILIENCY

### Conference Board of Canada Recommendation #6

Conference Board of Canada Recommendations	Actions Underway
Improve the capacity for <b>tracking of spending</b> , particularly early on during <b>recovery</b> , including the ability to maximize recovery from insurance and grant programs	<ul style="list-style-type: none"><li>● <b>Catastrophe Claims Management System (CCMS)</b></li><li>● <b>Process maps</b> for insurance/DRP claims created</li><li>● <b>A Tip Sheet for Major Emergency Expenditures</b> has been developed</li><li>● <b>Prequalify</b> Restoration Contractors</li></ul>



# CALGARY RECOVERS

## BUILDING FOR RESILIENCY

### Conference Board of Canada Recommendation #7

Conference Board of Canada Recommendations	Actions Underway
Capitalizing on the recovery lessons learned and ensuring, just as in response, that city staff <b>remain trained</b> and ready to act in recovery roles for future events	<ul style="list-style-type: none"><li>● CEMA will update of the ROC Resource &amp; Response Manual</li><li>● Establishing Community of Practice meetings</li><li>● Various after-action reports/debriefs</li></ul>