

This attachment outlines the transition of long term recovery work that will be continuing after the closure of the Recovery Operations Centre (ROC) on June 26, 2015.

The Recovery Operations Centre (ROC), established to provide leadership within the City of and the Calgary community, to identify and resource immediate flood recovery activities, and support the delivery of recovery, mitigation and resilience recommendations in Action Plan has officially closed in June. This included the deactivation of the Municipal Emergency Plan for the 2013 flood by the Calgary Emergency Management Agency (CEMA). Long-term recovery will continue beyond 2015 June into future years and the responsibility for implementation, tracking and reporting on progress have been transitioned to several business units. In particular, citizen and private property support, finance reporting and funding recovery, insurance and infrastructure recovery projects remain as ongoing recovery work through to end of Action Plan 2018.

Ongoing Activity	Lead Business Unit
Monitoring of flood impacted citizens and communities due to secondary stresses of disaster event.	Community & Neighbourhood Services
Ensure skills developed during recovery process are understood and identified for future events	Human Resources
Update the Recovery Operations Centre Response and Resource Manual.	Calgary Emergency Management Agency
Communication regarding flood recovery	Customer Service & Communications
Development of Catastrophe Claims Management System	Law
Complete insurance claim and seek continuity of flood insurance	Law
Flood Resilience Strategy	Water Resources
Land use in flood impacted areas.	Planning, Development & Assessment
Ongoing monitoring and support of private property recovery and maintain public safety	Planning, Development & Assessment
Continuity of the Municipal Infrastructure Recovery Program (MIRP) until project completion (estimated 2018).	Infrastructure & Information Services
Tracking and reporting of flood budget, expenditures and funding	Finance

## 2013 Flood Recovery Operations Centre Transition Plan

2013 Flood Recovery Framework Key Result: PEOPLE (Citizens and their communities)

<b>Ongoing Activity Title</b>	<b>Monitoring of flood impacted citizens and communities due to secondary stresses of disaster event</b>		
<b>Business Unit Lead</b>	Community & Neighbourhood Services (CNS)	<b>Support</b>	Alberta Health Services Calgary Police Services Planning, Development & Assessment Canadian Red Cross
<b>Responsibilities/Activities and Major Deliverables</b>	<ul style="list-style-type: none"> <li>• To continue to monitor well being and recovery of flood impacted citizens through existing community group connections and partners.</li> <li>• CNS to remain connected with Alberta Health Services and the psychosocial disaster that is in place to support flood impacted citizens in Southern Alberta.</li> <li>• Connect citizens and communities with service providers as required.</li> </ul>		
<b>Risks</b>	Individual psychosocial issues and community recovery delayed. Funding cuts or resource withdrawal from other orders of government (e.g., AHS, DRP). CNS capacity.		
<b>Anticipated End Date</b>	2018 June		
<b>Action Plan Reference N2.3 (page 810)</b>	Continue to support Calgary citizens and property owners impacted by the 2013 Flood.		
<b>Director, Community &amp; Neighbourhood Services Sign on</b>	Katie Black	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: PEOPLE (Employees)

<b>Ongoing Activity Title</b>	<b>Update the CEMA Recovery Operations Centre Response and Resource Manual</b>		
<b>Business Unit Lead</b>	Calgary Emergency Management Agency	<b>Support</b>	Recovery Operations Centre staff
<b>Responsibilities/Activities and Major Deliverables</b>	The CEMA ROC Response and Resource manual provides an important framework and guidance for recovery activities to be initiated in conjunction with response efforts. Significant effort has been undertaken to capture lessons learned and the processes undertaken by the ROC during flood recovery. These lessons learned will be exchanged and used to form an update to the manual for reference and guidance in a future disaster event.		
<b>Risks</b>	Lost opportunity if the lessons learned from the 2013 Flood Recovery Operations Centre are not incorporated into the recovery operations centre manual. Less resilient for recovery in future events.		
<b>Anticipated End Date</b>	2015 October		
<b>Action Plan Reference</b> <b>N2.1</b> <b>N3.3</b>	<ul style="list-style-type: none"> <li>N2.1 Evaluate, prioritize, and implement strategies developed from EMPP lessons learned following the 2013 June flood, including the corporations work arising from agreed upon internal and external review recommendations.</li> <li>N3.3 Review and apply 2013 recovery lessons learned and update the recovery operations centre manual.</li> </ul>		
<b>Director, Calgary Emergency Management Agency Sign on</b>	Tom Sampson	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: PEOPLE (Employees)

<b>Ongoing Activity Title</b>	<b>Ensure skills developed during recovery process are understood and identified for future events</b>		
<b>Business Unit Lead</b>	Human Resources	<b>Support</b>	CEMA
<b>Responsibilities/Activities and Major Deliverables</b>	<ul style="list-style-type: none"> <li>• Ensure employee skills and competencies to support corporate and community recovery from a disaster event are included in the skills inventory work.</li> <li>• Create an employee skills inventory in order to prepare for, respond to and recover from emergency situations.</li> </ul>		
<b>Risks</b>	Lack of efficiency and effectiveness in future events if this information is not readily available to the Corporation.		
<b>Anticipated End Date</b>	2016 June		
<b>Action Plan Reference</b> <b>N3.1 (page 643)</b> <b>N.PM2 (page 557)</b> <b>Action Plan Reference</b> <b>N3.2 (Page 643)</b>	<ul style="list-style-type: none"> <li>• Create an employee skills inventory in order to prepare for and responds to emergency situations.</li> <li>• Percentage of City of Calgary employees who completed skills profiles in the Skills Inventory for emergency management purposes</li> <li>• Develop and implement Corporate Services business continuity plans to mitigate disruptions of service.</li> </ul>		
<b>Director, Human Resources Sign on</b>	Mark Lavallee	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: SERVICES

<b>Ongoing Activity Title</b>	<b>Communication regarding flood recovery</b>		
<b>Business Unit Lead</b>	Customer Service & Communications	<b>Support</b>	Water, Parks, CEMA, IIS, others as required
<b>Responsibilities/Activities and Major Deliverables</b>	<ul style="list-style-type: none"> <li>Information is accessible to the public regarding updates on flood recovery initiatives – web-based updates, media interviews though respective business units responsible for ongoing recovery work.</li> <li>Citizen inquiries and Service Requests related to flood recovery and recovery support are managed and addressed in a timely and effective manner. 3-1-1 inquiries are directed to appropriate business units as per this transition plan.</li> <li>Flood recovery webpage items will be dissected and respective business units with ongoing recovery activities will include information on their web pages.</li> </ul>		
<b>Risks</b>	Risk to corporate reputation regarding transparency and customer service.		
<b>Anticipated End Date</b>	Ongoing as required		
<b>Action Plan Reference</b> <b>N 2.1 (Page 602)</b> <b>N 3.2 (Page 690)</b>	<ul style="list-style-type: none"> <li>N 2.1 - In support of the Flood Resiliency Program, build an annual flood preparation communications campaign to education citizens</li> <li>N 3.2 – Continue to provide data analysis and work in partnership with the Calgary Emergency Management Agency on flood resiliency efforts, initiatives and technology.</li> </ul>		
<b>Director, Customer Service &amp; Communications Sign on</b>	Cindy Pickett	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: SERVICES

<b>Ongoing Activity Title</b>	<b>Development of Catastrophe Claims Management System</b>		
<b>Business Unit Lead</b>	Law Risk Management & Claims	<b>Support</b>	Finance
<b>Responsibilities / Activities and Major Deliverables</b>	<ul style="list-style-type: none"> <li>• Improve the efficiency of damage assessments and repair work relating to catastrophic events</li> <li>• Simplify the submission of estimates and invoices</li> <li>• Streamline the collection and processing of information</li> </ul>		
<b>Risks</b>	Inability to fully access funding sources due to missing submission deadlines or submitting incomplete claims		
<b>Anticipated End Date</b>	Anticipated End Date – system will be rolled out over the summer to Finance Leads for Bu's that would be impacted in future catastrophic events that might occur.		
<b>Action Plan Reference N2.1 (Page 764)</b>	<ul style="list-style-type: none"> <li>• N 2.1 - Pursue resiliency and recovery funding from various sources including provincial programs and insurance.</li> <li>• N 2.1 – Support partners in the development and delivery of flood resiliency projects to leverage funds from the Province and facilitate reporting to Council.</li> </ul>		
<b>Director/City Solicitor Sign on</b>	Glenda Cole	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: SERVICES

<b>Ongoing Activity Title</b>	<b>Complete insurance claim and seek continuity of flood insurance</b>		
<b>Business Unit Lead</b>	Law Risk Management & Claims	<b>Support</b>	All BU's seeking insurance funding for flood impacted projects identified within the Municipal Infrastructure Recovery Program (MIRP). Finance
<b>Responsibilities / Activities and Major Deliverables</b>	<ul style="list-style-type: none"> <li>Continue to pursue insurance claim funding where available to finance repairs to flood-damaged infrastructure</li> <li>Continue oversight of risk identification</li> <li>Finalization of insurance claims for infrastructure damage and replacement.</li> </ul>		
<b>Risks</b>	<ul style="list-style-type: none"> <li>The cost of infrastructure repair is, in some cases, covered through a variety of sources including insurance, Fiscal Stability Reserve and / or grant programs. There is potential for disagreement over what is eligible under each funding sources.</li> <li>Missing the insurance providers' deadlines to finalize projects and submit required data to ensure payment.</li> </ul>		
<b>Anticipated End Date</b>	2015 December		
<b>Action Plan Reference N2.1 (Page 764)</b>	<ul style="list-style-type: none"> <li>N 2.1 - Pursue resiliency and recovery funding from various sources including provincial programs and insurance.</li> <li>N 2.1 – Support partners in the development and delivery of flood resiliency projects to leverage funds from the Province and facilitate reporting to Council.</li> </ul>		
<b>Director/City Solicitor Sign on</b>	Glenda Cole	<b>Date:</b> 2015 June 26	

### 2013 Flood Recovery Framework Key Result: SERVICES

## 2013 Flood Recovery Operations Centre Transition Plan

<b>Ongoing Activity Title</b>	<b>Flood Resilience Strategy</b>		
<b>Business Unit Lead</b>	Water Resources	<b>Support</b>	Many City Business Units
<b>Responsibilities/Activities and Major Deliverables</b>	<p>Calgary's Flood Resiliency Strategy, including the Expert Management Panel's recommendations, includes four key areas of deliverables:</p> <ul style="list-style-type: none"> <li>• Understanding flood risk;</li> <li>• Communicating with Calgarians;</li> <li>• Investing in Flood Protection, and</li> <li>• Strengthening flood-related policies</li> </ul> <p>Water Resources will report annually through the Standing Policy Committee on Utilities &amp; Corporate Services on The City's actions relating to flood resiliency and mitigation.</p>		
<b>Risks</b>	There will always be a risk of river flooding, and The City uses a range of tools to prepare for and mitigate this risk – from river monitoring, forecasting models, updating flood maps to emergency response planning to building temporary and permanent flood barriers and developing policy tools.		
<b>Anticipated End Date</b>	2018+ (four year implementation plan though there are many activities that will extend beyond the four year period)		
<b>Action Plan Reference N2 (Pg 810)</b>	Build Resiliency to flooding		
<b>Director, Water Services Sign on</b>	Rob Spackman	<b>Date:</b> 2015 June 26	



## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: SERVICES

<b>Ongoing Activity Title</b>	<b>Land use in flood impacted areas</b>		
<b>Business Unit Lead</b>	City Wide Policy & Integration	<b>Support</b>	Water Resources
<b>Responsibilities/Activities and Major Deliverables</b>	<ul style="list-style-type: none"> <li>Flood Hazard Area policy - Support long term recovery initiatives such as the Flood Hazard Area policy</li> <li>City Wide Policy &amp; Integration ensures the land use bylaw contains rules necessary to help protect the safety of citizens</li> <li>Continue efforts to ensure flood-affected properties are assessed fairly and equitably</li> </ul>		
<b>Risks</b>	Provincial policy and regulations regarding flood plain and flood way development is subject to change, requiring changes to City of Calgary policies and bylaws on development		
<b>Anticipated End Date</b>	2016 December 31		
<b>Action Plan Reference N 3.2 (Page 498)</b>	Amend land use policy and regulation as necessary to support and implement resiliency initiatives		
<b>Activity Lead</b>	Darrel Sargent, Coordinator City Wide and Regional Strategy		
<b>Director, City Wide Policy &amp; Integration Sign on</b>	Whitney Smithers	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: HOUSING & PROPERTY

<b>Ongoing Activity Title</b>	<b>Ongoing monitoring and support of private property recovery and maintain public safety</b>		
<b>Business Unit Lead</b>	Planning Development & Assessment (PDA)	<b>Support</b>	Community & Neighbourhood Services Water Resources Alberta Health Services Animal & Bylaw Services Calgary Fire Department Government of Alberta (DRP)
<b>Responsibilities/Activities and Major Deliverables</b>	<p>Implement the actions identified in the Flood Impacted People &amp; Property Recovery (FLIPPR) project charter which include:</p> <ul style="list-style-type: none"> <li>• Maintain safety of properties as well as community standards bylaws.</li> <li>• Maintain an inventory of impacted properties and their recovery status.</li> <li>• Provide timely information through a communications strategy to impacted private property owners (regarding building codes, timelines related to funding opportunities, community safety standards) so they can make informed decisions.</li> <li>• Administer Flood Grant Permit Program with Canadian Red Cross Society.</li> <li>• Provide liaison role to Government of Alberta regarding flood buy-out property activities.</li> <li>• Engage stakeholders and partners in the property recovery process.</li> <li>• Liaise internally with Flood Hazard Area policy activity and the Flood Resilience strategy work undertaken by Water Resources to address future land use.</li> </ul>		
<b>Risks</b>	Potential risk to public health and safety with regards to properties with no activity or those waiting for demolition.		
<b>Anticipated End Date</b>	Flood Permit Grant program will end December 2015. Some property owners may take several years to complete the property restoration.		
<b>Action Plan Reference W7 (Page 465)</b>	Continue to transform the organization to be more citizen-focused in its approach and delivery of service.		
<b>Director, Local Area Planning &amp; Implementation Sign on</b>	Matthias Tita	<b>Date:</b> 2015 June 26	
<b>Director, City Wide Policy &amp; Integration Sign on</b>	Whitney Smithers	<b>Date:</b> 2015 June 26	
<b>Director, Inspections &amp; Permit Services Sign on</b>	Kevin Griffiths	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: INFRASTRUCTURE

<b>Ongoing Activity Title</b>	<b>Continuity of the Municipal Infrastructure Recovery Program (MIRP) until project completion (estimated 2018)</b>		
<b>Business Unit Lead</b>	Infrastructure and Information Services (IIS)	<b>Support</b>	The City of Calgary various business units
<b>Responsibilities/Activities and Major Deliverables</b>	<ul style="list-style-type: none"> <li>• Continue central coordination of infrastructure recovery program including monitoring of progress of projects, coordination with Finance and funding sources</li> <li>• Corporate coordination and central point of contact for Province of Alberta Disaster Recovery Program (DRP)</li> <li>• Oversee contractual support of recovery</li> <li>• Support Corporate financial reporting from an infrastructure recovery program perspective bi-annual reporting</li> <li>• Continue monthly program reporting on municipal infrastructure recovery.</li> <li>• Ongoing provision of infrastructure recovery updates (through Municipal Infrastructure Recovery Program) on flood interactive mapping layer.</li> </ul>		
<b>Risks</b>	<b>Funding De-obligation</b> = Unrecovered costs for flood damaged infrastructure due to missed funding source deadlines, inability to meet funding guidelines or application opportunities for reimbursement.		
<b>Anticipated End Date</b>	Officially the Disaster Recovery Program (DRP) will end June 20, 2018. City administration must submit required paperwork by January 2018 to the Government of Alberta (GoA).		
<b>Action Plan Reference N2.2 (Page 810) N. PM5 (Page 745)</b>	<ul style="list-style-type: none"> <li>• N2.2 – complete flood damage repair to the projects identified in the Municipal Infrastructure Recovery Program by year end 2018</li> <li>• N.PM5 – Percentage of approved Municipal Infrastructure Repair Program projects completed with financial submissions for reimbursement submitted (annual PM).</li> </ul>		
<b>Director Sign On</b>	Bruce Cullen	<b>Date:</b> 2015 June 26	

## 2013 Flood Recovery Operations Centre Transition Plan

### 2013 Flood Recovery Framework Key Result: FUNDING

Ongoing Activity Title	Tracking and reporting of flood budget, expenditures and funding		
Business Unit Lead	Finance	Support	Municipal Infrastructure Recovery Program Law (Claims and Risk Management)
Responsibilities/Activities and Major Deliverables	<ul style="list-style-type: none"> <li>Continue central coordination of recovery project budget tracking as per the General Ledger</li> <li>Complete submissions to related grants, including costs ineligible through insurance for maximum reimbursement</li> <li>Track Fiscal Stability Reserve spending that was dedicated to recovery</li> <li>liaise with GOA regarding submissions and audits</li> <li>Support bi-annual reporting through mid year and year end final reporting on flood recovery</li> <li>Seek funding for resiliency components of flood recovery projects</li> <li>Track funding and recovery costs through the following grant programs and funding streams: <ul style="list-style-type: none"> <li>➤ Disaster Recovery Program</li> <li>➤ Insurance recoveries</li> <li>➤ Property Tax Relief Program</li> <li>➤ Municipal Staffing Capacity Grant</li> <li>➤ Fiscal Stability Reserve</li> <li>➤ Fish Habitat Compensation</li> <li>➤ Flood Recovery Erosion Control</li> </ul> </li> <li>Track funding and mitigation and resilience costs through the following grant programs and funding streams: <ul style="list-style-type: none"> <li>➤ Flood Readiness Grant</li> <li>➤ Alberta Community Resilience Program</li> </ul> </li> </ul> <p>In 2018, when the DRP is scheduled to be complete, Finance will likely wish to summarize and report on the Flood budget, flood funding sources and total expenditures.</p>		
Risks	<p><b>Funding De-obligation</b> = Unrecovered costs for flood damaged infrastructure due to ineligibility, five year DRP timeframe not being extended, and long term staffing consistency through duration of program.</p> <p><b>Reporting:</b> There is no mechanism in existing reporting processes to report on the budget, expenditures and funding as a whole regarding the 2013 Flood. Finance has established manual processes to track this information and will continue to do so as a monitoring activity. The ongoing coordination of MIRP will be an additional and collaborative analytical partner.</p>		

## 2013 Flood Recovery Operations Centre Transition Plan

### Continued Funding

<b>Anticipated End Date</b>	The scheduled Disaster Recovery Program (DRP) will end 2018 June 20. City administration must submit required paperwork by 2018 January to the Government of Alberta (GoA).	
<b>Action Plan Reference</b> <b>N2.1 (Page 810)</b> <b>N3.2 (Page 764)</b> <b>N7.1 (Page 765)</b> <b>N. PM5 (Page 745)</b>	<ul style="list-style-type: none"> <li>• N2.1 – Pursue resiliency and recovery funding from various sources including provincial programs and insurance</li> <li>• N3.2 - Ensure The City's financial capacity and stability to bolster the organization's resiliency and capability to respond to emergencies</li> <li>• N7.1 – Provide problem-solving consultation, financial forecasts and projections to clients to ensure shared understanding of financial implications on funding options/alternative financing agreements</li> <li>• N.PM5 – Percentage of approved Municipal Infrastructure Repair Program projects completed with financial submissions for reimbursement submitted (annual PM).</li> </ul>	
<b>Director/City Treasurer Sign on</b>	Beng Koay	<b>Date:</b> 2015 June 26