



**Town of Turner Valley
Municipal Flood Recovery
Business Plan
2014 – 2016**

Table of Contents

1.0 Introduction	3
2.0 Vision and Principles	4
3.0 Local Situation Analysis	5
3.1 Turner Valley Advantages	5
3.2 Turner Valley Opportunities	5
3.3 Initial Damage Report October 2013	7
3.4 Emergency Operations	8
3.5 Residential Loss	14
4.0 Stakeholders	16
5.0 Governance, Roles and Responsibilities	20
6.0 Recovery Planning Framework	21
6.1 Corporate Priority A – Reconstruction	22
6.2 Corporate Priority B – Economy	23
6.3 Corporate Priority C – People	25
6.4 Corporate Priority D – Environment	26
7.0 Success Factors	27
8.0 Recovery Plan Funding	28
9.0 Conclusion	29

1.0 Introduction

In the days leading up to June 20, 2013, Alberta experienced heavy rainfall that triggered catastrophic flooding.

Within Turner Valley, peak flows of the Sheep River more than doubled those experienced during the floods of 2005. This led to a complex set of events including the loss of Municipal water supply, a petroleum industry pipeline release, a series of hazardous material threats, transportation infrastructure damage, and residential losses. A secondary effect related to the impact on businesses, community development, and the strain on municipal resources.

This Municipal Flood Recovery Business Plan recognizes the need to swiftly rebuild flood affected areas, revitalize the community, and continue to pursue the strategic goals of the Town of Turner Valley.

Specifically, this Plan is intended to do the following:

- Ensure that municipal infrastructure, transportation, and recreation facilities are rebuilt, and that improvement plans disrupted by the flood are continued.
- Revitalize the municipal economy.
- Initiate processes through proactive measures including statutory and regulatory requirements to ensure effective flood hazard prevention, mitigation and response strategies are in place.
- Set the direction and priorities which Council and Administration will follow.
- Serve as an accountability framework for Council and Administration.
- Detail what Council, Administration, and Advisory Boards and Committees are being held accountable for and how each will be measured.
- Provide a clear direction to ensure a strong, sustainable, and vibrant future for the community.

2.0 Vision and Principles

We envision Turner Valley being a town that:

- Demonstrates strong leadership in the development and implementation of local regional and provisional partnerships in addressing progressive recovery issues.
- Is recognized as a strong proponent of environmental responsibility through its visible demonstration of protective and conservation initiatives.
- Is known for its comprehensive efforts to develop and maintain honest and effective channels of communication.
- Has taken proactive measures to guarantee that municipal responses and initiatives are affordable and sustainable, and that the ability of future generations to meet their needs is not compromised.
- Values its beautiful natural landscape and, through extensive revitalization efforts, will reposition itself as not only an attractive destination for outdoor enthusiasts but also as a major service and supply centre for mountain park recreation activities.
- Celebrates its rich energy resource and ranching history and adds to the heritage left for future generations through the establishment of Turner Valley as a cultural centre for the region.
- Respects and understands the value of providing continuous learning opportunities for council, staff, and volunteers, thereby supporting their active, meaningful and responsible participation in defining and addressing community needs.

3.0 Local Situation Analysis

3.1 Turner Valley Advantages

- Rich history
- Strong community spirit
- Beautiful river valley and mountain views
- Close proximity to Kananaskis
- Extensive outdoor recreation opportunities
- Great golf course and community outdoor pool
- New library
- Safe community with municipal peace officers, RCMP detachment, fire department and emergency services
- Close to health services
- Strong recycling initiatives
- Positive small town environment
- Friendship walking trail
- Committed municipal council, staff and volunteers
- Variety of housing options
- Close and convenient access to larger urban centres
- Numerous community events and celebrations
- Positive relationship with oil and gas industry
- Successful regional partnerships

3.2 Turner Valley Opportunities

- Rebuild municipal infrastructure, transportation, and recreation facilities
- Strongly pursue recovery initiatives in support of the business community

- Reduce reliance on federal and provincial grants
- Enhance tourism potential
- Room for growth of partnership opportunities
- Improve media promotion of turner valley
- Encourage development of appropriate environmental testing requirements
- Improve visual presentation of downtown core
- Support and encourage abandoned pipeline removal
- Expand community volunteer base
- Define and actively pursue commercial and industrial development
- Diversify tax base to relieve residential tax payer fatigue
- Increase community awareness of emergent issues, challenges, and successes
- Develop policies and procedures to promote staff satisfaction and continuity
- Increase downtown parking areas
- Clearly define municipal objectives and expectations
- Demonstrate through actions a series of positive achievements which will encourage and promote positive attitudes
- Encourage further development of strong service club and chamber of commerce presence
- Provide facilities that support growth in cultural activities

3.3 Initial Damage Report September 2013

3.3.1 Decalta Bridge

Location: W 114° 16' 21.62" N 50° 40' 6.34"

The Decalta Bridge is the only means of travel between areas North and South of the river in Turner Valley. Flood waters did not impinge on the deck of the bridge itself; however, began to erode around the abutment and wing walls on the North side of the bridge. The erosion progressed, removing approximately six acres of land along with the portion of Decalta Road that lay on it. The structural integrity of the bridge needs to be assessed, repairs made as necessary, and the roadway reconnected.

3.3.2 Water Wells

Well 5

Location: W 114° 16' 28.55" N 50° 40' 7.46"

This shallow water well was totally destroyed by the event.

Well 6

Location: W 114° 16' 30.23" N 50° 40' 4.81"

This shallow water well was totally destroyed by the event.

Well 7

Location: W 114° 16' 21.62" N 50° 40' 6.34"

This well remains intact; however the infrastructure providing power to the site was destroyed as was the pipeline connecting it to the raw water reservoir.

Turner Valley relied on the three wells as their source of raw water. All were damaged during the flood leaving the Town reliant on a finite supply of water held in the raw water reservoir.

Raw Water Pipeline

A network of pipelines connected the above wells to raw water reservoir. This pipeline was damaged beyond repair during the event.

3.3.3 North Royalite Way

Location: ???

Portions of North Royalite Way include the road bed and asphalt surface was eroded during the event.

3.3.4 Historic Gas Plant Containment Berm

Location: W 114° 16' 14.09" N 50° 40' 7.67"

Contaminants associated with the oil and gas industry are present at the Turner Valley Gas Plant. To prevent the migration of any contaminants off-site and into the adjacent Sheep River, a groundwater containment system was engineered and built along the river bank between the site and the river. This system, consisting of a bentonite clay slurry containment wall, groundwater interceptor pipes, flood protection clay banks, and rip rap for erosion protection has been in operation since 2007.

3.4 Emergency Operations

The following is a general description of the emergency operations that resulted from the June 20, 2013 flood. Included in this section are those actions needed to mitigate the hazards to life, stabilize the effects of the flood, and to protect property and the environment. While the majority of these actions have been completed, some are ongoing as of submission.

3.4.1 Emergency Operations Centre

To coordinate the response, an Emergency Operations Centre was opened with representation from the following agencies (as appropriate for the operational period):

- Turner Valley Fire Department
- Turner Valley Protective Services
- RCMP
- Alberta Health Services EMS
- Foothills Search and Rescue
- Turner Valley Local Authority
- Turner Valley Administration
- Turner Valley Public Works/Water Treatment
- Alberta Emergency Management Agency
- Alberta Transportation
- Alberta Environment and Sustainable Resource Development
- Alberta Health Services
- MPE Engineering Ltd.
- JKR Excavating Ltd.
- Legacy Oil and Gas
- Alberta Energy Regulator
- Firemaster Oilfields Service

3.4.2 Evacuation

46 homes at risk for flooding or blocked egress were evacuated in Turner Valley. These homes were located on North Royalite Way, Calkins Place, and Oakalta. As well, Turner Valley evacuated four homes and livestock at risk from the flood along the portion of HWY 22 between Turner Valley and Black Diamond. This was performed as mutual aid to the Municipal District of Foothills.

- Door-to-door evacuation campaign supplemented with Alberta Emergency Alert and media releases.
- Secured evacuation areas with barricades, signage, and personnel.
- Opened a reception centre to service evacuees.
- Opened a pet evacuation centre (not used and closed after 12 hours)

3.4.3 North Royalite Lift Station

Considerable effort had been made to ensure that storm water was excluded from the sanitary sewer system in Turner Valley; however, further work needs to be done. Areal flooding during the event resulted in a volume of wastewater that exceeded the capacity of the North Royalite lift station to pump to the treatment facility. To prevent a release, a vac truck was used to transfer a portion of the wastewater to a temporary storage lagoon.

3.4.4 Royalite 19 – Sour Gas Well Release

Changes in the course and volume of the Sheep River impacted a sour gas well operated by Legacy Oil and Gas. Debris carried by the river ruptured a line attached to the wellhead permitting the release of product at a rate of 2.5 m³/day that contained 1.8% H₂S. The following actions were involved in the abatement:

- Sustained the evacuation of Calkins Place and Oakalta. Although the emergency protection zone for the well was only 60 m, maintenance of the evacuation was necessitated by the strong presence of aromatics from the well. This would have generated negative public opinion, exacerbated those with pre-existing respiratory conditions, and overburdened the Fire Department with unnecessary odour complaint responses.
- Air monitoring by TVFD, Legacy, AESRD, and Firemaster.
- Public Information coordinated through the Joint Information Centre at the EOC.
- Installation of a valve to the ruptured pipe to stop the flow of product.

3.4.5 Transportation Corridors

Changes in the course and volume of the Sheep River and Three Point Creek impacted transportation corridors in four locations. This created a public hazard and made it difficult for personnel managing the event to access certain areas. With respect to these issues, emergency response actions included:

- Re-deployment of AHS EMS to ensure coverage of Turner Valley and areas of the MD of Foothills that were in threat of being cut off.
- Management of public information regarding the closures
- Erected barricades, signage, and established detour routes.
- Coordinated/ provided personnel to monitor closures for breaches by the curious public.

- Re-defined response areas for First Responders (Fire, RCMP, EMS, and Protective Services) and communicated the changes to their respective dispatch centers.
- Established a route for First Responders to access response areas along the Friendship Trail (existing footpath connecting Turner Valley and Black Diamond).

3.4.5 a) HWY 22 between Black Diamond and Turner Valley

The roadway at this location was eroded and undercut essentially in its entirety. Telecommunications, power, and natural gas lines that ran next to the road were also damaged.

- Although outside Municipal boundaries, initial mitigation (barricades/monitoring) was coordination by Turner Valley, due to access issues for the MD of Foothills.

3.4.5 b) HWY 22 at the Black Diamond Bridge

A decision was made by the EOC in Black Diamond to trench the land immediately East of the bridge at Black Diamond. This tactic was very successful in limiting the water levels in their community, draining the water that was already there, and likely prevented damage to the bridge. It also prevented travel. Due to access issues, Turner Valley provided the following:

- Barricades, signage, and personnel to secure the area on the west side.

3.4.5 c) Intersection of HWY 22 & HWY 549

High flows in Three Pointe Creek ran over the intersection at HWY 22 and HWY 549 posing risk to passage. As water levels fluctuated, travel was intermittent and dependent on the type of vehicle attempting to cross.

- Coordinated closure and monitoring with Alberta Transport and Volker Stevin.
- Provided Fire Response to mitigate a tandem tractor trailer transporting sulphur that went off the pavement in the middle of the flooded area.

3.4.5 d) Decalta at the Bridge

The river eroded the land immediately North of the bridge creating a hazard and preventing passage. A telecommunications line and a power pole with a transformer were also destroyed. Mitigation efforts included:

- Barricades and personnel to monitor the secured area were provided by Turner Valley to the North and South
- Coordinated with Fortis to secure the power line.

3.4.6 Black Diamond Water Treatment Plant

Changes in the Sheep River's course and volume destroyed the Black Diamond water

treatment plant. This plant was located between Turner Valley and Black Diamond. Turner Valley provided mutual aid to Black Diamond in the mitigation of this site due to access issues. Initial emergency response operations included:

3.4.6 a) Power Transmission Line

A power line servicing the treatment plant was downed.

- The scene was secured.
- Fortis was coordinated with to ensure the line was de-energized.

3.4.6 b) Natural Gas Line

A natural gas line servicing the treatment plant had been severed and was venting into the atmosphere.

- The scene was secured.
- The Fire Department crimped the line to reduce the flow.
- The Gas Company was coordinated with to cap the line.

3.4.6 c) Chlorine Cylinders

Six – 68kg cylinders containing chlorine gas were contained in the rubble. The instability of debris from the structure combined with debris floating on the river (still impinging on the structure) posed a risk of release. Mitigation efforts occurred in stages and over a prolonged time due to complications from river flows and sediment deposits.

- An initial protective action zone was secured.
- Debris was cut through to close cylinder valves and install protective caps over them.
- Used heavy equipment to remove portions of the structure to provide safe access and removal of the cylinders.
- Cylinders removed to an approved storage area in the Turner Valley Water Treatment Plant.

3.4.6 d) Treated Water Leak

A 10" line had ruptured and was leaking treated water at a high rate (issue given loss of water supply). Valves that would normally stop the flow were also damaged and inoperable.

- An operable valve was salvaged from the site and installed on the leaking pipe.

3.4.7 Water Supply to Black Diamond

After the destruction of their treatment plant, Black Diamond was left with 3.2' of water in their treated water reservoir. This represented a two to three day supply for the town. The following undertakings were conducted to assist Black Diamond with this issue.

3.4.7 a) Temporary Water Supply Line

- Hydrant access was provided so that Black Diamond could truck water to their treated reservoir.
- A hydrant was connected in Turner Valley to a hydrant in Black Diamond with a high volume fire hose to provide a temporary service line. This connection included:
 - Sourcing the hose from the Linden Fire Department
 - Technical consultation and equipment to overcome overpressure issues (Turner Valley is at a higher altitude – head pressure would damage Black Diamond’s treated water grid.)
 - Barricades, signage, detours, and personnel to secure the area from rupture.

3.4.7 b) Bolstering the Turner Valley Treatment Plant to Account for Increased Demand

The increased demand for treated water required the following:

- Putting reserve treatment train on-line including chlorination equipment.
- Purchasing and installation of the equipment and controls necessary to provide to safely operate the plant under the new conditions.
- Additional staffing to accommodate these activities.

3.4.8 Turner Valley Water Wells

Turner Valley’s water supply came from three water wells located on land north of the river near the Decalta Bridge. These shallow wells were engineered to withstand the design flood. Changes in the course of the river destroyed two of the wells (including their pipelines and power supplies) and damaged the last remaining well. As a result the two towns were reliant on a finite supply of water held in Turner Valley’s raw water reservoirs. Initial mitigation efforts included:

- Mandatory water restrictions.
- Fire ban to avoid fire flows
- Construction of two temporary surface infiltration galleries.
 - Pits were dug in the gravel next to the river to reduce turbidity to treatable levels.
 - Portable pumps and pipes were installed to flow water into the raw water reservoir.
 - Regulatory agency approvals and testing were conducted.
- Reclamation of the last remaining well including:
 - Clearing sediment from the bore.
 - Temporary electrical supply from the portable generator and the transformer.

- Repairing the pipeline.

3.4.9 Initial Mitigation and Recovery of Flood Impacted Homes

Six homes were impacted directly by flood waters in a community along Royalite Way. Two of the homes were located in the floodway, the remaining four in the floodplain. It should be noted that each of these homes relied on private water wells and septic fields. The initial mitigation and recovery of these homes was aimed at making the area safe for public entry, limiting further damage to the homes from wet debris, and providing the services necessary for residents to begin their recovery process.

- Inspection and lockout of power and natural gas service to the homes was conducted.
- Restoration of the roadway (which was eroded and covered in silt) completed to permit safe access to the homes.
- Home owners were provided with instructions regarding their return, initial remediation, and the Disaster Recovery Program.
- Dumpsters were provided for the removal of debris from the homes.
- Portable toilets were provided via temporary connections to the exterior garden hose bibs.
- Personnel and volunteers were coordinated to assist homeowners with initial clean up.

3.4.10 Temporary Berm

As can be seen in the diagram below, the course of the river shifted northwardly considerably; eroding approximately 6 acres of land. This portion of Turner Valley contained a significant amount of sensitive infrastructure. A temporary berm was constructed to redirect the course of the river back to its original channel. This served several functions as explained below (numbers correspond with the diagram):

1. The Turner Valley Historic Gas Plant (owned by Alberta Community Spirit) has a containment system designed to prevent soil contaminants from entering the Sheep River. A component of this system is a berm on the river side of the plant that was protected by rip rap. Some of the rip rap was stripped by the flood leaving the berm partially eroded but not breached. Redirecting the river to its original course diverted water away from this unprotected area.
2. Redirecting the river prevented loss of the last remaining water well and provided access to repair this important infrastructure.
3. Redirecting the river permitted access to assess the damage to the water well and water pipeline at this location.
4. Same as 3.
5. Location of the downed power pole and transformer.

6. Redirecting the river prevented potential damage to an exposed ATCO natural gas main by floating debris.
7. Location of pipeline right-of-way – ATCO Legacy, TransCanada, etc. complicated the use of heavy equipment in the area.
8. Original river bank and location of temporary berm to redirect the river.
9. Location of damaged telecommunication line. New line installed on pole via helicopter.

3.5 Residential Loss

Six homes in Turner Valley were affected by the flood. All the homes are located in the community along North Royalite Way. Two of the homes are located in the floodway and four in the flood fringe. In addition to the damage sustained by the residences, each also relied on private septic systems and water wells that required recovery. It should also be noted that, due to the nature of the community, a number of outbuildings, detached garages, workshops, and their contents were impacted.

3.5.1 620 Royalite Way Floodway

- Basement and mechanical systems flooded
- Private septic system and water well required service/recovery
- Cinderblock foundation under addition compromised
- Eligible for relocation compensation under the Provincial Disaster Recovery Program

3.5.2 652 Royalite Way Flood Fringe

- Basement and mechanical systems flooded
- Private septic system and water well required service/recovery
- Eligible for compensation to flood proof their home under the Provincial Disaster Recovery Program in addition to other assistance offered

3.5.3 662 Royalite Way Flood Fringe

- Low lying single storey structure without basement – main floor of residence impacted
- Private septic system and water well required service/recovery
- Eligible for compensation to flood proof their home under the Provincial Disaster Recovery Program in addition to other assistance offered

3.5.4 674 Royalite Way Flood Fringe

- Basement and mechanical systems flooded

- Private septic system and water well required service/recovery
- Eligible for compensation to flood proof their home under the Provincial Disaster Recovery Program in addition to other assistance offered

3.5.5 684 Royalite Way Floodway

- Basement and mechanical systems flooded
- Private septic system and water well required service/recovery
- Eligible for relocation compensation under the Provincial Disaster Recovery Program

3.5.6 705 Royalite Way Flood Fringe

- Basement and mechanical systems flooded
- Private septic system and water well required service/recovery
- Eligible for compensation to flood proof their home under the Provincial Disaster Recovery Program in addition to other assistance offered.

4.0 Stakeholders

As Turner Valley moves from a condition of emergency response to a recovery position all current and potential stakeholders and partners must be fully engaged. Full recovery is not a state that the Council and Administration of Turner Valley can pursue on its own. During the flood event over 22 separate agencies represented by over 200 distinct individuals were directly involved in the emergency response in Turner Valley by way of participation in the Emergency Operations Center (EOC), or field operations. That said, the response organization remained relatively small; never exceeding 80 personnel at any given moment.

- Turner Valley Local Authority
- TEMA
- TV Disaster Social Services
- TV Fire Department
- BD Fire Department
- RCMP
- TV Patrol
- AHS EMS
- TV Public Works
- TV Water Treatment Plant
- Legacy Oil and Gas
- Alberta Emergency Management Agency
- Alberta Energy Regulator
- Alberta Environment
- Alberta Health Services
- Alberta Sustainable Resource Development
- Alberta Transportation
- MPE Engineering Ltd.
- JKR Excavating Ltd.
- Firemaster Oilfield
- Alpine Helicopters Inc.
- Telus
- Fortis

In addition, the Emergency Operations Center in Turner Valley liaised with the following agencies for the purposes of coordination or technical consultation:

- Provincial Operations Center
- Alberta Response Readiness Center
- Alberta River Forecast Center
- Environment Canada
- Black Diamond EOC
- MD of Foothills EOC
- Black Diamond Local Authority
- Black Diamond Public Works
- Foothills School Division
- Foothills Regional Emergency Communications Center
- Oilfields General Hospital
- Department of Fisheries and Oceans

As Turner Valley moves toward a state of recovery many of those same agencies will continue to participate in rebuilding efforts. Primary stakeholders on a go forward basis are:

A. Province of Alberta:

- a. Flood Recovery Task Force – continue to provide a supportive role to assist in flood recovery efforts. The leadership and assistance demonstrated by Associate Minister Fawcett and his team has been extremely beneficial in enabling Turner Valley to quickly move forward in its journey towards recovery. It is anticipated that Turner Valley will continue to receive funding clarification and recovery program support.
- b. Alberta Emergency Management Agency – continued regulatory assistance and available information and resources in preparation for future high water events, plus funding support through the Disaster Recovery Program related to:
 - Decalta Bridge
 - QUAD Regional Water Partnership Infrastructure
 - Calkins Place Septic Connections
 - Emergency Flood Items and Repairs
 - Westend Regional Sewage Services Commission
- c. Alberta Enterprise and Advanced Education – funding support towards reestablishment of business community and rebuilding of economy.
- d. Alberta Environment and Sustainable Resource Development – funding support through the 2013 Flood Recovery Erosion Control Program related to:
 - Erosion Protection
 - Imperial Drive Slope Stability
 - River Bank Debris Removal
 - Westend Regional Sewage Services Commission
- e. Municipal Affairs Southern Alberta Flood Response Program – funding in support of municipal staffing costs.

B. Regional Municipalities

- a. MD of Foothills – partner in QUAD Regional Water Partnership and partner in achieving efficiencies through joint procurement of materials and supplies.
- b. Town of Black Diamond – partner in QUAD Regional Water Partnership and partner in achieving efficiencies through joint procurement of materials and supplies. As Black Diamond lost all water supply capacity during the flood, Turner Valley has assumed responsibility for not only rebuilding its own water supply system but also supplying treated water to meet the needs of Black Diamond.
- c. Village of Longview – partner in QUAD Regional Partnership

C. Red Cross

Under contract with the Government of Alberta the Red Cross has established a regional presence to assist families whose homes were directly affected by the flood.

D. Individuals and Families

Six homes in Turner Valley were affected by the flood. All of the homes are located in a residential area on North Royalite Way. Two of the homes are located in the floodway and four in the flood fringe. The two homes in the floodway have been purchased by the Province. The remaining families have received immediate assistance and are on their way to recovery.

E. Business

Local businesses suffered significantly from a decrease in visitor traffic and sales revenue due to a number of factors including limited access to the community and Kananaskis Country because of the loss of bridges. The Town of Turner Valley is proposing to re-establish its business community and encourage economic growth by initiating a strategy based on business retention and support and business growth and attraction. These goals will be accomplished through working with the business community on the implementation of the Turner Valley Economic Development Strategy: New Directions.

This initiative will include working closely with community organizations such as the Lions Service Club and the Oilfiends Sports Association on the development of a Spray Park, multi-use sports fields, and relocation of the campground.

F. Non-Government Organizations

Formal non-profit volunteer agencies were not directly involved in flood relief activities in Turner Valley, however, local volunteers were relied upon extensively. Primarily under the leadership of Turner Valley Mayor and Council, 72 volunteers directly assisted in providing immediate and long term assistance to flooded home owners. The volunteer coordination approach utilized during the flood event was successful and will be used again.

G. Federal Government

Turner Valley has been approved to proceed with rebuilding infrastructure which was damaged in the flood through the Disaster Recovery Program. The Government of Canada is providing assistance to the Alberta Disaster

Recovery Program through the Disaster Financial Assistance Arrangements administered by Public Safety Canada.

5.0 Governance, Roles and Responsibilities

The Mayor and Council of Turner Valley reinforced the trust and confidence of the public through their actions during the flood. Their efforts, particularly during the emergency and in providing demonstrated leadership during the residential cleanup, will serve to solidify and enhance the legitimate authority they will be called upon to demonstrate as the current and long term recovery process continues.

Through implementation of this Recovery Business Plan, Council will ensure all recovery issues are addressed in a timely and cost effective manner, and address the immediate and future needs of the community in a comprehensive fashion.

6.0 Recovery Planning Framework

The four Corporate Priorities which will be addressed in this Recovery Business Plan include:

- A. **Reconstruction** – replace or repair damaged and destroyed infrastructure.
- B. **Economy** – enhance the economic development of Turner Valley and offset economic disadvantages experienced as a result of the disaster.
- C. **People** – restore and enhance the overall physical, mental, and social well-being of the residents of Turner Valley.
- D. **Environment** – ensure policies, practices and initiatives are in place to protect and promote healthy and sustainable environmental assets.

NB: The impact of the flood related to the damage inflicted on infrastructure is identified in item **3.3 Initial Damage Report**.

6.1 Corporate Priority A – Reconstruction

Replace or repair all damaged and destroyed infrastructure.

6.1.1 Key Results

- Complete all necessary emergency repairs to infrastructure.
- Ensure long term efficiencies are achieved in all replacement initiatives.
- Ensure steps are taken to prevent or reduce the risk of similar disasters in the future.
- Complete all necessary permanent infrastructure replacement and repairs.

6.1.2 Operational Objectives

- Complete Decalta Bridge repairs as per DRP approved application.
- Complete all QUAD Infrastructure repairs and replacements as per DRP approved application
- Complete all necessary work related to the Calkins Place Septic DRP approved application.
- Ensure costs related to Emergency Flood Items, DRP approved application, are recovered.
- Ensure costs related to Staffing Costs, DRP approved application, are recovered.
- Complete Campground Pathways replacement as per DRP approved application.
- Complete Fencing replacement as per DRP approved application.
- Complete Laydown Yard repairs as per DRP approved application.
- Complete North Royalite Road Repairs as per DRP approved application.
- Complete Imperial Drive Slope Stability project as per revised FREC application.
- Complete River Bank Debris Removal as per FREC application
- Complete Erosion Protection work as per FREC application.
- Complete activities related to Additional Staff, Operational Space, and Contracts as per SAFR applications.

6.2 Corporate Priority B – Economy

Enhance the economic development of Turner Valley and offset economic disadvantages experienced as a result of the disaster.

6.2.1 Key Results

- Encourage business investment.
- Enhance communications with the local business community.
- Establish facilities to attract people to the area.
- Establish facilities to nurture next generation soccer and baseball athletes.
- Provide support to the local business community.

6.2.2 Operational Objectives

- Compile a business contact data base.
- Ensure business related information is posted to the website.
- Develop and implement a business visitation program.
- Coordinate joint marketing opportunities.
- Create community business resources and information.
- Encourage commercial and industrial property development.
- Take actions to increase the industrial and commercial land supply.
- Cluster commercial and civic functions in the downtown core by ensuring the Town Square Concept Plan is implemented.
- Encourage growth of home based businesses.
- Encourage mixed use commercial/residential development.
- Enforce Architectural controls to enhance downtown appearance.
- Continue to focus on enhancing entrances to community.
- In partnership with the Foothills Lion's Club, establish a new campground.
- In partnership with community user groups and funding sponsors, establish a regional baseball and soccer athletic field park.
- Restore the pathway linking the campground area to the river.
- Develop plans for a visual and performing arts centre.
- Aggressively utilize community branding to sell the creative and environmentally focused culture of Turner Valley.
- In partnership with Lions Club ensure a water spray park is established adjacent to the outdoor swimming pool.
- With funding from Alberta Enterprise and Advanced Education initiate a strategy to provide business retention and support and business growth and attraction.
- Educate public on diverse housing options.

- Develop and maintain rest site points along the Sheep River between Turner Valley and Black Diamond.
- Pursue sidewalk installation linking Library with the Courthouse, RCMP, and the Fire Hall.

6.3 Corporate Priority C – People

Restore and enhance the overall physical, mental, and social well-being of the residents of Turner Valley.

6.3.1 Key Results

- Municipal Emergency Plan will incorporate lessons learned during the flood.
- Regional partnerships will be pursued to enhance service delivery opportunities.
- All sources of funding for services, infrastructure, and environmental initiatives will be explored.

6.3.2 Operational Objectives

- Enhance Disaster Social Services response capacity and capability.
- Ensure adequate stockpile of emergency flood response equipment and materials is maintained.
- Integrate lessons learned during the flood into Turner Valley's Riverine Flood Emergency Response Plan.
- Reinforce building restrictions related to potential flood impact areas.
- Explore potential to share civic facilities with Black Diamond and the MD of Foothills.
- Explore potential to share municipal services and staffing with Black Diamond and the MD of Foothills.
- Finalize an equipment evaluation, replacement, and sharing plan.
- Continue meeting with Black Diamond to discuss issues related to the Friendship Agreement.
- Ensure staff training related to flood hazards and other issues is conducted and recorded.
- Approve 10 year Capital Plan incorporating a preventative maintenance and replacement schedule for all vehicles, equipment, and facilities.
- List all Town owned lands available for resale, and provide a total assessed value.
- Attend annual grant development sessions sponsored by the Province and provide input related to Turner Valley needs.
- Itemize grant funding options to assist in recovery and revitalization efforts.

6.4 Corporate Priority D – Environment

Ensure policies, practices and initiatives are in place to protect and promote healthy and sustainable environmental assets.

6.4.1 Key Results

- Environmental and recreational areas affected by the flood will be re-established.
- Safe, clean drinking water will be provided to meet the needs of Turner Valley and Black Diamond.
- Policies and initiatives will be in place to conserve energy and protect the natural environment.

6.4.2 Operational Objectives

- Sheep River access areas will be restored and protected
- Pathways leading to the river will be re-established.
- Turner Valley will work with the Provincial and Federal Governments and the Oil and Gas industry to restore the historic Gas Plant as a public attraction.
- Turner Valley will continue to conduct sufficient water source testing to meet or exceed all AESRD requirements.
- Additional clean raw water sources will be established to meet the current and future demands of Turner Valley, Black Diamond, and the QUAD Regional Water Partners.
- Water use restrictions will be maintained until new raw water inflow meets the pre-flood consumption rates of Turner Valley and Black Diamond.
- A Green Municipal Policy will be presented to Council and approved.
- Develop and approve a policy to protect riparian and wildlife areas.
- Include government and industry in all environmental stewardship initiatives.
- Celebrate reclamation and environmental protection successes.
- Ensure permanent erosion control installations offer sufficient protection to the sanitary sewer system in its present location.
- Reinforce policies related to septic system use, and ensure all systems close to water sources are removed.

7.0 Success Factors

Each Operational Objective is assigned a measurement or success statement as determined by Council and Administration. When the success metrics are achieved for each Operational Objective they will be considered to be complete.

Completion of all Operational Objectives will determine that the Key Results statements have been achieved. As the Key Results statements have been accomplished, the Corporate Priority statements indicating a successful recovery will have been successfully addressed.

Through three reports per year from Administration, Council will continually monitor and evaluate the Recovery Business Plan process in order to maintain accountabilities and ensure that operational objectives are being achieved within defined timelines.

A summary report will be presented to Council near the end of the first year in the business planning cycle. This report will allow Council and Administration to reflect on what was or was not achieved, and define corrective actions, if necessary, for the following year.

8.0 Recovery Plan Funding

Projects that are expected to be eligible for the Disaster Recovery Program (DRP), the Flood Recovery Erosion Control (FREC), and the Southern Alberta Flood Response Program (SAFR) have been submitted for funding approval. Work is progressing in those areas where funding has been approved, and preliminary work is being conducted related to those projects where the Town is awaiting confirmation of funding approval.

Donations from service clubs, industry, and agencies are being actively pursued. The Town of Turner Valley Operational and Capital Budgets have been adjusted to reflect additional current and future impacts of the flood.

9.0 Conclusion

“Recovery cannot be defined simply by the region’s return to pre-disaster circumstances. Recovery is a success when it overcomes the impacts of disasters and re-establishes an economic and social base that will enable future growth. Continued collaboration and support from all stakeholders will be a key enabler of success in the long-term recovery of the Town of Turner Valley and its regional neighbours.”