

# Emergency Management & Business Continuity

Led by: Director of Emergency Management & Community Safety

## Description

Emergency Management & Business Continuity is legislated to assess preparedness for and recovery from emergencies, disasters, and business disruptions. We help Calgary withstand emergencies by coordinating efforts of the Calgary Emergency Management Agency (Agency), which includes The City, businesses, non-profit groups and government agencies. We educate on disaster risk, create preparedness networks, develop risk reduction strategies, and deliver emergency social services. Business continuity planning enables delivery of essential services during and after an emergency. Regional and national disaster response support is provided through Canada Task Force 2, Alberta's disaster response team.

## Value and benefits

Services provided by Emergency Management & Business Continuity ensure that Calgarians, City services, and partners are informed about, prepared for and resilient to emergencies, disasters, and business disruptions. Calgary is situated in a high-risk region for severe weather, and both climate change and population growth are anticipated to increase the exposure of people, property and economic activity to hazards. We strengthen resilience by understanding, mitigating, and raising awareness of disaster risk. We empower Calgarians to engage in preparedness activities at home, work, and in their communities. When disasters occur, we meet the needs of those impacted by providing emergency social services and other supports. Following an event, coordination of response and recovery efforts reduce losses and enable Calgarians, businesses and our partners to return to their routines faster.

## Customers

We serve Calgarians and visitors to Calgary; Agency members and their partners; all internal business units in the organization; Calgary businesses that are the cornerstone of a healthy and vibrant economy; and other jurisdictions in Alberta and Canada that may require support during an emergency.

## What we deliver

We deliver education, training, emergency planning, communications, risk analysis, and disaster risk management to our partners and customers. Response and recovery priorities are set through collective decision making, as seen in response to events including the 2013 floods, extreme weather, and COVID-19. Business continuity promotes resilience, enabling consistent delivery of critical services.

## Partners

Our service relies on partnerships with over 60 organizations that collectively form the Agency, allowing us to meet the needs of those impacted by a disaster. We partner with all City business units, government agencies, critical infrastructure operators and organizations within the utility, education, transportation, non-profit and private sectors.

\$538 million	Average insured losses per year for the last 10 years
+200%	Average annual loss decade-over-decade
65	Assessed hazards posing risk to Calgary
81	Business continuity coordinators

Emergency Management and Business Continuity  
2022 Budgeted Gross Operating Expenditures Funding  
Breakdown (\$ Millions)\*



\* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

## Key assets

Emergency Operations Centre; Calgary Emergency Management Agency Mobile Command Centre; Back-up Emergency Operations Centre; Canada Task Force 2 assets; Disaster response equipment and supplies; Disaster and emergency response technology and infrastructure.

## What we have heard & what we are watching

### What we have heard

Calgarians identified prevention, risk reduction, and connectivity as key service values, followed by resiliency and legislative compliance in the 2022 Service Value Dimensions survey. Calgarians and Agency members have rated Emergency Management & Business Continuity high in importance and satisfaction:

- 98 per cent of Calgarians indicated that the service is very or somewhat important and 90 per cent are satisfied with service delivery (2021 Spring Pulse Survey).
- Disaster planning and response was identified as a primary strength among City services in the 2021 Fall Citizen Satisfaction survey.
- The 2021 Agency Member survey indicated that 98 per cent of Agency members are satisfied with the Agency's leadership in emergency management.

### What Council has directed

We support Council's strategic direction by advancing economic, social and climate resilience. We promote social equity through our commitment to strengthen community emergency preparedness, fostering connections among neighbours, increasing the capacity of at-risk populations and ensuring Calgarians can access emergency supports. We support the Resilient Calgary and Climate Resilience strategies to ensure we are prepared for shocks and stresses that may impact our city. We contribute to land use and local area planning process review and decision-making to help build complete communities that are resilient to the impacts of disasters. Leadership on Canada Task Force 2 and demonstration of our disaster response and business continuity strategies promote our global reputation and highlight Calgary as a stable and attractive place to make investment or start a business. Collaborating with municipal, provincial, and federal agencies enables our efforts to modernize government.

### What we are watching

In recent years, Calgary experienced the convergence of multiple hazardous events: severe weather, poor air quality, and the COVID-19 pandemic. Increased municipal disaster management responsibilities and the impact of climate change on disaster frequency and severity will require investment in mitigation to reduce financial impacts on local authorities. Understanding that historical assessment of risk does not fully account for emerging events caused by climate extremes or interconnected global commerce, we continuously evolve our approach to emergency management. We monitor Calgary's population and the increased diversification of our demographics to inform strategic shifts in how to engage and support Calgarians. Technology presents a risk, as an increasing number of people, devices, and critical services are interconnected to virtual networks with dependencies on one another. Technological innovation will influence how we respond to emergencies and communicate critical information.

### Comparing our service

Emergency Management & Business Continuity is not benchmarked against other municipalities as historical reporting measures are not widely shared across municipalities. Opportunities to define a benchmarking process for the service will be explored over the next business cycle to create a consistent and comparable metric that can accurately reflect service delivery.

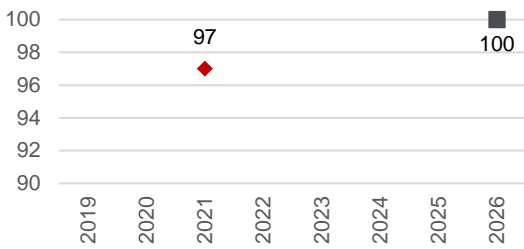
# Measuring performance & where we want to go

For Council Approval

— Actuals      ■ Expected Future Performance

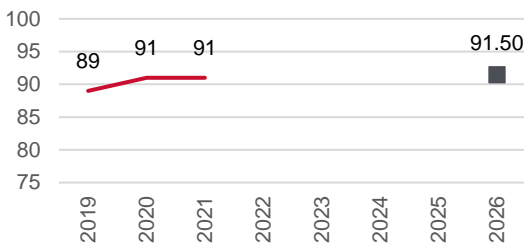
## Story behind the curve

**PM1: City services that are compliant with corporate business continuity policy (per cent)**



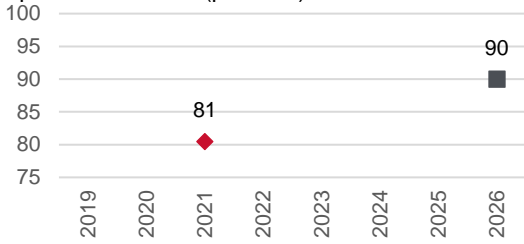
This measures our role in coordinating corporate business continuity planning activities. The expected future performance value was set to align with compliance to the Business Continuity Planning administrative policy. We are focused on maintaining 100 per cent compliance with required policy and will continue to evolve the supporting business continuity tools and framework.

**PM2: Participants who completed emergency preparedness programming who feel more prepared for emergencies (per cent)**



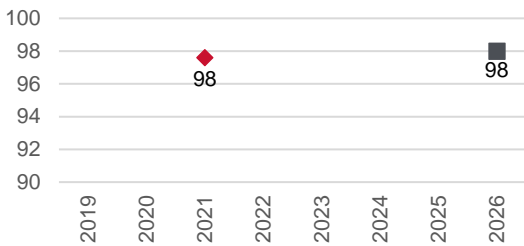
This measures our role in preparing the community for emergencies. The future expected performance value was set based on historic baseline data established during the 2019-2022 One Calgary business cycle. Research indicates that focusing on increasing capacity (awareness, knowledge, attitude, and skills) of Calgarians and our partners can positively contribute to changes in self-protective behaviour, practice, and performance. We are focused on maintaining our high standard and continuing to expand access to our programming.

**PM3: Agency members who feel confident in their ability to fill their role if called to the Emergency Operations Centre (per cent)**



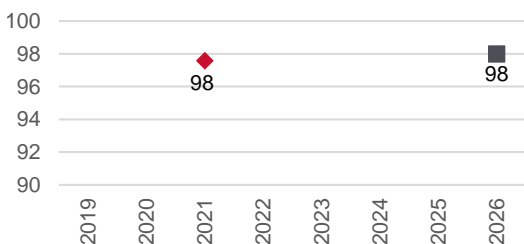
This measures our role in preparing Agency members for their responsibilities in the Municipal Emergency Plan. The future expected performance value was set based on a survey of Agency members conducted in 2021. The corporate realignment has had a downstream impact to our Agency membership, resulting in an increased demand for onboarding new members. We expect to reach the expected value by 2024. Initial focus is on onboarding new members as soon as possible and maintaining members' abilities through regular training and exercises.

**PM4: Agency members who are satisfied in the leadership provided to the Calgary Emergency Management Agency (per cent)**



This measures our success in carrying out our legislated role in coordinating and providing strategic direction to the Agency. The expected future performance value was set based on a survey of Agency members conducted in 2021. Our focus will be to maintain our high standard by providing leadership and support to Agency members through continued engagement, collaboration, and partnership opportunities.

**PM5: Agency members who are confident in their understanding of local disaster risks (per cent)**



This measures our role in educating and raising awareness of local hazards. This future expected performance value was set based on a survey of Agency members conducted in 2021. Focus will be on maintaining our high standard by continuing to evolve risk analysis, assessment, and education practices to meet or exceed industry benchmarks.

## What we plan to do

### Result for 2023-2026

We will strengthen resilience and response to hazards and threats by collaborating with Agency members and communities to reduce disaster risk. Implementing strategies that proactively manage risk will advance the practice of emergency management in Canada.

### How we are going to get there

Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.

Increase the capacity of the community to prepare for emergencies by providing emergency preparedness awareness, education and training.

Strengthen disaster risk governance and risk reduction practices within municipal plans, policies, and strategies by collaborating with Agency members, partners, and customers to reduce disaster risk through prevention and mitigation.

Increase the capacity of Canada Task Force 2 Disaster Response Team to support local and regional disaster response and recovery by delivering funding, training, exercises, and equipment to ensure alignment with international standards and maintain a continual state of readiness.

Increase the capacity of the Agency to support local and regional disaster response and recovery by delivering emergency exercises, plans, resources, and training to maintain a continual state of readiness.

Increase the capacity of Emergency Social Services to provide social supports to Calgarians during an emergency by delivering exercises, plans, resources, and training to maintain a continual state of readiness.

Increase the capacity of City services, critical infrastructure operators, and Agency members to continue operations during emergencies and business disruptions by delivering business continuity services that increase operational resiliency.

Reduce the impact of major emergencies, planned events and service disruptions by coordinating corporate and Agency response and recovery activities.

## Operating budget needed to achieve results

For Council Approval
----------------------

### Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	4,732		4,891		4,972		4,972	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	9	-	31	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	150	11,625	50	-	-	-	-	-
<b>Total net budget</b>	<b>4,891</b>	<b>11,625</b>	<b>4,972</b>	<b>-</b>	<b>4,972</b>	<b>-</b>	<b>4,972</b>	<b>-</b>

### Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	4,817	4,976	11,625	16,601	5,057	-	5,057	5,057	-	5,057	5,057	-	5,057
Recoveries	(85)	(85)	-	(85)	(85)	-	(85)	(85)	-	(85)	(85)	-	(85)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net</b>	<b>4,732</b>	<b>4,891</b>	<b>11,625</b>	<b>16,516</b>	<b>4,972</b>	<b>-</b>	<b>4,972</b>	<b>4,972</b>	<b>-</b>	<b>4,972</b>	<b>4,972</b>	<b>-</b>	<b>4,972</b>

Note: Figures may not add up due to rounding.

# Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
<b>Annual Investment Program(s)</b>							
480453	Canada Task Force 2	688	688	688	688	-	2,752
480450	Equipment Lifecycle - EM	90	230	205	240	-	765
480452	Disaster Preparedness	450	450	650	950	-	2,500
<b>Program(s)</b>							
		-	-	-	-	-	-
<b>Projects(s)</b>							
480451	Technology Modernization - EM	30	50	70	150	-	300
Sub-Total (New Budget Requests)		1,258	1,418	1,613	2,028	-	6,317
Previously Approved Budget Remaining		285	-	-	-	-	285
Total Capital Investment		1,543	1,418	1,613	2,028	-	6,602

## Explanation of capital budget requests

### Annual Investment Program(s)

#### Activity 480453: Canada Task Force 2

Ongoing investment in CAN-TF2, an all-hazards response to large scale events within the City of Calgary and neighboring communities. This funding will leverage the full financial commitment from the Federal government, contributing to climate, economic, and social resilience.

Funding From: Municipal Sustainability Initiative (\$688 thousand) Other Federal Grants (\$2,064 thousand)

Contributing Services: None

Operating Impact: None

#### Activity 480450: Equipment Lifecycle - EM

Equipment Lifecycle for Emergency Management including audiovisual, furniture, health & wellness spaces, and miscellaneous small to medium equipment. To remain effective in response to large scale emergencies and corporate crises, equipment and critical infrastructure must be maintained.

Funding From: Municipal Sustainability Initiative (\$765 thousand)

Contributing Services: None

Operating Impact: None

#### Activity 480452: Disaster Preparedness

Preparedness with the necessary materials and training to overcome the social, economic, and climate impacts of major disasters and events. Effectiveness of emergency response and recovery is directly and highly correlated to our preparedness for these events.

Funding From: Municipal Sustainability Initiative (\$2,500 thousand)

Contributing Services: None

Operating Impact: None

### Projects(s)

#### Activity 480451: Technology Modernization - EM

Maintenance of existing technical critical infrastructure as well as advancements to allow for modernization of technology for emergency management. The modernization and maintenance of technology supports and enables effective service to Calgarians and within the Corporation.

Funding From: Pay-As-You-Go (\$300 thousand)

Contributing Services: None

Operating Impact: This request requires \$9 thousand base funding of operating costs starting in 2023, and \$31 thousand base funding of operating costs starting in 2024.