

# Emergency Management & Business Continuity

Led by: Director of Emergency Management & Community Safety

## Service 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.

## Service Updates

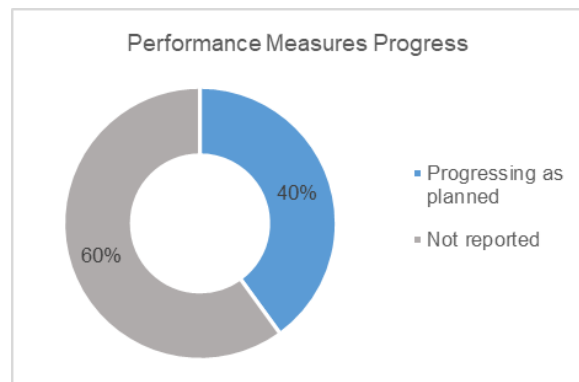
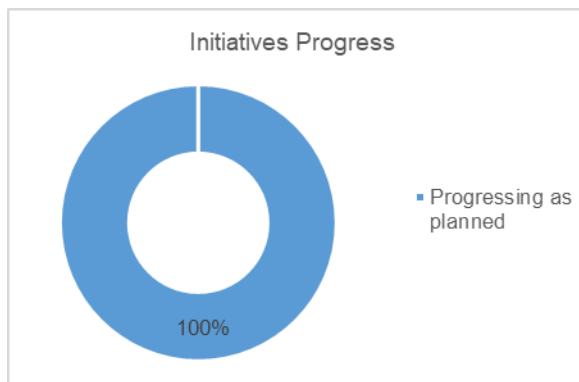
### Key service results

The service line was activated in support of the water feeder main emergency. This included providing resources, centralized communications, planning support and coordination to operational services. The successful response was based on the robust exercise, training and business continuity programs the service provides to the Calgary Emergency Management Agency. (Initiatives 5,7,8)

The service completed its annual compliance reporting for the Business Continuity Program. Business units are required to update their business continuity plan annually, detailing how they plan to continue service delivery during disruptions. For 2023, 31 out of 34 business units complied with the policy with the remaining three are being supported to achieve compliance. (Initiative 7)

The service has been making progress on increasing service accessibility. Four new videos have been developed that focus on basic measures that individuals can take to prepare their household for emergencies. There are now 10 videos available and five more planned for this year. These are currently available in eight languages with additional languages being added this year. (Initiative 2)

### Progress summary



### Risk(s) impacting the progress

Emergency Management capacity to support The City in emergency response and recovery activities  
Strained Leadership Capacity for Emergency Operations and Calgary 911  
Limited capacity to support Regional Disaster Response in other jurisdictions



# Measuring Our Performance

Legend

Actuals

Expected Future Performance

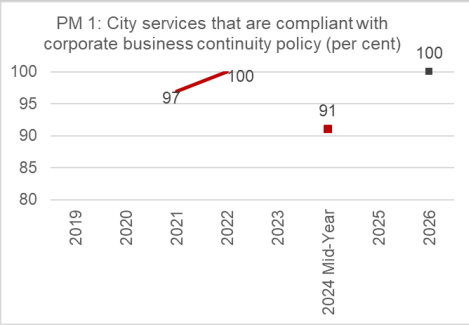
Progressing as planned

Not progressing as planned

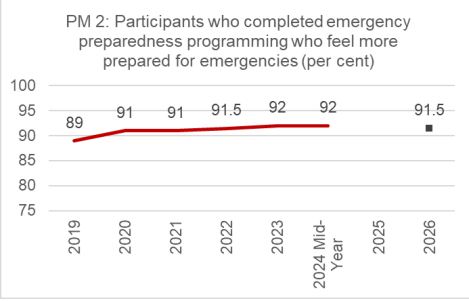
## Performance Measures

## Story behind the numbers

## Status

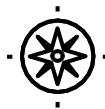


This measures the service’s role in coordinating corporate business continuity planning activities. The target was set to align with the Business Continuity Planning administrative policy which focuses on maintaining 100 per cent compliance. The service completed its annual compliance reporting for the Business Continuity Program during Q1/Q2. For 2023, 31 out of 34 business units complied with the policy. The service is working with the non-compliant business units with the goal of achieving compliance by year end.



This measures the service’s role in preparing the community for emergencies and the service continues to meet the target. The target is based on historic baseline data and the focus is on maintaining a high standard while continuing to expand access to programming. For Q1/Q2, over 1,100 people have accessed the service’s e-courses with 92 per cent of survey respondents feeling more prepared upon completion.





## Progress on Service Delivery

### PROGRESS STATUS



Completed



Progressing as planned



Not progressing as planned



Not started

### FUNDING TYPE











Capital



Operating

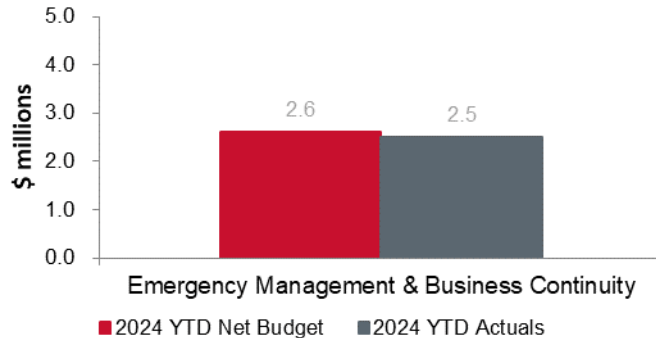
Initiative 1		Impact Area: City-wide	Funding Type: 
Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.			
UPDATE 	The service released its annual Disaster Risk Summary and presented its Status of Emergency Preparedness report to the Emergency Management Committee of Council in Q1. Planning has been initiated for the annual review of the Disaster Risk Assessment and is on track for completion by Q4.		
Initiative 2		Impact Area: City-wide	Funding Type: 
Increase the capacity of the community to prepare for emergencies by providing emergency preparedness awareness, education and training.			
UPDATE 	The service developed four new short videos that focus on basic measures individuals can take to prepare their household for emergencies. An additional five are in development for completion by year end. These have been translated into eight different languages. The service coordinated Emergency Preparedness Week programming and partnered with the East Village Neighbourhood Association to host a successful Neighbour Day event. In total, the service has attended 37 community events and engaged nearly 5,000 attendees.		
Initiative 3		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	The service facilitated City public engagement around risk reduction for the Calgary River Valleys Project and contributed to the development of the Food Resilience Plan. The service provided risk advisory services to the review of the City's Calgary Plan & Zoning Bylaw Concepts, Aurora Area Structure Plan, West Macleod Residual Lands Area Structure Plan, Nose Creek Area Structure Plan and Chinook Communities Local Area Planning Project.		
Initiative 4		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	<p>The team onboarded 34 new volunteer members (for a total of 186 members) and three limited-term staff. The service provided tactical and incident management training to newly onboarded members and other response personnel from across the province. Over 14,000 hours of training have been delivered and 143 total training opportunities, including technical search and rescue, medical, and ICS / Command training.</p> <p>Additional training with regional, provincial, and international partners includes emergency social services, advanced technical rescue and all-hazard incident management.</p>		
Initiative 5		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	The service facilitated an extreme summer weather and tornado exercise with the Calgary Emergency Management Agency. Critical response capabilities were tested, including coordination between Agency members and recovery of critical infrastructure. The service developed an Extreme Cold Plan and updated The City's Re-entry plan and Rapid Damage Assessment Plan. The service completed emergency management reviews of over 40 festivals and events as		

	part of the Interdepartmental Event Team. The update of the Municipal Emergency Plan has been initiated and is expected to be completed by year end.	
<b>Initiative 6</b>	<b>Impact Area:</b> City-wide	<b>Funding Type:</b>  
<b>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.</b>		
UPDATE 	Emergency Social Services (ESS) has delivered a comprehensive training program, which includes Psychological First Aid, Engaging Vulnerable People, Registration & Reception Centre operations courses and emergency management principles. To date, 16 courses have been delivered, totaling 767 hours to 334 ESS members. Membership has increased to 150 from 98 in 2023.	
<b>Initiative 7</b>	<b>Impact Area:</b> City-wide	<b>Funding Type:</b> 
<b>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.</b>		
UPDATE 	<p>The service completed the annual compliance reporting for the Business Continuity Program. For 2023, 31 out of 34 business units complied with the policy. Work is underway to bring the remaining three business units into compliance before year end.</p> <p>The service hosted a development session for the Corporate business continuity network, focused on cyber resiliency, response and service continuity, and delivered business continuity accreditation training for 18 City staff members.</p>	
<b>Initiative 8</b>	<b>Impact Area:</b> City-wide	<b>Funding Type:</b>  
<b>Reduce the impact of major emergencies, planned events and service disruptions by coordinating corporate and Agency response and recovery activities.</b>		
UPDATE 	The service opened the Emergency Operations Centre to support the Bearspaw feeder main break incident. The service provided coordination between various City services, centralized communications, and planned for recovery from the incident. The service has begun the application process to the Provincial Disaster Recovery Program for cost recovery from this event. The Service has reviewed five response plans attached to the Municipal Emergency Plan (MEP) and is currently reviewing the MEP itself. The after-action review of the above feeder main incident will result in additional recommendations.	



## Service Updates on Financial Performance

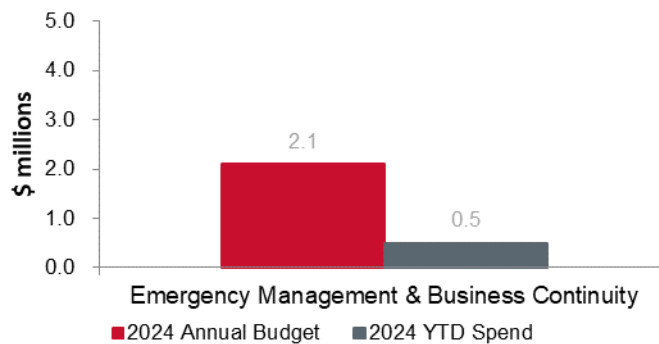
### Net Operating Budget and Actuals as of June 30, 2024



### Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Emergency Management & Business Continuity (EMBC) has a favourable operating variance of \$0.1 million. The main reasons that have contributed to the variance are temporary vacancies with Emergency Management and Business Continuity offset by additional costs for the Emergency response to the water main break as well as additional warehousing costs due to a costing change resulting in higher costs for EMBC.

### Capital Budget and Spend as of June 30, 2024



### Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Emergency Management & Business Continuity has spent 25.4 per cent of the 2024 approved capital budget. The underspend is mainly attributed to resources tied up in deployments to support the Bearspaw Feeder Main response. Risk mitigation planning is currently underway to accelerate spend in 2024. In 2024, the capital expenditures includes continued investment into Canada Task Force 2, disaster preparedness (including infectious disease and emergency social supplies), as well as equipment and technology upgrades across all Emergency Operations sites.