

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

Highlights

The service has been coordinating City support to the 2023 wildfire season in Alberta and across Canada. The successful response is a result of the significant investment the service has made in risk-informed planning, training, mitigation and resources. These types of responses are expected to be more frequent in the future due to climate change and the service has been proactively preparing for more severe extreme heat, wildfire and other natural hazard events.

Canada Taskforce 2 has provided nine deployments of Incident Management Teams (IMT) to support communities across Alberta and Nova Scotia. The Mobile Command Centre has also been provided for use as an Incident Command Post for impacted communities in Alberta.

Locally, the Emergency Operations Centre was opened to coordinate City response and Emergency Social Services was activated to support evacuees from impacted communities. To date, the service has supported 82 evacuees from seven different communities in Alberta.

Challenges

As a service that relies on other services to achieve deliverables, the realignment has prompted business units to adjust to the new structure. New demands placed on business units are competing with emergency management requirements and this impacts the service's ability to meet objectives. A business continuity risk has been exposed as new services adjust how they operate. The service has received indications from several business units that compliance with the corporate business continuity policy will not occur in 2023. This risk is being actively managed through existing processes.

Emergency Social Services membership has declined through attrition and the realignment (members moved under new management, new assignments, etc.). A new recruitment strategy is in development, but short-term risk remains. The significant demand of the current hazard season and new post-realignment responsibilities has also exposed capacity issues in the Emergency Management Operations Section.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

➡ Progressing as planned

⬅ Not progressing as planned

Performance Measures

Story behind the numbers

Status

<p>PM 2: Participants who completed emergency preparedness programming who feel more prepared for emergencies (per cent)</p> <table border="1"><thead><tr><th>Year</th><th>Actuals</th><th>Expected Future Performance</th></tr></thead><tbody><tr><td>2019</td><td>89</td><td></td></tr><tr><td>2020</td><td>91</td><td></td></tr><tr><td>2021</td><td>91</td><td></td></tr><tr><td>2022</td><td>91.5</td><td></td></tr><tr><td>2023</td><td>91.5</td><td></td></tr><tr><td>2023 Mid-Year</td><td></td><td></td></tr><tr><td>2024</td><td></td><td></td></tr><tr><td>2025</td><td></td><td></td></tr><tr><td>2026</td><td></td><td>91.5</td></tr></tbody></table>	Year	Actuals	Expected Future Performance	2019	89		2020	91		2021	91		2022	91.5		2023	91.5		2023 Mid-Year			2024			2025			2026		91.5	<p>This measures the service's role in preparing the community for emergencies. The target was based on historic baseline data. 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 behavior, practice, and performance. The focus is on maintaining the high standard and continuing to expand access to programming.</p>	➡
Year	Actuals	Expected Future Performance																														
2019	89																															
2020	91																															
2021	91																															
2022	91.5																															
2023	91.5																															
2023 Mid-Year																																
2024																																
2025																																
2026		91.5																														
<p>PM 3: Agency members who feel confident in their ability to fill their role if called to the Emergency Operations Centre (per cent)</p> <table border="1"><thead><tr><th>Year</th><th>Actuals</th><th>Expected Future Performance</th></tr></thead><tbody><tr><td>2019</td><td></td><td></td></tr><tr><td>2020</td><td></td><td></td></tr><tr><td>2021</td><td>81</td><td></td></tr><tr><td>2022</td><td>81</td><td></td></tr><tr><td>2023</td><td>81</td><td></td></tr><tr><td>2023 Mid-Year</td><td></td><td></td></tr><tr><td>2024</td><td></td><td></td></tr><tr><td>2025</td><td></td><td></td></tr><tr><td>2026</td><td></td><td>90</td></tr></tbody></table>	Year	Actuals	Expected Future Performance	2019			2020			2021	81		2022	81		2023	81		2023 Mid-Year			2024			2025			2026		90	<p>This measures the service's role in preparing Agency members for their role in the Municipal Emergency Plan. The target was set based on the 2021 Agency survey. There has been an increased demand for onboarding new members over the last year. The target is expected to be reached by 2024. Initial focus is on onboarding new members as soon as possible and maintaining members' abilities through regular training and exercises.</p>	➡
Year	Actuals	Expected Future Performance																														
2019																																
2020																																
2021	81																															
2022	81																															
2023	81																															
2023 Mid-Year																																
2024																																
2025																																
2026		90																														
<p>PM 4: Agency members who are satisfied in the leadership provided to the Calgary Emergency Management Agency (per cent)</p> <table border="1"><thead><tr><th>Year</th><th>Actuals</th><th>Expected Future Performance</th></tr></thead><tbody><tr><td>2019</td><td></td><td></td></tr><tr><td>2020</td><td></td><td></td></tr><tr><td>2021</td><td>98</td><td></td></tr><tr><td>2022</td><td>98</td><td></td></tr><tr><td>2023</td><td>98</td><td></td></tr><tr><td>2023 Mid-Year</td><td></td><td></td></tr><tr><td>2024</td><td></td><td></td></tr><tr><td>2025</td><td></td><td></td></tr><tr><td>2026</td><td></td><td>98</td></tr></tbody></table>	Year	Actuals	Expected Future Performance	2019			2020			2021	98		2022	98		2023	98		2023 Mid-Year			2024			2025			2026		98	<p>The target was set based on a survey of Agency members conducted in 2021. The focus will be to maintain high standard by providing leadership and support to Agency members through continued engagement, collaboration, and partnership opportunities.</p>	➡
Year	Actuals	Expected Future Performance																														
2019																																
2020																																
2021	98																															
2022	98																															
2023	98																															
2023 Mid-Year																																
2024																																
2025																																
2026		98																														

Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

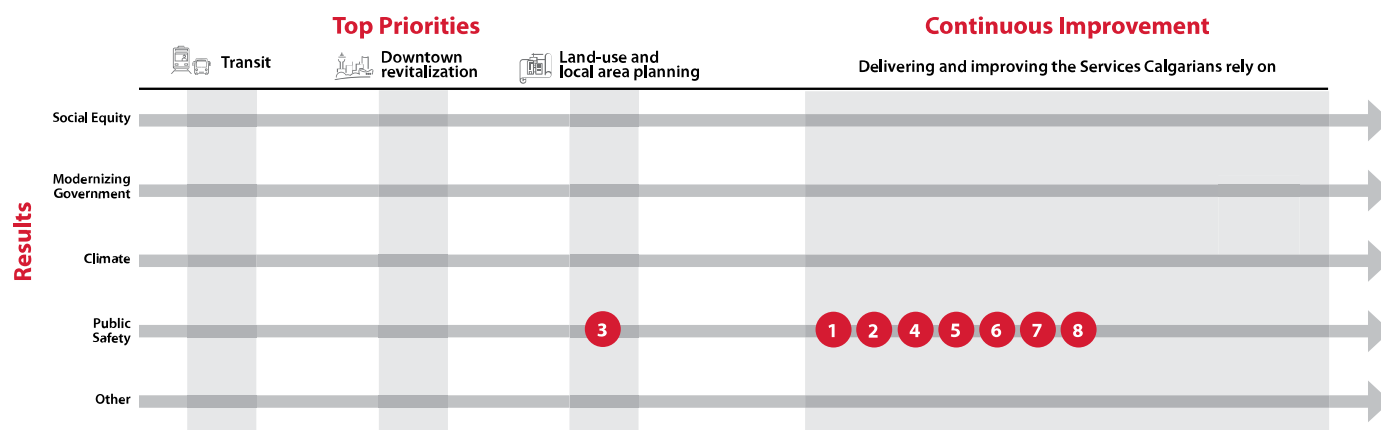
PM 1: City services that are compliant with corporate business continuity policy (per cent)

PM 5: Agency members who are confident in their understanding of local disaster risks (per cent)



Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



Legend



Completed



Progressing as planned







Not progressing as planned



Initiative number

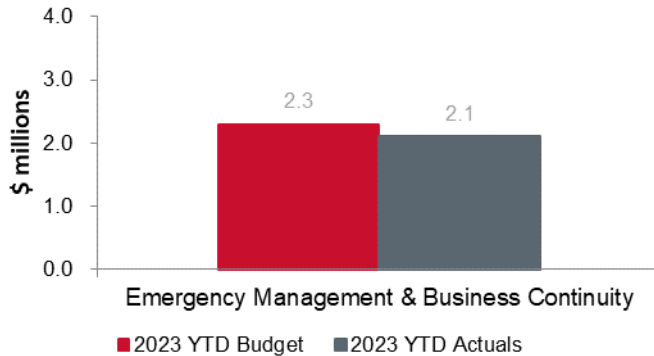
Initiative	Initiative Update	Status
1 Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.	The service hosted the first of two risk panels with the Emergency Management Committee of Council scheduled for 2023. The focus was on heat-related risks and subject matter experts (e.g., Environment & Climate Change Canada) were invited to present. These panels are used to inform Council of local risks and activities underway to manage them. The service also completed the annual review and update of Disaster Risk Assessment. The assessment ensures that priority risks are identified and managed to an acceptable level.	
2 Increase the capacity of the community to prepare for emergencies by providing emergency preparedness awareness, education and training.	The service has started to focus on preparedness amongst equity-deserving groups, as they often face increased vulnerability to disasters. Equity in Service Delivery funding is supporting work to increase the capacity of equity-deserving groups to prepare for emergencies by reducing barriers to tools, resources, programs, and supports. The service coordinated Emergency Preparedness Week programming focused on equity-deserving groups and hosted a Neighbour Day event focused on emergency preparedness, building networks, and strengthening community resilience at the Genesis Centre in the NE.	
3 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.	The service receives over 100 formal circulations from Development Applications Review Team per year and is also included in dozens of pre-application meetings and informal discussions regarding land-use planning in Calgary. The service submits comments and requirements to ensure our city is being built responsibly within the context of the disaster risks. Furthermore, the service works directly with private critical infrastructure providers on planning, design, and operational considerations to heighten the resilience of these sectors and better prepare Calgary for its top disaster risks.	
4 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.	After disruptions to in-person training during the pandemic, Canada Taskforce 2 has a renewed focus on training and exercises. The team has onboarded 35 new members brought on in 2022 and has provided tactical and incident management training to members and other response personnel from across the province. The team has demonstrated its purpose by sending several deployments of Incident Management Team members to support municipalities and the Government of Alberta with the 2023 wildfire response, as well as interprovincially to support Nova Scotia with their wildfire disaster.	

Initiative	Initiative Update	Status
5 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.	The service facilitated the first of two functional exercises scheduled for this year with the Agency. It was based on an extreme heat and drought scenario. The training program has also delivered foundational emergency management and Incident Command System courses to new Agency members. In addition, planning for the Calgary Stampede and the World Petroleum Congress is underway. The update of the Municipal Emergency Plan has been initiated and will include a review of the Disaster Recovery Plan and the Mass Casualty Incident Plan annexes. The update remains on target for completion in 2023.	
6 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.	This spring, Emergency Social Services ran a training course for members, focused on using 311 services to assist with the registration process for evacuated residents. Ongoing training initiatives include Psychological First Aid, scenario workshops, and emergency management courses offered by the service. In support of the ongoing wildfires, the service collaborated with the Province of Alberta to open a Reception Centre to provide registration and temporary housing supports to evacuated individuals. The 16-day response was supported by 45 ESS members and provided supports to 82 individuals.	
7 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.	Business continuity planning is now in a cycle of continuous improvement, whereby our advisory and educational services are reviewed, shared, and implemented throughout the corporation and community on an annual basis. This program was fully reviewed by peers during the Covid-19 pandemic, and the policy that governs the service will be reviewed and updated again in 2023 as part of its triennial review process.	
8 Reduce the impact of major emergencies, planned events and service disruptions by coordinating corporate and Agency response and recovery activities.	The service opened the Emergency Operations Centre and activated the Municipal Emergency Plan to support the wildfire response and deployment of local resources. An After-Action Review is underway to ensure lessons learned from the activation are captured. The service has also dedicated resources to emergency management and public safety planning for the World Petroleum Congress. The planning is underway, and the priority is on ensuring the Agency is well informed and prepared for potential disruptions or impacts. The Emergency Operations Centre will open in support of the event in September.	



Service Updates on Financial Performance

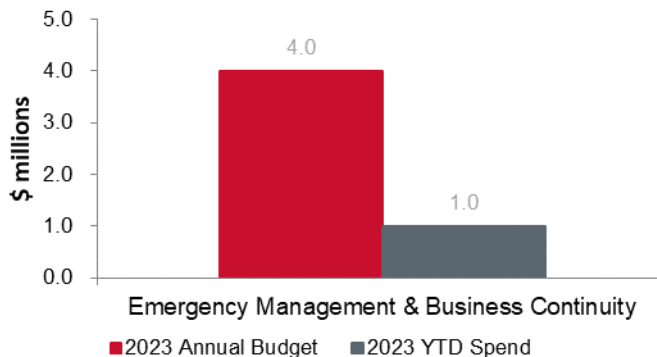
Net Operating Budget and Actuals as of June 30, 2023



Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Emergency Management & Business Continuity operations savings of \$0.2 million due to intentionally managing the workforce for ongoing assessment of changing service demands.

Capital Budget and Spend as of June 30, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Emergency Management & Business Continuity has spent 24 per cent of the 2023 approved capital budget. Year-to-date, 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. Recent deployments to support wildfire response likely to lead to a lower than expected spend in 2023, when compared to overall 2023 budget; with risk mitigation planning underway to accelerate spend in 2024.