

Emergency Management & Business Continuity

Led by: Calgary Emergency Management Agency

Description:

Beyond emergency response activities, our service is also legislated to ensure preparedness for and recovery from emergencies, disasters and business disruptions. Coordinating the efforts of The City, businesses, non-profit groups, government agencies and citizens, we help the city withstand emergencies. Collectively, we evaluate and educate on disaster risk, create preparedness networks, coordinate emergency planning and help represent public safety. We oversee business continuity planning in The City to support the delivery of essential services during and after an emergency. We support regional and national disaster response with Canada Task Force 2, Alberta's disaster response team.

Customers:

Our customers include: over 60 Agency members and their partners that serve the citizens of Calgary; Calgary businesses that are the cornerstone of a healthy and vibrant economy; citizens of, and visitors to, Calgary; other jurisdictions in Alberta and Canada that may require support for an emergency.

What is delivered to customers:

We continuously deliver education, best practices, information, and communication to our partners and customers. We ensure our customers have timely, coordinated information needed in an emergency. We also collaboratively set priorities for response and recovery with our partners through collective decision making, as seen in the 2013 floods.

Partners:

Our service relies on partnerships with over 60 organizations that collectively form the Calgary Emergency Management Agency. We lead and partner with all City business units, government agencies, and organizations within the utility, education, transportation, non-profit and private sectors. Our partnerships allow us to meet the needs of those who may be or have been affected by disaster.

Service need (value proposition):

The value of our service is that our customers feel safe, secure, and resilient to emergencies, disasters and business disruptions. These types of events impact not only life safety, but also critical infrastructure, the environment and economy. When they occur, we meet the basic needs of those impacted by providing emergency housing and other supports. Following an event, customers can return to their routines more quickly as a result of our collective response and recovery efforts, including maintaining essential services vital to the wellbeing of our customers. Collectively, we contribute to The City's resilience by understanding, informing and reducing disaster risk, while empowering our customers to engage in emergency preparedness activities at home, work, and in their community.

Current state service value

<p>\$6 Recovery cost saved by \$1 in prevention</p> <p>25 Partners inform Disaster Risk Assessment</p>	<p>100% City service backup plans analyzed</p> <p>1% CEMA budget as % of annual disaster loss</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ⋮ Internal Recoveries <p>\$4.10 Annual operating cost per resident</p> <p>\$0 M \$5 M</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 		<p>What the service includes This service has no sub-services.</p> <p>Key Capital Investments Emergency preparedness means having the necessary materials and technology in place to allow us to remain effective in our response and recovery. These help us prepare for the risks that may impact the city and contribute to The City's resiliency.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

60 per cent of emergency preparedness workshop participants feel capable of delivering workshops in their communities to expand our emergency preparedness network.

42 per cent of businesses have a plan to guide operations after emergencies, indicating an opportunity to provide more guidance and education to strengthen economic resilience.

City Administration has asked us to apply our collaborative processes to other operational and public safety issues and smaller scale, localized events impacting communities.

95 per cent of citizens surveyed in the 2018 Spring Pulse survey said that our service was important and they were satisfied with our service.

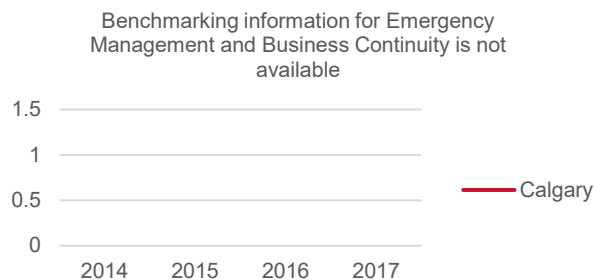
What Council has directed

Our service works in partnership with 100 Resilient Cities and the Climate Resilience Strategy to address the events that may impact our city. We support Council Directives within A City of Safe and Inspiring Neighbourhoods, A Well-Run City, and A Prosperous City and contribute to safe neighbourhoods and public spaces (N1). Contributions to land use and infrastructure planning and decisions help build complete communities resilient to the impacts of disasters (N4, M1, W4). Community emergency preparedness networks foster connections among neighbours (N2) to support community resiliency. Our work around business continuity and resilience contributes to making Calgary an attractive place to start a business while supporting existing business needs (P3). Our business continuity planning advances organizational resilience, including shared approaches to critical resource planning (W2).

What are we watching?

Disasters have been on an upwards trend for 40 years. Disaster impact data informs mitigation strategies and funding in Calgary. Alberta has experienced seven of the ten costliest disasters in Canada; five of those ten impacted Calgary. From 2010 to 2016, total public and private loss from Calgary disasters was greater than \$3.3 billion. This trend is expected to continue, making investment in preparedness and mitigation critical. We monitor Calgary's population to understand those who may be disproportionately impacted by disasters and develop special supports for these populations. Our reliance on technology has generated a new risk, as an increasing number of people, devices, and critical services are connected to virtual networks. City staff may be assigned duties outside their normal work in a disaster with limited training, which may exacerbate the disaster consequences.

Benchmarking



There are currently no meaningful benchmarks used by other Canadian municipalities to assess emergency management performance or effectiveness. Over the next few years, The City will be working with the Conference Board of Canada and other Canadian emergency management organizations to identify a potential set of benchmarks to compare outcomes associated with prevention, mitigation, preparedness, response, and recovery.

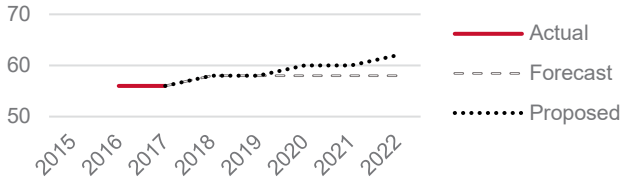
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Prevention	Everyone is prepared to respond to and recover from major emergencies.
Reduces risk	The City takes action to prevent or reduce hazards and risks.
Resilient	Calgary quickly bounces back from the effect of major emergencies.
Connectivity	The right people with the right skills and resources help respond to and recover from major emergencies.
Legislative Compliance	The City meets the requirements to have an emergency management agency as set out by the Province of Alberta's Emergency Management Act.

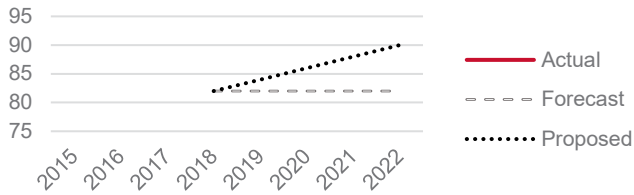


How is the Service performing? Where we are headed and where do we want to go?

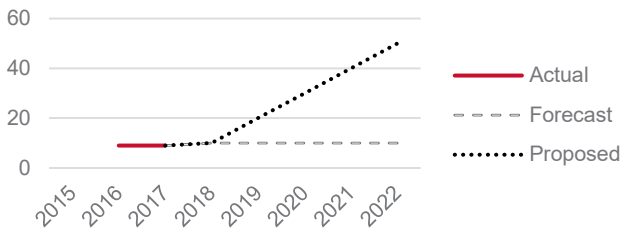
Resources with effective work arounds to allow City services to continue providing essential services after a disruption (Percentage)



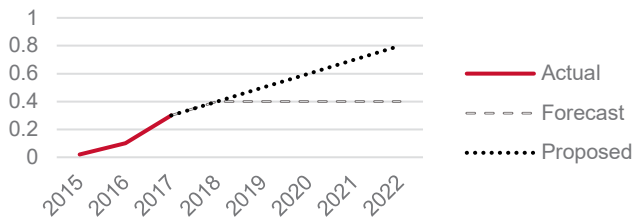
Citizens completing individual and family preparedness course through Ready Calgary who feel more prepared for emergencies (Percentage)



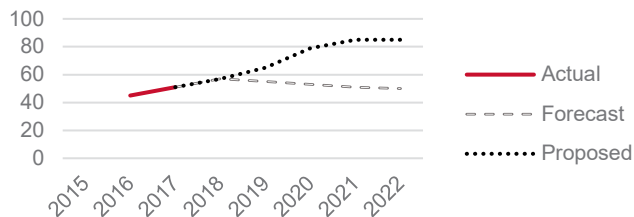
Ready Calgary-trained communities who have taken action to prepare for emergencies (Percentage)



Population The City can provide basic needs for immediately following an emergency (Percentage)



Agency members who have three members trained in emergency operations (Percentage)



Story behind the curve

Through continued identification of shared resources used to deliver essential services across multiple business units, common workarounds can be identified that would benefit and improve service resilience across the Corporation. This integrated approach makes The City more efficient and results in cost savings as well as reduced down time of essential services for businesses and municipal government. Individual and household preparedness is essential to ensuring Calgarians can be self-sufficient in the days immediately following a disaster. Individuals and families can take actions to improve preparedness, and help make our community more resilient. Our strategy to educate citizens on citywide and community-based risks and associated preparedness activities will help "turn the curve" on this measure and foster preparedness in the face of increasing disaster trends.

Ready Calgary is a cornerstone program that supports the growth of community emergency preparedness networks. It is based on the premise of neighbours helping neighbours, which reduces the load on strained City resources during an emergency and provides more efficient assistance to those residents and areas identified as needing the most help. Our plans to develop an engagement strategy to focus on high-risk/vulnerable communities will contribute to "turning the curve" on this measure given that we forecast increasing vulnerability to impacts, as a result of factors such as growing income inequality.

Our collective ability to provide basic supports through Emergency Social Services to Calgarians in the immediate aftermath of an emergency is dependent in part on capital budget approvals. Capital budget for this service allows us to provide resources required in reception centres such as temporary cots, blankets and pillows, to citizens displaced from their homes following an emergency.

Minimum levels of trained staff are essential to ensuring our ability to effectively manage an emergency. Agency members require continual training and exercise to maintain minimum trained staff levels, particularly in times of economic downturn and staff turnover. A regular training program will prevent the erosion of these skills.



What do we propose to do?

What we propose to continue doing

STRATEGY
Evolve Ready Calgary to focus on high-risk/vulnerable communities and educate Calgarians on risks and related preparedness activities.
Collaborate with partners and customers to reduce the impacts of disaster through risk prevention and mitigation.
Deliver business continuity services to increase operational resilience of City services, critical infrastructure and Calgary businesses.
Coordinate response and recovery efforts for large-scale emergencies, disasters and business disruptions with partners and customers.
Ensure sustainable, long-term funding for Canada Task Force 2 to support continued training, exercises and equipment.
Continue to ensure our partners have the training, experience and support required to operate in a coordinate way during emergencies.

Why?

Our strategies build a more resilient city by collectively initiating preparedness actions for Calgarians to address the increasing number and impact of disasters and growing citizen vulnerability. Response and capacity strategies ensure we have capable partners who can support and manage The City's emergency response and recovery. Continuity strategies enable workarounds for essential services ensuring needed resources are available.

What we propose to do less of

STRATEGY
Risk prevention and mitigation activities as responsibility for these activities will stay with the owner of the risk.
Print materials for community education programs in favor of online material.
Compiling and providing of 72-hour kits, and instead encourage citizens to build their own kits.
Direct involvement in inventory management of disaster pandemic supplies by engaging cross departmental teams and City Supply.
In-person citizen preparedness sessions in cases where content can be delivered through other mechanisms, such as online methods.

Why?

Our strategies ensure we remain focused on areas of our service which will provide the most benefit to our customers. Our strategies will avoid duplication of effort and will provide cost savings to The City. Additionally, the movement of our resources online will support easier access to our materials and information.

What we propose to do more of or include as a new offering

STRATEGY
Apply the structure, process and coordination used during disasters to events not traditionally considered emergencies.
Support partners before and during smaller events that may impact their operations or reputations, or that have the potential to escalate.
Proactively open the Emergency Operations Centre to monitor emerging events and increase our coordination prior to a potential emergency.

Why?

These strategies leverage our existing structure and processes to provide an enhanced approach to different types of emergencies that impact The City and citizens. A more unified approach to managing crises speeds resolution, improves efficiency, and yields better results for citizens. Proactive efforts to minimize the impact of smaller emergencies on communities results in lower response costs, less damage and better quality of life.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Resources with effective work arounds to allow City services to continue providing essential services after a disruption (Percentage)	58	↑
Citizens completing individual and family preparedness course through Ready Calgary who feel more prepared for emergencies (Percentage)	82	↔
Ready Calgary-trained communities who have taken action to prepare for emergencies (Percentage)	10	↑
Population The City can provide basic needs for immediately following an emergency (Percentage)	0.4	↑
Agency members who have three members trained in emergency operations (Percentage)	57	↑

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	5,176	5,177	5,178	5,179
Less Previous Year one Time	-	-	-	-
Base	5,176	5,177	5,178	5,179
Revenue Changes	-	-	-	-
Internal Recovery Changes	-	-	-	-
Inflation	31	31	31	31
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-
Efficiencies	-	-	-	-
Service Reductions	(30)	(30)	(30)	(30)
Service Increases	-	-	-	-
One Time	-	-	-	-
Realignments	-	-	-	-
Total	5,177	5,178	5,179	5,180

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	5,176	5,177	-	5,177	5,178	-	5,178	5,179	-	5,179	5,180	-	5,180
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	5,176	5,177	-	5,177	5,178	-	5,178	5,179	-	5,179	5,180	-	5,180



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		179	499	636	490	-	1,804
480450	EOC IT Lifecycle	179	499	636	490	-	1,804
Project(s)		985	1,364	585	585	-	3,519
480451	Common Op Picture Maint	400	350	-	-	-	750
480453	CanaTaskForce2 Muni Contri	585	585	585	585	-	2,340
480454	EOC Backup	-	429	-	-	-	429
Program(s)		540	540	540	540	-	2,160
480452	Disaster Preparedness	540	540	540	540	-	2,160
Sub-Total (New Budget Requests)		1,704	2,403	1,761	1,615	-	7,483
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		1,704	2,403	1,761	1,615	-	7,483

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 480450: EOC IT Lifecycle

New Budget Request of \$1,804 thousand is to manage the replacement of aging technology and equipment to reduce incidents/risk of failure and maintain the ability to respond to large scale emergencies.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Project(s)

Activity 480451: Common Op Picture Maint

New Budget Request of \$750 thousand will fund maintenance of our common operating picture that is critical to emergency operations for information gathering, situational awareness and communication.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None



Recommended Capital Investment to Support Service Delivery

For Council Approval

Activity 480453: CanaTaskForce2 Muni Contri

New Budget Request of \$2,340 thousand for Canada Task Force 2 will leverage 75% federal funding. This will allow the team to maintain operational readiness and capability to respond to disasters.

Funding from Pay-As-You-Go (\$540 thousand) and Federal Grant (\$1,800 thousand)

Operating Impact of Capital: None

Activity 480454: EOC Backup

New Budget Request of \$429 thousand will be used to increase our level of preparedness, ensure redundancy and allow for the continuity of operations should the primary EOC be compromised.

Funding from Pay-As-You-Go

Operating Impact of Capital: None

Program(s)

Activity 480452: Disaster Preparedness

New Budget Request of \$2,160 thousand is to purchase the appropriate equipment to ensure we can effectively respond and recover from the emergencies and disasters that are most likely to occur in Calgary.

Funding from Pay-As-You-Go

Operating Impact of Capital: None