

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 supported over 4,000 evacuees from northern Alberta and the Northwest Territories. The Emergency Operations Centre (EOC) was open for 54 days and Canada Task Force 2 (CAN-TF2) deployed 14 times to other jurisdictions. Successful response to these events can be attributed to proactive investments made in emergency preparedness. (Initiatives 4, 5, 6)

The service developed post-disaster recovery guidelines to consistently identify which buildings in Calgary are most important for disaster recovery. This will ensure communities will continue to have resilient facilities to assist them during disasters. (Initiative 3)

The service initiated changes to better meet the needs of equity-deserving groups. These changes focus on increasing capacity to prepare for emergencies by reducing barriers to accessing resources, programs and supports. (Initiative 2)

The service successfully provided operational planning and incident management support to the World Petroleum Congress. (Initiative 8)

Service Challenges

Demand for the service last year represents a new normal for emergency management and a reminder of the need for continued investment in disaster risk reduction and emergency preparedness.

The City experienced the cascading impacts that seemingly distant disasters can have locally. Calgary hosted thousands of wildfire evacuees from out-of-province, provided resources and personnel to support response efforts in other locations and endured weeks of poor air quality due to remote wildfires.

The service was challenged to sustain operations for months while also meeting normal business priorities. The demand for the service before, during and after disasters, is only expected to increase with climate change.

The needs and expectations of evacuees have become more complex. The service is evolving its Emergency Social Service program to match changes but many of these issues affect other City services and further work is required to prepare the Corporation for this new reality.

Trends & Potential Uncertainties

Climate change is increasing the frequency and intensity of many natural hazards. Additionally, urbanization is expanding the total population, infrastructure and livelihoods exposed to these hazards.

These trends are challenging resilience and adaptation targets. Continued investment in risk reduction is needed to reduce the impact of events on The City's finances, reputation and service delivery.

The service's support of other jurisdictions has grown. These provide opportunities to learn but also stress local service delivery, fatigue personnel and delay achievement of service priorities.

New expectations for City service delivery have increased the service's incident support to smaller crises, continuity issues and planned events. This adds additional pressure on the business model.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

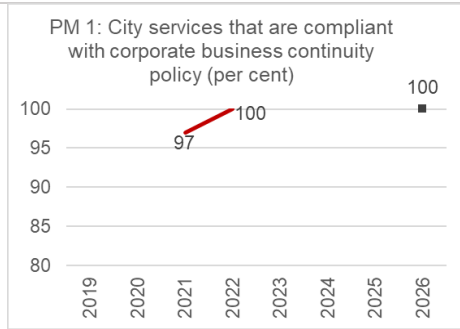
→ Progressing as planned

⊖ Not progressing as planned

Performance Measures

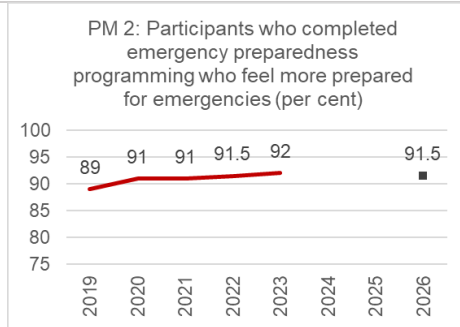
Story behind the numbers

Status

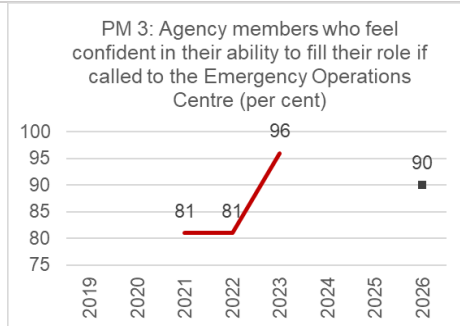


This measure won't be available until Q1 2024.

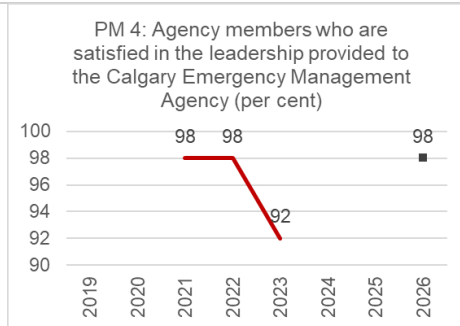
The service is responsible for coordinating Corporate business continuity planning activities. The target was set to align with compliance to the Business Continuity Planning administrative policy. The focus is on maintaining 100 per cent compliance with the policy and continuing to evolve the business continuity tools and framework.



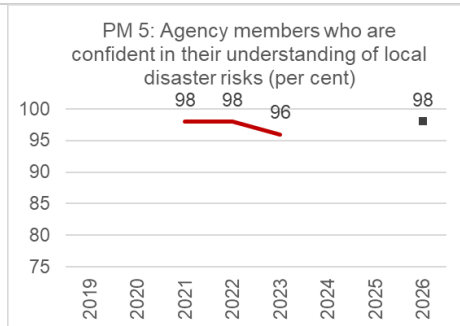
This measures the service's role in preparing the community for emergencies. The target was based on historic baseline data. Research indicates that focusing on increasing capacity can positively contribute to changes in self-protective behaviour. The focus is on maintaining the high standard and continuing to expand access to programming.



The service is responsible for preparing Agency members for their role in the Municipal Emergency Plan. The target was set based on the 2021 Agency survey. However, there continues to be an increased demand for onboarding new Agency members due to re-alignment and staff turnover. We expect this trend in staff movement to continue in 2024. The initial focus is on onboarding new members as soon as possible and maintaining members' abilities through regular training and exercises.



The target was set based on a survey of Agency members conducted in 2021. Our focus is to maintain our high standard by providing leadership and support to Agency members through continued engagement, collaboration and partnership opportunities.



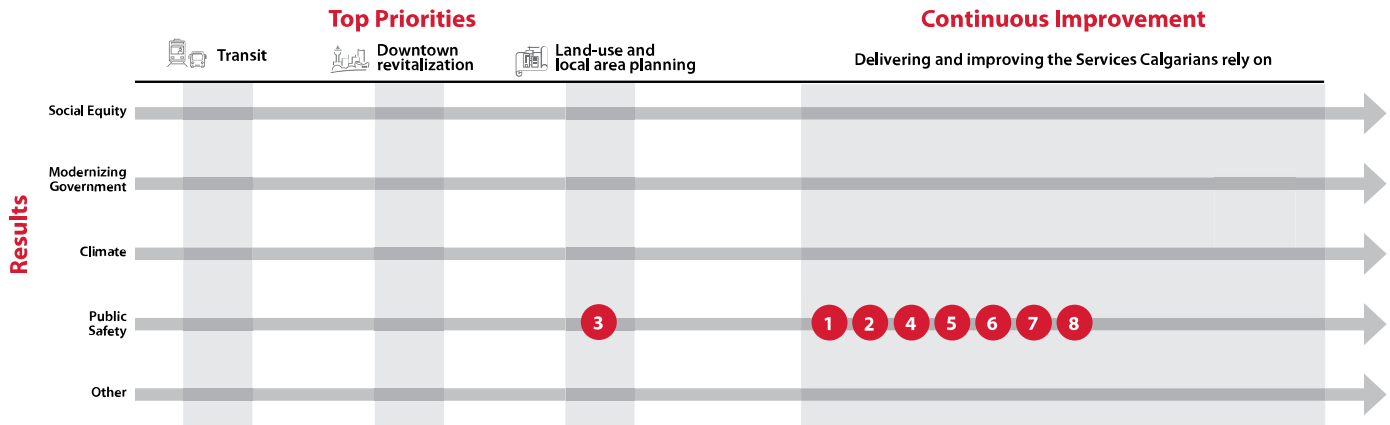
This measures the service's role in educating and raising awareness of local hazards. This target was set based on a survey of Agency members conducted in 2021. The focus is on maintaining the high standard by continuing to evolve risk analysis, assessment and education practices to meet or exceed industry benchmarks.









Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

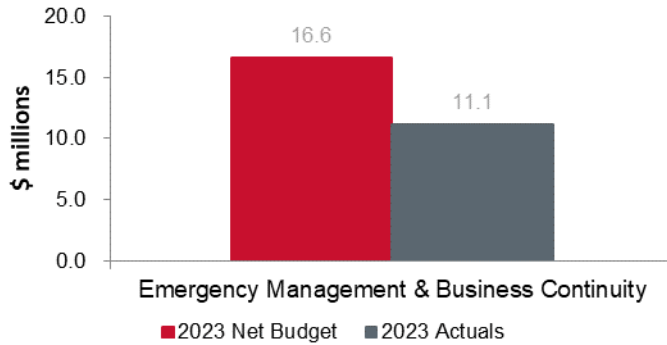
Initiative	Initiative Update	Status
1 Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.	In 2023, the service hosted two risk panels with the Emergency Management Committee of Council. The panels focused on extreme heat and cyber risks and subject matter experts from Environment & Climate Change Canada, Corporate Security and IT were invited to present. These panels are used to inform Council of local risks and activities underway to manage them. Additionally, the service completed the annual review and update of the Disaster Risk Assessment to ensure 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 received Equity in Service Delivery funding to focus on preparedness among equity-deserving groups, who can face increased vulnerability to disasters. The service conducted 11 community conversations with these groups to understand needs and co-create resources. Additionally, the service coordinated Emergency Preparedness Week programming and hosted a first annual Neighbour Day event focused on strengthening community resilience. In total, the service attended 68 community events and engaged over 6,000 attendees, including 1,500 from equity-deserving groups and 2,900 youth.	
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 nearly 100 formal circulations from the Development Applications Review Team per year and is included in dozens of pre-application meetings and discussions regarding land-use planning in Calgary. The service submits comments and contributes to policy requirements to ensure our city is being built responsibly within the context of our 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.	
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.	The team provided tactical and incident management training to newly onboarded members and other response personnel from across the province. The team was deployed 14 times in support of provincial and interprovincial incidents. The Incident Management Team supported local and provincial governments in Alberta, Nova Scotia and the Northwest Territories. Volunteers completed 11,445 training hours this year, building skills needed for confined space, structural collapse and rope rescue.	

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 two functional exercises with the Agency, based on an extreme heat/drought and security of the World Petroleum Congress. The training program has also delivered foundational emergency management and Incident Command System courses to Agency members. In addition, the service supported operational planning for the Calgary Stampede, cyber risk and the World Petroleum Congress. The update of the Municipal Emergency Plan has been shifted to 2024 due to response impacts on regular business.	
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.	Emergency Social Services (ESS) delivered a comprehensive training program, including Psychological First Aid, workshops, and emergency management principles. In support of the Alberta wildfires, the service collaborated with the Province of Alberta to open a Reception Centre to provide registration and temporary housing supports to 82 evacuees. In support of the NWT evacuation, ESS supported 4,000 evacuees over a 25-day activation. As a result of these significant ESS-activations, the service will be reviewing the program to implement noted improvements.	
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 advisory and educational services are reviewed, shared and implemented throughout the Corporation and community annually. The 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 2024 as part of its regularly scheduled 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 (EOC) and activated the Municipal Emergency Plan to support evacuees and wildfire responses in Western Canada. The service also dedicated resources to emergency management and public safety planning for the Calgary Stampede, World Petroleum Congress and the 17SX transit project. These preparedness activities resulted in better coordination, reduced impacts and decreased negative citizen sentiments for these high-profile events.	



Service Updates on Financial Performance

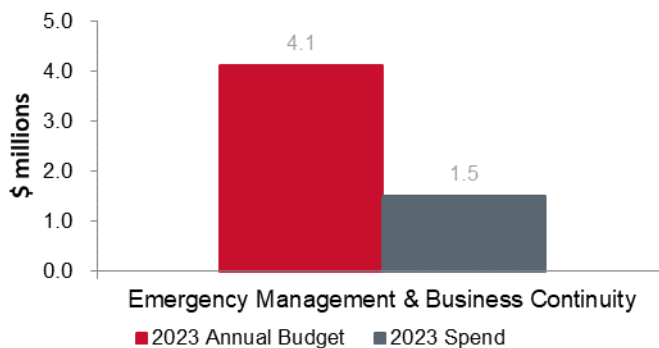
Net Operating Budget and Actuals as of December 31, 2023



Operating Budget Updates - 2023 net operating budget vs actuals:

Emergency Management & Business Continuity has a favourable operating variance of \$5.5 million. The primary driver of the variance was \$5.1 million return of 1time budget pertaining to the World Petroleum Congress and remaining \$0.4 million mainly due to workforce vacancies that have been filled as of Q4 2023.

Capital Budget and Spend as of December 31, 2023



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

Emergency Management & Business Continuity has spent 35.1 per cent of the 2023 approved capital budget. The underspend is mainly attributed to resources tied up in deployments to support wildfire response. Risk mitigation planning is currently underway to accelerate spend in 2024.

In 2023, 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.