

Calgary



READYCALGARY

Building Community Resilience

SECTION 2: COMMUNITY



Participant Manual

CEMA

Calgary Emergency Management Agency



CALGARY
POLICE
SERVICE



CCVO
Calgary Chamber of
Voluntary Organizations



For more information on the **READYCALGARY** program and to obtain copies of emergency preparedness information, contact:

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Foreword

Chief's message

Calgary is a great city. It has inspired amazing growth, prosperity, international acclaim and most of all it has fostered the building of great communities. In all of this greatness have come its challenges. In the recent past, we have suffered a winter with the highest amount of snowfall in over one hundred years, a September snowstorm that damaged half of Calgary's tree population, a major power outage that affected 5000 residents and impacted 112 buildings, and most memorable of all, the largest natural disaster in our city's history, the June 2013 floods.



Tom Sampson, CEMA Chief

Calgarians have always showed a desire to help their neighbours. A commitment to assist your neighbourhood, community and the city is commendable and encouraged. In light of recent challenges, there came an opportunity to create a community-based program to inform and educate individuals, families and communities on how to take action when faced with future emergencies.

The program had to target community needs in order to appeal to, and be promoted and sustained by, all members of the community. The Calgary Emergency Management Agency (CEMA) identified these needs by attending open houses, meeting with community and political leaders, and by listening to individual stories of Calgarians. The final product of all the hard work and consultation is this program: **READYCALGARY**.

READYCALGARY is a comprehensive all-hazards emergency management community initiative designed to provide Calgarians with a broad knowledge of emergency prevention, preparedness, response and recovery procedures. The program focuses primarily on empowerment and preparedness to build a more resilient Calgary. With the help of Agency members, partners, non-governmental organizations and community groups, **READYCALGARY** includes a variety of important information and resources to help prepare Calgarians for future emergencies.

The economic, social and natural landscape in Calgary is always evolving. We will all learn how to adapt to different environments and how to face new challenges. When we look towards the future, it is important that we remember what supports us: everyday amazing Calgarians.

Tom Sampson

Chief, Calgary Emergency Management Agency (CEMA)
The City of Calgary

Preface

Welcome to **READYCALGARY**. Facilitated by the Calgary Emergency Management Agency (CEMA) on behalf of The City of Calgary, the goal of this program is to empower individuals, families and communities to take action in building community resilience through disaster preparedness, response and recovery education.

Disclaimer

Disclaimer, limitation of liability, indemnity and warranty

This manual has been created to assist individuals, families and communities in preparing for emergencies and disasters. The Calgary Emergency Management Agency (CEMA), The City of Calgary and the external partners involved in the creation of this manual have made every reasonable effort to ensure that the information is accurate, adequate and complete, but does not make any representations or warranties of any kind, express or implied, about its accuracy, adequacy, completeness or suitability. The content of the manual is subject to change at any time without notice. Any reliance you place on the information in this manual is strictly at your own risk. This manual does not constitute legal advice.

CEMA, The City of Calgary and the external partners involved in the creation of this manual are not responsible for any direct, indirect, incidental, or consequential loss or other damage resulting from or in relation to the use, misuse, reliance or misrepresentation of any information provided in this manual. The user of the information provided in this manual agrees to indemnify, defend and hold harmless The City of Calgary and its official officers, employees, authorized representatives and any external party involved in the creation of this manual from and against any liability, loss, injury (including injuries resulting in death), demand, action, cost, expense or claim of any kind, including but not limited to lawyer's fees, relating in any way to the use of the manual.

This manual has been created for educational purposes and may not be reproduced or distributed, in whole or in part, for commercial purposes. It can be reproduced and distributed, in whole or in part, for individual use and for non-profit, research or educational purposes.

Additional clause

It is helpful to note that there is legislation in Alberta that deals with liability when rendering emergency First Aid assistance, such as, but not limited to, the Emergency Medical Aid Act, RSA 2000, c E-7, particularly section 2. If you require assistance with respect to the interpretation of this and other legislation and its potential application in specific circumstances, please contact your legal counsel.

Acknowledgements

The Calgary Emergency Management Agency (CEMA) acknowledges the formal and informal contributors and key resources that have made the development of the **READYCALGARY** program possible.

The content in this manual is comprised of a variety of widely available sources from the organizations listed below. On-going development of course content will ensure that credit is attributed to the appropriate contributors. Furthermore, participant and instructor feedback obtained during periods of course evaluation and program audits will be reflected within future revisions of this manual, as deemed applicable.

- Alberta Emergency Management Agency (AEMA)
- British Columbia Housing's Rapid Damage Assessment Program
- CEMA Agency Members (internal business units at The City of Calgary, external governmental agencies and external partners) and invited partners (NPOs and NGOs)
- Emergency Management Ontario, Ministry of Community Safety and Correctional Services – *Hazard Identification and Risk Assessment for the Province of Ontario, 2012*
- Federal Emergency Management Agency (FEMA)
- FEMA/Ready.gov
- Getprepared.gc.ca (Government of Canada)
- Insurance Bureau of Canada (IBC)
- Justice Institute of British Columbia (JIBC)
- Public Safety Canada
- Seattle Office of Emergency Management's 'Seattle Neighborhoods Actively Prepare (SNAP)' program
- The City of Bellevue's 'Strengthening Preparedness Among Neighbors (SPAN)' program
- The City of Calgary
- The Government of Alberta
- Washington Military Department – Emergency Management Division's 'Map Your Neighborhood (MYN)' program
- Worker's Compensation Board – Alberta

Course Agenda

Please note that some adjustments to the agenda may be required to allow discussion of hazards specific to a community and, depending on class size, to allow all participants to take part in the course.

Unit	Topics
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6 Community Introduction & Overview	<ul style="list-style-type: none"> ➤ Unit Overview ➤ READYCALGARY (Community Level) ➤ Roles and Responsibilities <ul style="list-style-type: none"> ➤ Calgary Emergency Management Agency (CEMA) ➤ Non-Profit Organizations (NPOs) and Non-Governmental Organizations (NGOs) ➤ Community Leaders ➤ The Community (Public) ➤ Code of Conduct ➤ Unit Activity
7 Community Preparedness	<ul style="list-style-type: none"> ➤ Unit Overview ➤ Community Preparedness <ul style="list-style-type: none"> ➤ Community Emergency Action Planning ➤ Community Hazards and Risks ➤ Build a Community Map ➤ Hazard Identification and Risk Assessment (HIRA) ➤ Community-Level Emergency Action Plan (EAP) ➤ Business Continuity ➤ Developing an Emergency Communications Plan (ECP) ➤ Exercises, Practice and Program Maintenance <ul style="list-style-type: none"> ➤ Types of Exercises ➤ Description of Exercise Type ➤ Exercise Management Process Chart ➤ Exercising Emergency Action Plans ➤ Insurance – Protecting Organizations and Volunteers <ul style="list-style-type: none"> ➤ Community Association/Group ➤ Volunteers ➤ Resources and Training ➤ Unit Activity

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9 Community Recovery	<ul style="list-style-type: none"> ➤ Unit Overview ➤ Donations Management <ul style="list-style-type: none"> ➤ Donation Policy ➤ Volunteer Management ➤ Psychosocial Support and Services <ul style="list-style-type: none"> ➤ Psychological First Aid (PFA) ➤ Skills for Psychological Recovery (SPR) ➤ Unit Activity
10 Course Review	<ul style="list-style-type: none"> ➤ Course Summary <ul style="list-style-type: none"> ➤ Course Review ➤ Course Evaluation <ul style="list-style-type: none"> ➤ Freedom of Information and Protection of Privacy Act (FOIP Act) ➤ Suggestions ➤ Congratulations!

READYCALGARY

Section 2: Community

Unit 6: Community – Introduction and Overview

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Unit Overview

Section 2 of the **READYCALGARY** program focuses on emergency preparedness, response and recovery efforts at the community level. Throughout this section, important information is presented to support community associations, organizations and leaders in safeguarding Calgarians. Building on the foundation previously developed in Section 1, the information presented in this section is aimed at empowering these individuals and agencies to take an active role in preparing their neighbourhoods and communities for future emergencies and disasters.

READYCALGARY (Community Level)

READYCALGARY is a comprehensive all-hazards emergency management program developed by the Calgary Emergency Management Agency (CEMA) in order to produce competent facilitators and participants who will share the material from this program with other Calgarians. The goal of this program is to empower individuals, families and communities to actively participate in building community resilience through emergency and disaster preparedness, response and recovery education.

This section of the **READYCALGARY** program focuses on a broader community level, enabling community leaders to facilitate an inclusive and unified structure aimed at safeguarding a whole community. Recognizing that not all citizens can take an active role on behalf of their community, this section is designed to provide information specifically for community leaders in the form of associations, agencies, organizations and individuals who may perform this role. It is important to note however that by taking any part of this course, you are demonstrating a willingness to participate in this process and build community resilience to future emergency or disaster impacts in Calgary.

Note: For the purposes of this program, the term 'community' is all encompassing; referring to Calgary's geographical communities but also represents a community of common interest, purpose or practice, such as faith-based, age-based and volunteer communities.

Roles and Responsibilities

Calgary Emergency Management Agency (CEMA)

In regards to community, CEMA aims to strengthen community resilience through collaborative and dedicated planning and preparedness efforts by working with other business units within The City of Calgary, internal and external members, the non-profit sector and community groups. CEMA continues to develop and support community education and an awareness of the benefits of emergency preparedness through outreach events such as Disaster Alley, Safety Expo, the **READYCALGARY** program, and other professional presentations and engagements.

CEMA aims to build a community resiliency framework to include all populations within Calgary that may be vulnerable to an emergency or disaster. With agency partners, efforts to mitigate these vulnerabilities will be leveraged to work toward meeting the Onward statement “By 2020, communities will have demonstrated the resiliency to self-activate and respond to a disaster”. For more information on the Calgary Emergency Management Agency (CEMA), see Unit 1 and visit calgary.ca/cema

Non-Profit Organizations (NPOs) and Non-Governmental Organizations (NGOs)

Note: Comprised of over 6,000 charities and non-profits, Calgary’s non-profit sector is vibrantly committed to serving communities through activities, programs and services. These include skills training, homelessness, immigration, sports, environmental, etc.

In the weeks and months after the 2013 Southern Alberta floods, The City of Calgary, Calgary Chamber of Volunteer Organizations (CCVO), and others reached out to non-profit organizations and key City departments to capture some of the lessons learned and to assess how the community could better prepare for a future emergency. The aim is to create a more informed, prepared and coordinated approach to emergencies.

As a result of this effort, the *Calgary Non-Profit Sector Emergency Preparedness Framework* was created. This collective framework will help ensure the following:

- That Calgary’s individual non-profit organizations have the tools they need to effectively plan emergency preparedness, support and recovery activities.
- To help create networks and systems that encourages a coordinated response from the non-profit sector during an emergency.
- To develop systems to help coordinate the responses of the non-profit and government sectors.*

As well, it is strongly encouraged that community groups and associations actively engage applicable NPOs/NGOs in order to build relationships and resiliency. Strengthening connections between these services further increases the focus on meeting the needs of Calgarians. As such, connecting these organizations with each other, in addition to encouraging engagement with community groups directly, promotes positive networks for emergency preparedness, response and recovery efforts.



CCVO
Calgary Chamber of
Voluntary Organizations

To review a list of CCVO members reflecting the breadth and diversity of the non-profit sector in Calgary – from small grassroots groups to large charities and umbrella organizations, as well as government, business and individual associates – visit: calgarycvo.org/membership/member-directory/.

**(Source: Prepare For the Future, Learn from the Past: Calgary's Non Profit Sector Emergency Preparedness Framework – Project Charter. October 2014).*

Community Leaders

Community leaders are often designated by, and/or are active members of a community. They have a responsibility to participate in community preparedness.

Their responsibilities include:

- Provide insights and perspectives that reflect their neighbourhoods and/or community; for example, people with disabilities, local schools, communities with language or cultural differences, small businesses, the economically disadvantaged, and communities of faith. These insights inform the development of community level Emergency Action Plans and will be shared with appropriate external agencies as required (governmental and non-governmental as applicable).
- Identify and integrate appropriate resources into community plans (see Unit 7).
- Ensure facilities, participants, and community members are available, educated, and practiced in preparedness information and actions.

The Community (Public)

The community has a collective responsibility for preparedness. All members should consider the following:

- Learn about community risks and hazards, evacuation routes, and how to get critical information when needed.
- Take training and be knowledgeable in First Aid, preparedness, response and recovery skills.
- Practice skills and emergency plans regularly.
- Network and be able to support others.
- Participate in community feedback and outreach opportunities.
- Report any suspicious activity.
- Volunteer and donate.

Code of Conduct

You represent the **READYCALGARY** program to your family, new Community Support Team (CST) members, to the public, and to those to whom we render our services. As such, it is important to portray a positive image and present yourself in a professional manner. Building resiliency in Calgary is a long term, active process, and must include all members of the community to be effective.

As a participant in this program, it is expected that you will make every effort to share your learning and skills with others in your neighbourhood and community to contribute to Calgary's resiliency in the face of future emergencies and disasters.

As a participant of the **READYCALGARY** program, you are expected to comply with the following:

1. For life-threatening emergencies, always dial 911.
2. Know you are not a firefighter, police officer, emergency management officer, paramedic or other emergency services personnel and will not perform actions that may put you or your family at risk.
3. When an emergency or disaster occurs, your first responsibility is to ensure your own safety and the safety of your family.
4. Do not self deploy in the midst of an emergency or disaster. The recovery process will begin once the affected area has been declared safe by emergency services personnel. Listen for official instructions on how you can support the recovery process.
5. Stay within the scope of the education and training you have received.
6. Conduct yourself with professionalism, dignity and respect. Act appropriately and responsibly at all times.
7. Attempt to respect property and the environment and minimize damage based on your actions.
8. Do not take actions that will intentionally harm your neighbours or escalate the situation.
9. Be sensitive to the diversity of community members.
10. Follow the directions of emergency services personnel (Police, Fire, EMS).
11. It is your responsibility to respect the privacy of the individuals you assist.

Leave the professional response and recovery efforts to experienced emergency services personnel and listen to their instructions. This is for your own safety and that of others. It also supports the official response by not overwhelming emergency services with additional requests or tasks at a time when resources are limited.

Unit Activity

Unit 6 Discussion: Roles and Responsibilities

What are some of the specific roles and responsibilities for each of the following in building community resilience in Calgary?

- Calgary Emergency Management Agency (CEMA)
- Non-Profit Organizations (NPOs) & Non-Governmental Organization (NGOs)
- Community Leaders
- The Community (Public)

READYCALGARY

Section 2: Community

Unit 7: Preparedness

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Unit Overview

Unit 7 covers community preparedness. In this unit, you will learn:

- How to identify hazards and risks in the community;
- How to create a map of your community;
- Emergency and business continuity planning;
- Emergency communications planning;
- Exercise design, practice, and maintenance;
- The importance of registering volunteers with a community organization or association; and
- Suggestions related to additional training opportunities upon completion of this course.

Community Preparedness

As individuals, we can prepare our homes and families to cope during a critical period. In addition, community based planning encourages a collective effort to prepare for and respond to anticipated disruptions and potential hazards across the whole community following an emergency or disaster.

How a community responds to and recovers from a disaster is an indication of how it functions under routine, daily conditions. Through pre-disaster/emergency planning, neighbourhoods and communities can work together to help reduce injuries, loss, property damage, meet emergency needs and manage their existing resources until professional assistance becomes available.

Community Emergency Action Planning

Effective community response requires comprehensive planning and coordination of all who will be involved. Involved parties can be government; volunteer groups; private businesses; schools; and community organizations. The **READYCALGARY** program is designed to educate individuals to be assets to help families, neighbourhoods and communities prepare for an effective emergency response and recovery.

Developing a community level Emergency Action Plan (EAP) is a vast project to undertake and includes a consideration of the following points in addition to evaluating the hazards, risks and potential impacts to your community:

- **Social and Economic Wellbeing of the Community:** Connecting those in need to existing services and resources. Consider contacting local businesses and non-profit organizations to build partnerships and so they are aware of the essential services that may be needed in your community in the event of an emergency or disaster.
- **Physical and Psychological Health of the Population:** Understanding who becomes vulnerable under what circumstances enables communities to effectively plan for the allocation of goods and services.
- **Communicating Risk:** Communicating risks to a diverse community population that may include older adults, vulnerable persons, special needs, immigrants (language and cultural considerations) and children requires various sources, training and support. Not everyone has access to or possesses the same forms of technology or communications. This must be considered when planning for your community.
- **Social Connections:** Essential to include a wide scope of the demographic in the planning process and build social networks and connections for those that are most vulnerable. Building social awareness will limit the negative impacts to those who cannot access support, resources or services when most needed.

Community Hazards and Risks

Assessing your community's vulnerability to hazards and potential risks allows the community to prioritize preparedness measures and to target effective actions. As seen in Section 1: Unit 3, this is an essential step in Emergency Action Planning. Start by considering the following types of hazards and risks. The negative impacts from any of these could have a devastating impact upon your community and its members:

Natural Hazard

Natural hazards are those caused by forces of nature. Human activity may trigger or worsen the hazard; (for example, deforestation may increase the risk of a landslide) but the hazard is ultimately viewed as a force of nature.

Technological Hazard

Technological hazards are hazards which arise from the manufacturing, transportation, and use of substances such as radioactive materials, chemicals, explosives, flammables, modern technology and critical infrastructure.

Human-induced Hazards

Human-induced hazards are hazards which result from direct human action or inaction, either intentional or unintentional. Some examples would include traffic collisions, public demonstrations, blocked fire exits and not reporting hazards in the workplace.

See Section 1: Unit 3 for a list of hazards and risks considered within each of these three categories.

To assess your community's vulnerability to hazards and risks, it is useful to:

- Identify the most common threats to your community (see Section 1: Unit 4).
- Prioritize identified list of threats by those with the most severe impact.
- Consider recent and historical disasters/emergencies and their impacts.
- Identify the most vulnerable locations in the community for specific hazards and risks. Consider service interruption, damage assessments, and proximity to people, buildings and critical infrastructure (power supplies, water services, main roads, gas stations, etc.)
- Consider what to expect and plan for service disruptions and length of time to recover.

Build a Community Map

To build a map of your community, consider the results of your neighbourhood level hazards and risks assessment from Section 1: Unit 3. Proceed from a perspective of the negative impacts upon your whole community in the broader sense. Whereas the results of your *What's In My Backyard (WIMBY)?* and neighbourhood map were on a smaller scale specifically tailored to your street and neighbourhood, a map of your community considers additional points of interest such as main roads, rivers, lakes, gas stations, schools, hospitals, vulnerable locations/facilities/peoples, and so forth.

Importantly, mapping this criteria is the central objective of this initiative and not to create a map of individuals or residents specifically. Any identification of people deemed vulnerable must comply with respect for privacy guidelines and must not disclose any information unless authorized by the person(s) of concern. The goal here is to identify those who may require additional support in times of emergency or disaster, not label or stereotype people who may not share your definition of being vulnerable.

In short, map locations, not individuals, and check on your neighbours should you feel it necessary. Supporting community members in times of crisis is strongly encouraged but must always be done in agreement with their best interests and personal wishes only.

Making a map of your community will help to:

- Tailor your community level Emergency Action Plans to accommodate the majority within your community (whether you define 'community' by geography or membership attributes).
- Identify the locations of emergency services, community centres, schools, hospitals, daycares, seniors care facilities, evacuation routes, hazards and risks for quick response and recovery efforts, as applicable.
- Have a general knowledge of the people in your community who may need additional assistance (vulnerable individuals, households, families and those who attend or reside in care facilities).
 - **Note:** Keep community members' security and privacy in mind when gathering this information. Should you decide to document and maintain this information, you must protect the privacy of individuals. For more information, visit: servicealberta.ca/pipa and, if applicable, download the document 'Protecting Personal Information: A Workbook for Non-Profit Organizations' from: servicealberta.ca/pipa/documents/npworkbook.pdf
- Document current strengths and weaknesses in regards to participant training, outreach efforts and opportunities, community preparedness education, etc.
- Work together as a team to evaluate your community.
- It is important to revise the information yearly on your community map when noticeable change has occurred (new businesses, fire halls, medical centres etc.).

Once you have developed a community map, share this information with **READYCALGARY** participants and your Community Support Team (CST) members. Remember it is important to review the process again as things may have changed after the emergency or disaster.

Hazard Identification and Risk Assessment (HIRA)

What is a HIRA?

A Hazard Identification and Risk Assessment (HIRA) is a risk assessment tool that can be used to assess the hazards that pose the greatest risk to your community. A HIRA can help illustrate which hazards are likely to occur and the magnitude of their impact. It is not a prediction tool, but is helpful in developing situational awareness and highlights how to focus your mitigation and preparation efforts.

Risk Statement

In any HIRA, the hazards should be clearly defined by a risk statement. The risk statement is a detailed description of the hazard and should include:

- A definition of the hazard;
- A history of the hazard occurrence in the province; and
- The vulnerability of the area (i.e. community, city, province) in relation to the hazard.

The HIRA Process

Preparing a HIRA is a two-step process:

1. Identify the various types of hazards/risks that have occurred, or could occur, in the community;
2. Rank the hazards/risks based on their severity and frequency.

Step 1: Identifying the Hazards and Risks

Review the materials available from your local, provincial, and federal agencies in order to collect the essential information to start a HIRA. The key pieces of information you should look to include are the types of hazards that have occurred to date, the dates of their occurrence, and the severity of impact. Other potential sources of information include social service organizations, faith-based organizations, non-profit organizations, or long-time residents. The more information you have, the more valid your HIRA will be during planning.

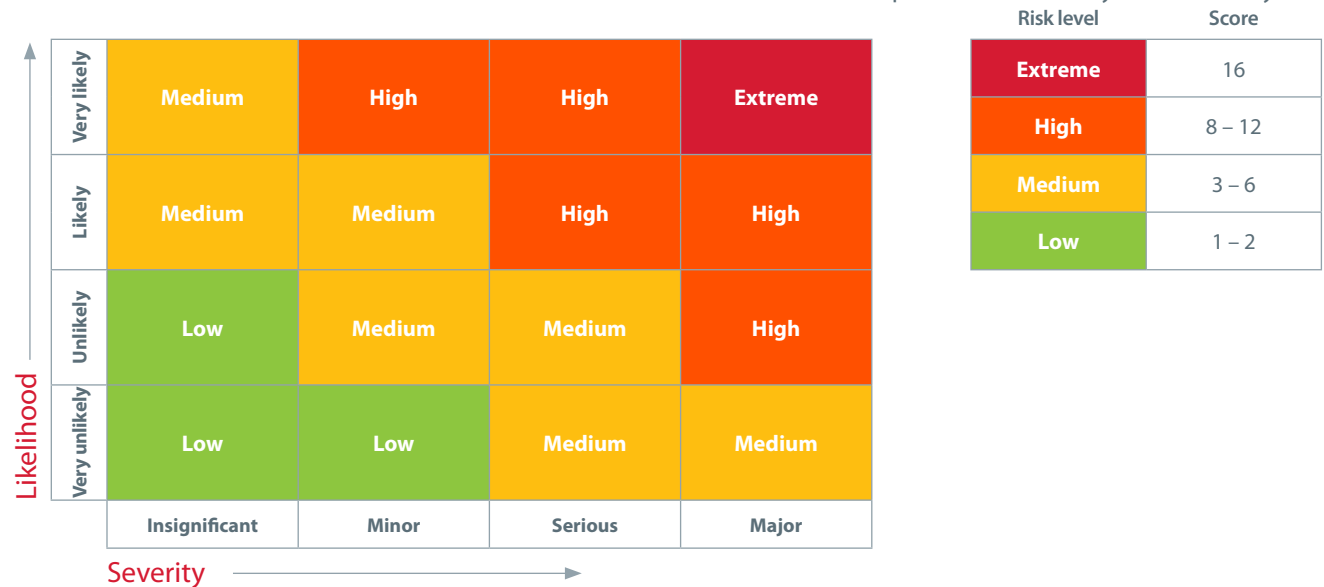
Step 2: Ranking the Hazards and Risks by Frequency and Severity

Disasters are unpredictable in their frequency and scale of impact, which is why a HIRA can help focus preparation efforts by highlighting those that are more likely to occur and have the greatest impact to your community. For example, events may happen often but the community is well prepared, making the overall impact minor. On the other hand, certain hazards occur less frequently, but their impact is potentially devastating (major flooding, tornados, etc.). Therefore, a community may decide to focus its efforts on preparing for the potentially devastating events rather than focusing on the low risk hazards for their area.

A Risk Matrix will help you to prepare a HIRA for your community. This method assigns hazards a numerical value for both the likelihood and severity of their occurrence. In the Risk Matrix below, events are ranked using a numerical value from 1-4, with 4 being the most frequent or severe.

Risk matrix

Consider the different hazards and use the risk assessment matrix below to assess the potential hazards to your community.



Value	Likelihood	Description
4	Very likely	Very likely to occur in the foreseeable future
3	Likely	Likely to occur in the foreseeable future
2	Unlikely	Not likely to occur in the foreseeable future
1	Very unlikely	Will only occur in exceptional circumstances

Value	Severity	Description
4	Major	Loss of life, permanent disability or serious injuries
3	Serious	Serious injury requiring medical treatment or lost time
2	Minor	Minor injury requiring First Aid treatment
1	Insignificant	No treatment required

To calculate the potential risk level, multiply the hazard’s likelihood value by the severity value (likelihood x severity = risk level). The higher the potential risk level, the more attention must be paid to the strategies to limit the impacts of this hazard. By using this method to highlight and prepare for potential hazards and risks, your community will be more prepared and more resilient to their impact in the future.

Sample Community HIRA Worksheet:

Hazard	Likelihood	Severity	Potential Risk	Strategies to Limit Impacts
Example: Fire	2 (Unlikely)	3 (Serious)	6 = Medium Risk	Fire drills, fire extinguishers, smoke detectors, testing
Tornado	2 (Unlikely)	4 (Major)	8 = High Risk	Home mitigation (strapping, removing trees, repair existing damage, etc.)
Flood	3 (Likely)	3 (Serious)	9 = High Risk	Flood mitigation (sandbags, flood barriers, relocate items to higher ground, etc.)
Zombie Apocalypse	1 (Very unlikely)	4 (Major)	4 = Medium Risk	Run, hide, duck and luck!

See Appendix C for a Community HIRA worksheet template.

Community-Level Emergency Action Plan (EAP)

Creating a typical Emergency Action Plan essentially involves a five-step process:



1. Analyze your neighbourhood or community

Gather the information obtained from mapping your neighbourhood or community. Understanding the critical infrastructure in and around your community will have a significant influence on the content of your Emergency Action Plans.

2. Analyze the hazards and risks

Produce a community HIRA to assess the surrounding hazards and risks. Understanding these potential threats will enable you to determine resource requirements, emergency entry and exit points, and to develop plans and procedures to prepare accordingly. Consult with emergency professionals, official organizations, community groups, local services and long-time residents for further information.

3. Develop strategies to limit impacts

Once you have completed your community HIRA, analyze the results and develop possible strategies to limit their impacts. For example, if you live in a flood zone, consider stocking additional sandbags, shovels, and/or water pumps. Since communities vary, strategies must be reflective of the makeup and capacity of your community to be effective. Sharing resources, information and plans is strongly recommended. Strategies can be simple, cost-effective and should include developing relationships with other communities and **READYCALGARY** members to build community resilience.

Ensure that procedures and processes are established, dedicated resources are available upon need, and individuals who have been identified as involved in activating the overall plan(s) are prepared, informed, updated and appropriately trained. The plan should also include a process for safety assessment, protection of people and property, aftercare of community residents, volunteer and donations management considerations, and clean up following an incident.

4. Write an Emergency Action Plan (EAP)

Develop a documented plan for reference, review, distribution (as appropriate), maintenance and regular evaluation. A strong plan will take into account the entire duration of an emergency or disaster which ranges from activation to post-disaster/emergency debrief procedures.

Remember, your plan does not need to be over complicated! In fact, the opposite applies. An EAP must be relevant and understood by all to be effective. The goal is to highlight the threats and present solutions in order to limit loss, damage and interruption.

When writing your EAP, consider these steps:

- Establish a planning team for this project (community leaders, **READYCALGARY** members, Emergency Services representatives, long-time residents, etc.)
- Consider the purpose and scope of the plan. It should be focused on initial actions for a 72-hour response, a target audience, based on your community HIRA, account for the roles of CST members (as appropriate), and include an exercise and review schedule.
- Complete a community map (identify resources, critical infrastructure, access/egress, services, etc.)
- Conduct a community HIRA and analyze the results.
- Include an Emergency Communications Plan (ECP).
- Include a contact and resource list (emergency services, CST/**READYCALGARY** members, schools, hospitals, seniors homes, community leaders, etc.)
- Consider including a separate section for preparedness, response and recovery for your community.

For examples of various Community Emergency Action Plan (EAP) templates, visit:



- ready.gov/business/implementation/emergency
 - embc.gov.bc.ca/em/Community/JELC-EIC-RespPlan.doc
 - fness.bc.ca/emergency/community-emergency-preparedness-plan-template/
 - rbcp.ca/resources/Codes%20and%20Standards/Z1600.pdf
-

5. Exercise your plan and adjust as needed

Test your plan to make sure it works as intended and as expected. Exercising plans is an essential step and is discussed later in this unit.

Business Continuity

The resumption of business activities is a critical component of overall community recovery following an emergency or disaster. Business continuity is about understanding the risks your business could face, and developing strategies and plans to ensure continued operation during and after a disruption.

A Business Continuity Plan will allow you to analyze and understand which products and services are critical to your business operations. It will introduce you to the risks and hazards to which your business may be vulnerable. Based on this information, you can develop strategies to ensure that your business can recover quickly and continue operating through any type of disruption. Most importantly, a Business Continuity Plan promotes a safe environment for your stakeholders, employees, and your customers.

To assist you in developing an effective Business Continuity Plan, CEMA has developed a Business Continuity Template and Reference Guide outlining guidelines and strategies for businesses in Calgary. Both documents are included as a complement to this manual, as part of the **READYCALGARY** program, and can be obtained by visiting calgary.ca/cema.



Developing an Emergency Communications Plan (ECP)

Typically, one of the first things to break down during an emergency or disaster is communication. Therefore, an Emergency Communications Plan (ECP) is an essential tool in times of crisis. This plan considers how community leaders will communicate during a crisis.

An ECP should be based upon the following guidelines:

- Clear lines of communication – A collective communications plan will ensure your messages are understandable, reliable, and efficient.
- Updated contact lists – Identify who you need to contact, what they need to know and how best to communicate with them.
- Collaborative approach – an ECP will clarify member's roles and responsibilities in the communication process and in coordinating CST support.

When developing your ECP, consider:

- Developing a registry of all members including participants and community leaders. Collect contact information such as primary, secondary and mobile phone numbers, as well as email addresses. It is important to have multiple modes of communications.
 - **Note:** you must respect and protect the privacy of others at all times.
- The use of pre-existing tools, such as Twitter, Facebook, Google Documents, websites, blogs, and Cloud documents.
- Determine a safe meeting or muster point where CST members may convene.



Communications Planning Template: http://www.saskatchewaninmotion.ca/public/images/ParentsLeaders_Downloads/Campaign/communication-planning-template.pdf

Develop a Communication Plan in Nine Steps
<http://www.crsprogramquality.org/storage/pubs/general/communication-toolbox-template-develop-a-communication-plan.pdf>

As will be discussed in more detail in the next unit, Community Support Team (CST) Coordinators should create and maintain a contact list of CST members, including emergency contacts and alternate contact details. Your ECP should also include a process for how to initially contact members, how to maintain contact during an emergency or disaster, and how to inform CST members when to return to designated meeting place. If any documents, checklists and forms are designed for CST member use, procedures related to their completion, retention and security should also be considered in this plan. This information must be protected and remain unshared unless explicit written permission of the individual(s) to whom it relates is obtained upon agreement.

An ECP should also include how your organization will remain informed on the evolving situation. It is likely that direct liaison with emergency services personnel will not be possible during these times. Additionally, every community is different so consider all available resources for communicating with members. As such, your plan should be based on the following guidelines:

- Listen and follow instructions from emergency services personnel.
- Use pre-existing **403-266-1234 Calgary Police Service non-emergency line** or **911** (emergency services) for contacting local authorities.
- How to use appropriate channels to share this information with community members.



It is a good idea to promote your community's website as a means of sharing emergency information.

To assist with obtaining information, The City of Calgary uses multiple channels which can be used to communicate with the public. Identification of these tools should be included in your communications plan in order to stay informed. The City's primary communication channels are:

- The City of Calgary
 - 311 Call Centre (via telephone, mobile app or **calgary.ca**)
 - The City of Calgary Corporate website: **calgary.ca**
 - The City of Calgary Corporate Twitter account: **@cityofcalgary**
 - The City of Calgary Corporate Facebook page: **facebook.com/TheCityofCalgary**
 - The City of Calgary News room: **Newsroom.calgary.ca**
 - The City of Calgary News blog: **Calgarycitynews.com**
 - The City of Calgary News mobile app
- Traditional media (TV, radio, print)
- Alberta Emergency Alert (visit **emergencyalert.alberta.ca** for a downloadable mobile application)



The most important factor in regards to a communications plan is for Community Support Team (CST) members to follow City of Calgary Corporate channels, follow local media, and listen to instructions from emergency services personnel. Updates from these sources will inform CST members of how to proceed and are easily accessible from television, social media, online news reports, radio, and mobile applications.

The CST Coordinator is responsible for managing this plan and for communicating with emergency services personnel upon request. As this information may be shared verbally, written or visually, it is important that these actions are considered when developing a communications plan. For example, the most effective method of communication during an emergency may not be to complete binders full of forms, but to take cell phone pictures of an issue of concern and document those instead.

Additionally, an ECP for both emergencies and non-emergencies should consider how a CST engages with the community members it seeks to represent. Specifically, plans related to presentations and workshops offered to other community members should be included. Advertising a CST presence and sharing **READYCALGARY** material to all community members builds community resilience and therefore should be a priority within any CST communications plan.

Exercises, Practice and Program Maintenance

It is essential to exercise Emergency Action Plans on a regular basis. Community Support Team (CST) members must be involved during the exercise to familiarize themselves with their roles and what is expected of them during and after an emergency or disaster. This will ensure a safer, quicker and smoother response in case of an emergency or disaster. The best way to ensure that an Emergency Action Plan is effective is to test it, to make any adjustments required and to share this plan with all CST participants.

Communities are demographically diverse and physically dynamic. When planning a community exercise, it is vital to consider physical changes and the social diversity. Try to plan for and involve the different demographics in your community. Consider the following in your community when conducting exercises: different languages, new construction, and different associations (business, social, cultural). It is also vital to be open to input from community members and to involve others in your exercises to ensure that your plans meet their intended goals and objectives.

Types of Exercises

There are various types of exercises available for practising and improving Emergency Action Plans. When choosing the type of exercise, consider what best suits your and the participants needs. Try to understand everyone's learning styles, have set objectives and goals for the exercise, record the actions and decision making processes of participants during the exercise, and debrief with everyone after to capture important feedback to help improve and further refine your plans.

Drills

A drill is a type of operations-based exercise used to evaluate and validate a single, specific operation or function. For example, a fire drill evaluates the ability to evacuate a building within a predetermined amount of time.

Full-Scale

Full-scale exercises are as close as it gets to a real emergency or disaster. This exercise takes place in location where the hypothetical disruption has occurred. Actual equipment and personnel are included in a full-scale exercise. Due to the scale of planning required, full-scale exercises generally occur once in a one or two year period.

Functional

A functional exercise is a fully simulated *interactive* exercise that tests the capability of an organization to respond to an event. It is similar to a full-scale exercise without the equipment. The exercise tests multiple functions of the organization's operational plan, focusing on the coordination and interaction of policies, procedures, roles and responsibilities before, during or after a simulated event. It is a time-pressured, complex and realistic simulation.

Tabletop

Tabletop exercises are designed to test a hypothetical disruption. The focus is on training, familiarization with roles, responsibilities and procedures. Tabletop exercises are guided by a facilitator that walks the participants through the process. It is conducted in a low-stress and informal environment where participants are encouraged to ask questions.

Workshops

Workshops are designed to familiarize the participants with their roles and responsibilities as defined in the Business Continuity Plan or Emergency Action Plan. Workshops are normally conducted in a classroom type setting.

Description of Exercise Type

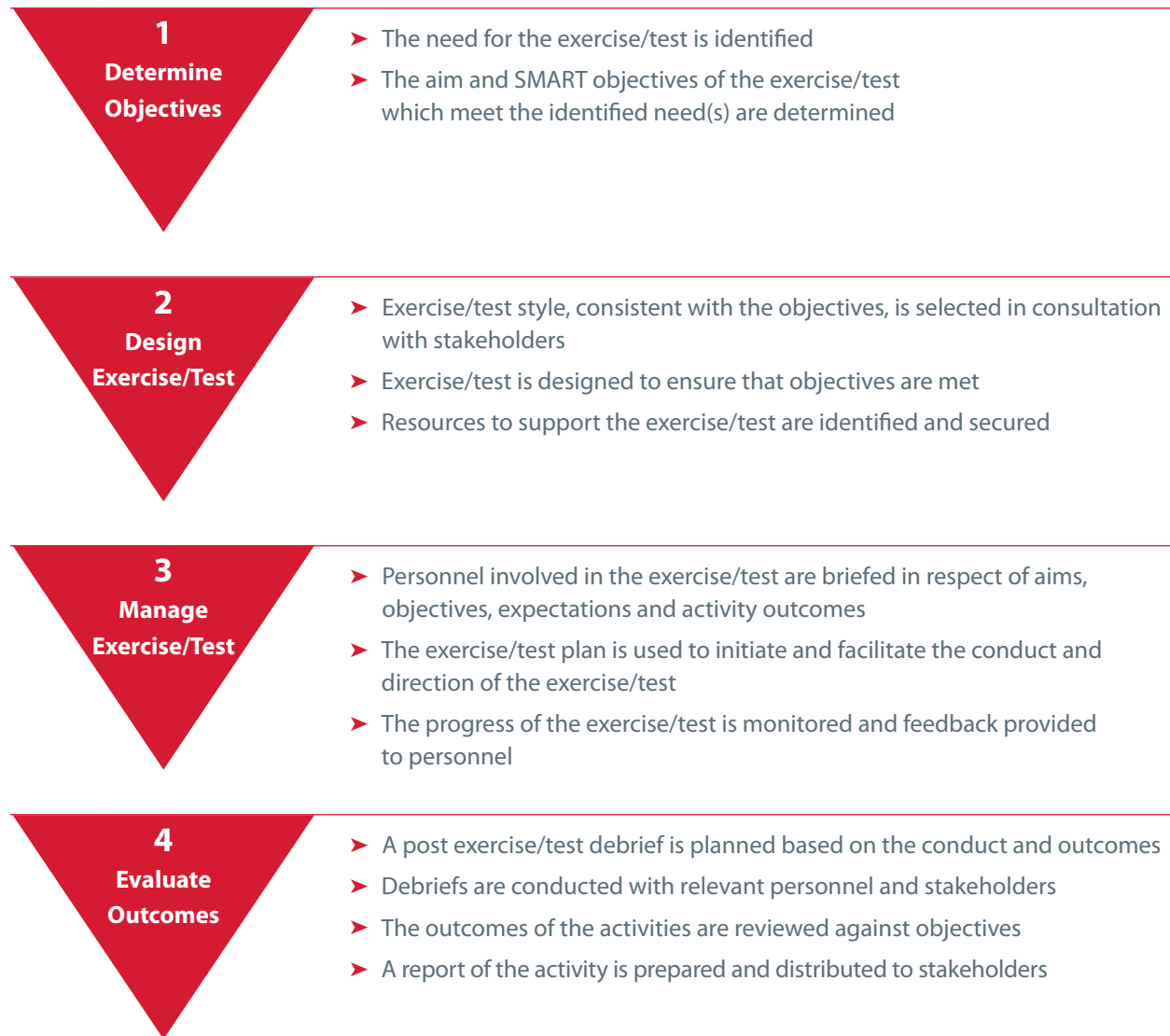
The table below presents a more detailed overview of each exercise type to assist with your planning needs. Importantly, only conduct exercises within the scope and capacity of your organization and its stakeholders.

	Drill	Full-Scale	Functional	Tabletop	Workshop
Format	Actual field or facility response of a specific element or function. Actual equipment is used or a physical action performed.	Players respond to a simulated enactment in real time. Visual narrative, players exercise at impact site(s). Actions at scene serve as input to Emergency Operations Centre (EOC) simulation. Interactive and simple or complex.	Players respond to a scenario in real or condensed time and in a realistic environment. Narrative scenario facilitated by exercise control. Players are evaluated. Interactive and complex.	Group discussion of a scenario or problem. Presented narrative scenario. Players note or present their solutions or outcomes.	Class or seminar at which a group of people engage in intensive discussion and activity on a particular subject or project. Players may be evaluated. Interactive and simple or complex.
Leaders	Manager, supervisor, department head, or exercise coordinator	Exercise Coordinator	Exercise Coordinator	Facilitator	Facilitator
Players	Functional Staff	All or specific staff with response roles	All staff with response roles for that function	Normally staff of the same level with a response role for the type of situation	Staff or stakeholders/engaged individuals with a role for the type of situation
Facilities	Facility, field, or EOC (if applic.)	Realistic on-the-ground setting EOC or other operating centre	EOC or other operating centre (multiple rooms)	Conference room or syndicate rooms	Classroom type setting, Conference room or syndicate rooms
Time (typical)	1-4 hours	2 hours up to one or more days	4 hours up to 1 or more days	2-4 hours or longer (up to three days)	4 hours up to 1 or more days
Preparation	Simple preparation, 1-2 weeks Participants need orientation	Expensive due to extensive time, effort, and resources 6-18 months preparation Preceded by preparatory drills, tabletops, and functional exercises	Complex and expensive, 6-18 months preparation Preceded by simpler exercises Significant allocation of resources	Complex but inexpensive preparation, -3 months Preceded by orientation and potentially one or more drills	Complex but inexpensive preparation, 1-3 Months

Exercise Management Process Chart

Figure 6 below shows the four-step process for developing and managing exercises. This process applies to all exercise types and ensures that the exercise will achieve the desired outcomes to meet set objectives.

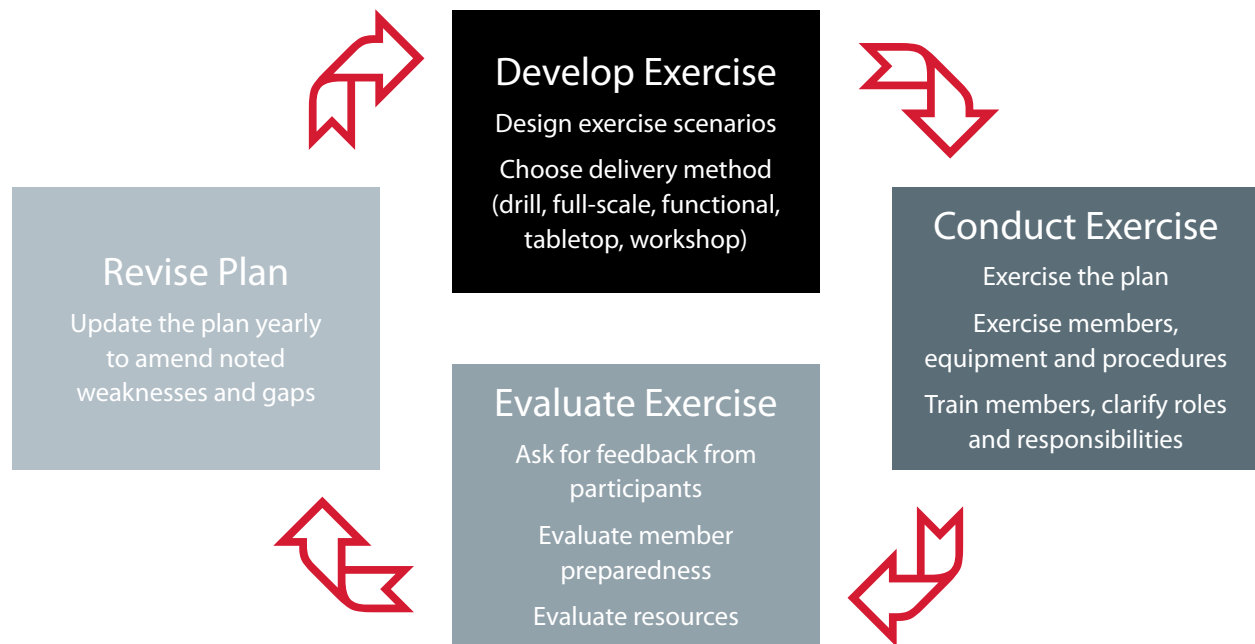
Figure 6: Exercise Management Process Chart



Exercising Emergency Action Plans

Figure 7 below highlights the process for how to exercise your Emergency Action Plans. This is an important part of developing Emergency Action Plans, since testing, revising and repeating this process allows for plans to stay active and relevant to the changing dynamics of those it is intended to safeguard.

Figure 7: Exercising your Emergency Action Plan



Insurance – Protecting Organizations and Volunteers

Managing risk is an essential part of your organization's operations for many reasons. For instance, people are now more likely to sue in the event of even a minor occurrence. Taking steps to reduce injuries could help in defending against an unwanted and unnecessary legal conflict. As well, non-profit organizations are often being held directly liable for the actions of their employees, volunteers, directors and officers (Insurance Bureau of Canada, 2015). In short, managing risk can protect people, property, and the environment, reduce liabilities, and support your organization's business continuity plan.

Insurance is one of many tools you can use to manage risks and liabilities as it allows your community organization to transfer risk to a third party. Assessing your potential risks and liabilities will help determine how insurance can be used to protect against different types of losses. In regards to volunteers specifically, all volunteers must be registered prior to starting any activities on behalf of your organization. This can ensure all parties are responsibly protected against liability arising from any loss and injuries.

Community Association/Group

Informal community-based organizations that do not have legal status must check with the Insurance Bureau of Canada to ensure they can obtain insurance in the organization's name. Additionally, community associations should check their status to ensure that appropriate and required insurance coverage is active as and when needed.

For clarification, the following information has been referenced from the Workers' Compensation Board – Alberta (for more information, visit: wcb.ab.ca):

Unpaid workers (for-profit)

The definition of a worker also applies to family or unpaid workers. With the exception of proprietors, partners in a partnership or directors of a corporation, all individuals actively providing a service to the business are workers.

If you are a for-profit organization and have any individuals providing services who are not paid, these individuals are considered unpaid workers and are automatically covered in the event of a workplace injury or illness. You are required to report a value for their services with the insurable earnings information you submit for your workers. This value of service should represent a fair market value for the services provided.

Volunteers (not-for-profit)

If you are a not-for-profit organization and have any individuals providing services who are not paid, these individuals are considered to be volunteers and are not automatically covered. These individuals can only be covered through a special request for coverage.

Once your application to cover the volunteers is submitted and approved, you must include a value for their services with the insurable earnings information you submit for your workers. This value of service should represent a fair market value for the services provided.



Volunteering

Most non-profit organizations rely on volunteers in some way, whether the organization is 100% run by volunteers, or has staff who engage volunteers to support the organization's operations. The following information from the Insurance Bureau of Canada provides some insurance related considerations to keep in mind when using volunteers.

- A volunteer's personal homeowner, condo or tenant's insurance policy may protect them against some risks related to volunteering. For example, if they damage their own camera or other property they own while volunteering, it may be covered under their personal policy.
- If a volunteer is negligent and injures someone while carrying out their volunteer role, and the injured party seeks compensation, both the organization's insurance company and the volunteer's personal insurance company should be advised.
- Your organization may be liable for the actions of your volunteers, particularly if they are acting within the scope of their volunteer job description. Visit Volunteer Canada online at volunteer.ca to learn more about how to reduce your liability through volunteer job descriptions, screening and training volunteers.
- You should ensure your organization's general liability policy is extended to include volunteers. This will give your volunteers the same protection as your employees (if you have employees) if they are sued for their actions while operating in the scope of their duties.
- A volunteer who is a professional using their professional expertise in the volunteer work should have their own professional liability policy.
- If you have Workers' Compensation for your employees, you can extend it to cover your volunteers as well (visit: wcb.ab.ca).
- You can buy an accident insurance policy to cover some volunteer accident-related expenses.

Resources and Training

Information and education is an active and dynamic process. Therefore, it is best practice to seek out and take additional sources of training, such as online or classroom, local or distance learning, for example.

Upon completion of this course, **READYCALGARY** members should consider the opportunity to expand and improve their knowledge and skills. Additional training opportunities may be available, including:

- Advanced First Aid
- Animal issues in emergencies and disasters
- Basic Emergency Management
- Business continuity
- Community relations
- Community Support Centre staffing
- CPR skills and Automated External Defibrillator use
- Donations management
- Hazard identification and risk assessment
- Incident Command System 100
- Psychosocial Care Training
- Psychological First Aid
- Special needs and vulnerable populations concerns
- Utilities control
- Volunteerism

See Appendix B for further information on potential training opportunities.

Unit Activity

Unit 7: Multiple Choice

- Q.** _____ is designed to educate individuals to be assets to help families, neighbourhoods and communities prepare for an effective emergency response and recovery.
- a.** Emergency Action Plan
 - b.** **READYCALGARY**
 - c.** Business Continuity Plan
 - d.** Emergency Communications Plan
- Q.** A landslide is a form of which type of hazard?
- a.** Technological
 - b.** Natural
 - c.** Environmental
 - d.** Human-induced
- Q.** Which is the correct first step in the five-step process for creating an Emergency Action Plan (EAP)?
- a.** Develop strategies to limit impacts of hazards and risks
 - b.** Write an Emergency Action Plan
 - c.** Analyze hazards and risks
 - d.** Analyze your neighbourhood or community
- Q.** Which is the correct process for exercising Emergency Action Plans?
- a.** Conduct Exercise, Evaluate Exercise, Revise Exercise, Repeat Exercise
 - b.** Develop Exercise, Revise Exercise, Conduct Exercise, Evaluate Exercise
 - c.** Research Exercise, Conduct Exercise, Evaluate Exercise, Revise Exercise
 - d.** Develop Exercise, Conduct Exercise, Evaluate Exercise, Revise Exercise
- Q.** Which process helps develop strategies and plans to ensure continued operation during and after a disruption?
- a.** Incident Command System
 - b.** Basic Emergency Management
 - c.** Business Continuity and Recovery Plan
 - d.** Emergency Action Plan

For the answers to this activity, check: **Appendix D – Answer Key.**

READYCALGARY

Section 2: Community

Unit 8: Response

Unit 8: Response

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Disclaimer: Community Support Teams (CST) may be mobilized during an emergency or disaster but community members must understand that they are not emergency services personnel and remain obligated to follow official instructions. As such, CSTs should not deploy unless specifically requested by the appropriate authorities (emergency services personnel or The City of Calgary). This ensures that concerns related to the official response are prioritized and maintained until the area is declared safe.

Unit Overview

This unit covers community response. In the event that an emergency or disaster delays the response time of emergency service professionals, communities must be prepared to take care of themselves for up to 72 hours.

Here, important procedures and guidelines related to engaging with emergency services personnel, roles and responsibilities for community members, how to activate an Emergency Communications Plan (ECP), and suggested organizational models for structuring a community response are presented.

Community Response

In the event of an emergency or disaster, City resources may be overwhelmed and unable to respond immediately to non-life threatening emergencies. Part of the **READYCALGARY** program is to educate others to support the needs of community members by developing a community Emergency Action Plan (EAP) and an organizational response structure to assist others during and after an emergency or disaster, as necessary.

A core message shared by CEMA is that preparedness is a collective responsibility. During an emergency or disaster, the priorities for Community Support Teams (CST) must align with those of The City of Calgary in order to support the official response effort.

Note: Clear channels of communication are crucial therefore, with official instructions always determining the response and recovery objectives and strategies of a Community Support Team (CST). Importantly, CST members are a part of the public and should monitor traditional and social media outlets for updates. React in accordance with these communications and with your EAP and ECP. Remember: Do not self-deploy a CST to an area that has been declared unsafe. You will be instructed to vacate the area immediately by emergency services personnel until their response is complete and both the area and public are determined safe from additional threats resulting from the event.

Figure 8 shows the process for activating a CST for your community association or organization. Tailoring each of these components specific to your community's unique characteristics, whether determined by demographics or geography (or both), will provide a solid template for community leaders to develop plans reflecting the needs of the individuals it seeks to support.

Figure 8: Process for Activating a CST



Note: See Appendix C for a Quick Reference Guide for this unit.

Activating your Community Emergency Action Plan

As discussed in Unit 7 and Unit 8, developing an Emergency Action Plan (EAP) for your community is a collaborative effort for ensuring a coordinated response in an emergency. Upon activating your EAP, CST members should follow these steps:

1. Before you meet up with your CST, make sure to take care of the needs of your home and family first (as identified in Section 1: Unit 1 through Unit 5).
2. Dress for safety and protection (see Section 1: Unit 4).
3. Implement Emergency Communications Plan (follow your designated role as designed in the plan).
4. Go to the pre-determined meeting or muster point.
5. Check-in at the response site and immediately report to your CST Coordinator.
6. Prepare for and assume your assigned CST role.
7. Maintain communications with the CST Coordinator and other team members at all times. Be sure to listen for further instructions from emergency services personnel.

Implementing an Emergency Communications Plan (ECP)

The use of an Emergency Communications Plan (ECP) is essential to ensure CST members can communicate with each other and receive updates from the CST Coordinator and emergency services personnel. As discussed in Unit 7, developing a plan that considers the type of communication tools, use of a standard terminology, and procedures for use is therefore essential. All CST members must be familiar with your organization's plan, including policies and procedures for use and maintenance, and regular refresher exercises are encouraged.



Smart phones (Internet enabled cell phones) are a good way of maintaining contact between the CST Coordinator and Team Leaders.

Communication between building managers and occupants and CST members is extremely important. As such, a CST Emergency Communications Plan should ensure a clear line of communication is shared and maintained for the duration of the response (see Unit 7).

Developing a Community Support Structure

Providing structure to your support teams will ensure that tasks are carried out efficiently and that proper safety, accountability and coordination of all CST members are provided. Best practice for developing a community support structure should follow these considerations and guidelines:

- The structure is flexible to include the number of members available to participate at any given time.
- Based on Core Community Support Functions.
- May be based on existing community organizational structure, geography or designated community attributes.
- Has a manageable span of control. This relates to the number of individuals or resources that one Community Support Team (CST) Coordinator can effectively manage (see Span of Control below).
- Will consider accountability. All Individuals must abide by instructions provided by emergency services personnel. Community Support Team (CST) Coordinators and members are of no exception. However, mobilization of any CST requires that procedures related to checking-in with a CST Coordinator are followed to ensure accountability for those willing to support.

Figure 9 is an example of how community associations could organize their team members and volunteers in response to emergencies and disasters in Calgary. As noted, organizational response models should be flexible to accommodate the emergency or disaster, number of members supporting and span of control concerns. Therefore, for smaller associations and organizations with limited personnel and resources, this model supports a response effort in accordance with short-term goals and objectives.

Figure 9: Example CST Response Structure



Teams should be formed to meet specific and agreed objectives, with set CST goals always being individual, neighbourhood and community safety, open communication and mutual support. The CST Coordinator may agree to assign teams by geographic considerations, with each team taking a sector in the north, south, east and west of a designated area. Similarly, teams may be assigned by street or block, for example.

However teams are formed and deployed, it is important to coordinate efforts through the entire team, ensuring resources and skills are shared and allocated appropriately. Safety remains the overriding goal and no CST will be deployed unless strict criteria is initially satisfied (see 'Code of Conduct', Unit 6).

Chain of Command

Chain of command means that there is a clear line of authority within the structure of the Community Support Team (CST) organization. Each team member will report to their Team Leader who is the spokesperson for their assigned team to provide a single representative report to the CST Coordinator. This command structure provides a source of accountability and tracking for team members, without exceeding span of control.

Span of Control

Span of control is the key to effective and efficient management of safety and accountability. Span of control refers to how many people can be safely managed per Leader and Coordinator etc. It is strongly recommended that one Community Support Team (CST) Coordinator supervise no more than five teams (maximum) at any time.

If additional teams are required, another CST Coordinator must be appointed to supervise that team and members are assigned accordingly. Likewise, CST Leaders should practice similar span of control procedures for their teams, with a maximum of five members assigned to any one team. More than five requires the creation of an additional team with an appointed Team Leader, and so forth.

Roles and Responsibilities

In relation to the suggested Community Support Team (CST) response model presented, roles and responsibilities for each function determine the scope of the tasks and duties assigned to each position. At no time should the individuals fulfilling these roles deviate from their responsibilities.

Community Support Team (CST) Coordinator

Community Support Team (CST) Coordinators and the members/volunteers they represent may be used as a resource should emergency service professionals require support or specific information pertaining to the neighbourhood and/or community. At that time, the CST Coordinator would act as the point of contact for the CST to synthesize this information. It is important to remember that this person is in no way in command of, or becomes a single point of authority for, their community.

In addition, CST Coordinators are responsible for all members of the CST. They must check that team members are taking all the precautions necessary to ensure their own and each other's safety prior to performing any Core Community Support Functions (see next page).

Note: A potential CST Coordinator has met specific criteria set by CEMA prior to attending a **READYCALGARY** workshop.

Community Support Team Leaders

All CST members will report to the CST Coordinator, as required in accordance with your agreed Emergency Action Plan and mobilization procedures.

The Team Leader is responsible for any members assigned to their team. The individual in this role will provide information from those members to the CST Coordinator, as needed. If applicable, they will collect any forms and documentation from their team for future reference and retention purposes. Should any resources be needed such as safety equipment, the Team Leader will ensure each member has the proper protection to complete their tasks safely. They will also assist with light assessment duties in relation to people, property, infrastructure and environment in support of their team's priorities.

Community Support Team Members

All CST members complete the Core Community Support Functions (see below) under the guidance of their Team Leader. CST members must have completed the full **READYCALGARY** program (Sections 1 and 2) via a CEMA instructed Community Facilitator to be considered for a role in a CST. This requirement is the responsibility of a **READYCALGARY** Community Facilitator and/or CST Coordinator to verify and complete.

Perform Core Community Support Functions

Based on plans developed in Unit 7, Community Support Team (CST) Coordinators should identify potential Core Community Support Functions that may be required for the first 72 hours of an emergency or disaster. The priority is always life safety so imminent threats must be communicated immediately via 911 and to emergency services personnel to safeguard individuals. Other information from CST members should be noted, shared amongst the team and reported to the CST Coordinator where relevant and convenient.

Core Community Support Functions include:

Assess the Situation

Check for safety concerns but remember that this task is a general assessment based on a visual review only. Under no circumstances should Community Support Team members conduct any activities which places themselves or anyone else in danger or threatens life safety.

- Visually assess the following areas:
 - The area and ground around a property.
 - Building exteriors.

For a large scale emergency or disaster, listen for official information in order to:

- Confirm the nature of the emergency or disaster.
- Confirm how large an area is affected.
- Confirm what hazards are present.
- Confirm potential safety risks.
- Confirm if the situation could worsen suddenly and how.
- Confirm how area can be isolated.
- Confirm what initial resources are required.
- Confirm likely duration of incident.
- Confirm access/egress routes.

Safety Assessment

A safety assessment must be conducted to reduce the risk of injury to members by evaluating working conditions and noting any imminent hazards to people in the area. This assessment involves checking and monitoring the area for potential threats such as fire, electricity (power lines), gas and glass. Common sense must be used.

Remember: If in doubt, stay out!

A safety assessment should include making sure everyone has the proper personal protective equipment (PPE), such as:

- Leather work gloves
- Long pants
- Long-sleeved shirt
- N95+ mask
- Protective eyewear (safety goggles)
- Reflective vest
- Sturdy shoes or boots
- Traffic vest



Purchase, storing and distribution of these items is the responsibility of your organization and its members.

Neighbourhood Assessment

This support function is the main concern for CST members. This assessment involves prioritizing the safety and well-being of individuals who reside in that neighbourhood or community.

Only the following tasks are to be performed by designated CST members for community residents and other members of the public in the affected area:

- Share information regarding the nature of the emergency and City resources.
- Communicate the expected duration of the emergency or disaster.
 - Use electronic communications as discussed in Unit 7.
 - If electronic communications are not available (power outage, cell phone network outage), try using paper notices or door-knocking.
 - Proceed with the Neighbour Assessment Checklist:

<input checked="" type="checkbox"/>	Neighbourhood Assessment Checklist
	Ask residents the following questions:
<input type="checkbox"/>	Are you okay?
<input type="checkbox"/>	Do you know what is happening?
<input type="checkbox"/>	Do you have any urgent needs?
<input type="checkbox"/>	Is there anyone you need to contact (family)?
<input type="checkbox"/>	Do you have a 72-hour kit?
<input type="checkbox"/>	Do you need food, water or medical supplies?
<input type="checkbox"/>	Do you need assistance leaving?
<input type="checkbox"/>	Is there anyone else in your residence that requires assistance?
<input type="checkbox"/>	Do you have any pets?
<input type="checkbox"/>	Do you have any concerns?
<input type="checkbox"/>	Provide CST contact information.

First Aid

First Aid will be provided to those in need. The most common types of injuries will be cuts, open wounds, and fractures. The ability to provide First Aid is an essential skill, valuable in general and not just when thinking about preparing for an emergency or disaster. It is strongly recommended that all **READYCALGARY** participants engage in First Aid education and training when convenient. When developing your teams, some questions to consider are; are any CST members qualified to provide First Aid care? Have First Aid supplies been made available and collected? Where are they stored? How are they maintained? By whom? Can First Aid training be supplied if required?

Note: It is up to your organization to provide additional training such as First Aid.

Remember:

Call 911 immediately if victim is unconscious.

Assess the scene. NEVER place yourself in a dangerous situation.

Listen to the victim. Get some history as to what happened and about their injury.

Ensure a qualified First Aider assists the victim until professional care is provided.

Addressing other functions specific to your community

- Checking in with vulnerable community members.
 - Remember that these individuals may not consider themselves vulnerable.
 - Do not falsely assume, perceive or stereotype people.
 - Be courteous and simply offer your support in a professional manner.
 - Checking on others, keeping them informed and taking all the necessary precautions will ensure that people are accounted for during times of crisis.
 - Your support will be appreciated so long as it is presented correctly, without presumption, and when required.
- Accommodations for issues related to language, culture and diversity.

Worker Care

CST Coordinators and members may appear well enough to support their community after an emergency or disaster strikes. However, it is important to remember that they too need to be taken care of. Remember to:

- Take breaks.
- Drink lots of water.
- Eat healthily.
- Create shifts of 8-10 hours.
- Talk about what is happening.
- Maintain span of control.

Engaging with Emergency Services Personnel

The priority for CST members is to act as an additional resource for emergency services personnel, providing information related to their community and its members as needed and upon request.

If you are requested to liaise with emergency services personnel, the following procedures should be considered:

- Upon the arrival of emergency services personnel, the CST Coordinator is responsible for ensuring CST members do not inhibit this official response in any way.
- Always listen for and follow their instructions.
- Do not become an extra concern by taking matters in your own hands. For example, do not rush to the aid of an individual if it will compromise your own safety.
- The importance of the information to report.
 - Emergency services personnel will be occupied with the official response effort. As such, only provide important information related to immediate life safety concerns as and when necessary, through the appropriate channels. For example, concerns related to vulnerable residents or critical infrastructure.
 - For additional information, refer to the section 'Code of Conduct' in Unit 6.
- How to transition your CST from a support to a recovery role.
 - It remains the responsibility of the CST Coordinator to communicate this transition to their team(s), in addition to providing any potentially relevant information to emergency services personnel upon request. **Note:** CST functions within the recovery phase are presented in Unit 9.

Engaging with Additional CSTs and Volunteers

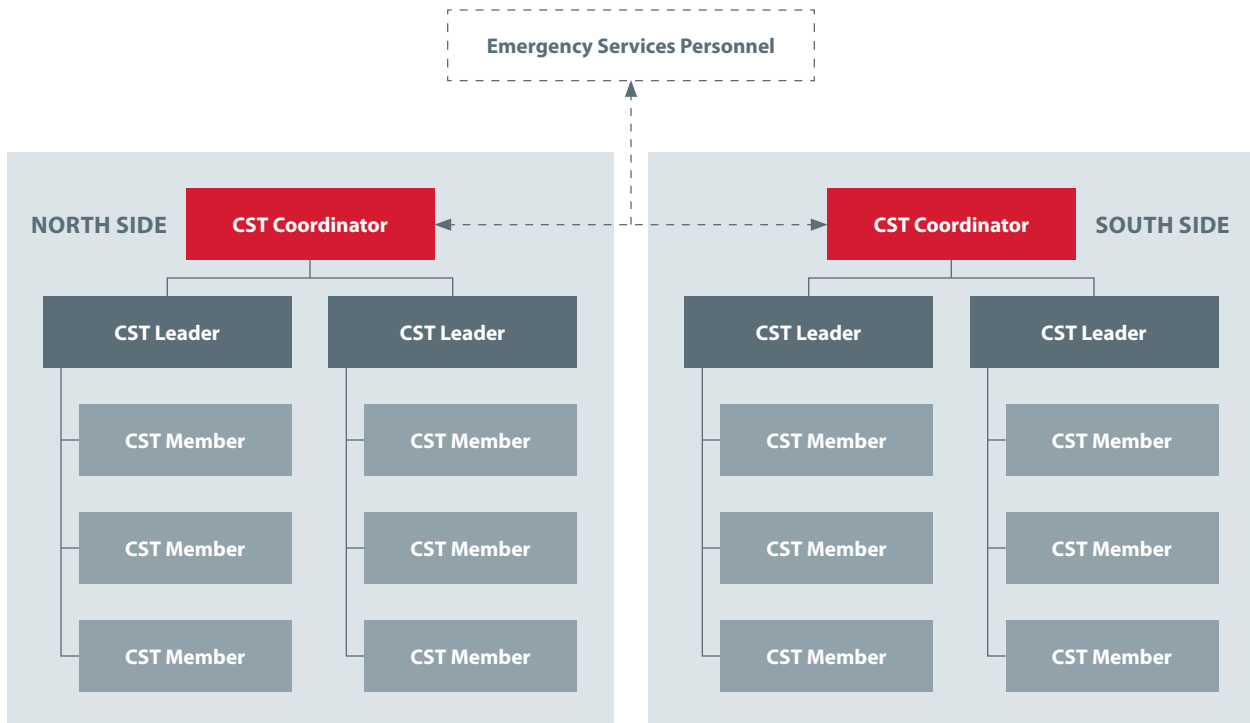
READYCALGARY Members and CSTs

It is best practice to ensure to make contact with other **READYCALGARY** Members and Community Facilitators as a part of a Community Emergency Communications Plan (ECP). Also, make requirements and procedures for networking and responding with additional Community Support Teams (CST) in your Community Emergency Action Plan (EAP). Contact CEMA for further information regarding **READYCALGARY** Community Facilitators in order to build a network of contacts and resources for future reference.

There is the potential for several CSTs to respond in the same location simultaneously. To limit disruption, an overlap of activities and a misallocation and use of resources, CST Coordinators and team members must collaborate together to provide a coordinated and structured response to their volunteer efforts. Planning for this eventuality will limit potential disruption in the event this should occur during an emergency or disaster when time is valuable and stress is high. The priority is to perform the Core Community Support Functions and ensure the safety and wellbeing of other Calgarians. Collaboration and communication is the key to ensuring a combined effort is positive and productive when it is needed the most.

Figure 10 shows how multiple CSTs would respond in collaboration to the same event (this strategy also applies for span of control issues within the same CST).

Figure 10: Example Communication between Multiple CSTs



Other Volunteers and Responding Agencies

When a Community Support Team (CST) intends to respond to an event and support other Calgarians, ensure to coordinate these efforts with other volunteer organizations and volunteers in the area. The CST Coordinator is responsible for ensuring this communication occurs. This will limit disruption and a repetition of tasks and activities in the region, ensuring that time, effort and resources are positive and productive as intended. Open and clear channels of communication between different volunteer groups will mean that collective objectives can be met faster and to the benefit of the people it is intended to assist.

Methods to ensure this collaborative effort should be included within a Community Emergency Communications Plan (ECP) and Emergency Action Plan (EAP). During the planning process, contact other potential volunteer groups and organizations in Calgary to discuss how to collaborate in this eventuality. Having a clear understanding of the roles and responsibilities each group will provide during a community response and support effort will limit misunderstandings, confusion, disruption and task repetition during a period of high stress and limited resources.

Unit Activity

Unit 8 Scenario: Spring Flooding

It is late spring and major flooding is occurring in your municipality. Water is flooding the streets and emergency services personnel are evacuating your community. Your community is heavily populated with families with small children, senior citizens and pets. Answer the following questions:

1. What are the first steps to prepare yourself and your family?
2. Once your family is safe, how do you connect with your Community Support Team (CST)?
3. Define the following roles. How are they assigned? Who is responsible for assigning and supporting these positions:
 - CST Coordinator
 - CST Leader
 - CST member
4. What do the terms 'Chain of Command' and 'Span of Control' mean?
5. What are the Core Community Support Functions that your Community Support Team (CST) would perform if deemed safe to do so?
6. What are the key questions to ask from the 'Neighbourhood Assessment Checklist' when checking on your neighbours or community members?
7. What is worker care and how is this important?
8. What is PPE? If your CST members do not have this when your team convenes, how do you proceed?
9. What is your plan for the next 72 hours?

READYCALGARY

Section 2: Community

Unit 9: Recovery

Unit 9: Recovery

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Unit Overview

This unit covers community recovery. Here, you will learn about volunteer and donations management and the services available to community members following the result of emergency or disaster. Community associations and organizations often wish to contribute to the recovery of their local constituency, strengthening relationships and networks in the process. Active participation is encouraged during the recovery phase to build community resilience. However, it is important that community leaders follow the policies and guidelines presented in this unit to support the efforts of emergency services personnel and established relief organizations in a collaborative effort to restore services and daily routines to affected communities.

Donations Management

In previous emergencies and disasters, Calgarians have consistently shown a strong desire to help. In many cases, this help came in the form of donations. Donations management is an important component of recovery that should be considered as coordinating and managing donations will be able to assist the community, citizens, and businesses recover.

Managing donations requires extensive logistical planning, is often a labour intensive endeavour, and should only be conducted within the scope of an organization's abilities. Therefore, it is strongly recommended that donations are coordinated by established non-profit and non-governmental organizations (NPOs and NGOs), agencies and affiliated associations only. There are many NPOs and NGOs that have the expertise and storage capacity to assist a community and The City of Calgary cannot manage unsolicited donations.

If your community association or members wish to participate in the collection and distribution of donations in the wake of an emergency or disaster, do so in consultation with an established organization. This will ensure that specific needs are met, appropriate guidelines are practiced, storage space is provided, and distribution services are fulfilled.

As collaboration is the key to a successful donations management program, contact a recognized organization and offer your services in order to contribute within the framework of their donations management plan. This will develop and strengthen existing networks to ensure essential needs are met in an appropriate and timely manner.

On a smaller scale, should your organization wish to collect donations on behalf of your community or neighbourhood specifically, consider popular tools or visit a financial professional to discuss opening a bank account for collecting financial donations. Opening a donations bank account can be a lengthy and complicated process and must comply with banking and tax laws, in addition to on-going management and distribution concerns. Speak to your organization, community members and a financial advisor before proceeding with this option.

Donation Policy

Financial Donations

Financial donations are the most effective form of donation. They are flexible and require less management. Money is used to purchase essential resources and supplies. In addition, these donations are able to boost the local economy during times of recovery. During and after emergencies and disasters, organizations will collect financial donations for victim support and recovery efforts. As appropriate, your community organization could decide to collaborate and promote these existing collection efforts instead of starting a separate venture.

Food, Household Items, and Clothing Donations

Should your community association or organization choose to collect donations, it is very important that you do not give or receive food donations. Consult your local food bank prior to collecting any non-perishable food items for donation. Before individuals donate household items, remind them to test electrical equipment and battery-operated items. Do not accept items that are missing parts or are faulty. Similarly, remind people to wash or dry-clean clothing before donating.

Pet Supplies

Pet food and supplies are best donated to the Alberta Society for the Prevention of Cruelty to Animals (SPCA), as they are more experienced and are logistically better equipped to handle pet supply donations.

For more information on donating for pets, visit: albertaspca.org

Deciding who to donate to

There are many and various organizations that accept donations, especially during times of emergencies and disasters. Deciding who and where to donate to will depend on your personal preferences, the range of items being collected, and many other considerations. The general recommendation is to donate to a trusted organization you believe will best use your donation. Do your research and pick an organization that will represent your intentions and donation as you intend, and donate what you feel comfortable giving.

Volunteer Management

Like donations management, volunteer management planning is a complex and logistically demanding effort. Volunteering to assist your neighbourhood or community is commendable and encouraged, and provides a positive social impact. Should your association or organization intend to establish a volunteer effort to aid in the recovery effort of your community however, this effort should be in coordination with an established agency. This ensures a collaboration of resources to meet the needs of community members requiring assistance. It is essential to establish these relationships as soon as possible to create a resilient network of prepared volunteers. Building this network ensures a diverse pool of trained, informed, insured, and engaged volunteers who are able to assist when needed the most.

If community members show up at your location offering volunteer assistance, ask if they have already registered at a Community Support Centre (where the volunteer must complete a waiver and provide identification). If they have not, consider registering your affiliates at the Centre as a group effort. Volunteers checking in at the Community Support Centre can be sure they are doing meaningful and helpful work, and will also be covered by The City's insurance policy should they be injured while volunteering their services.

If a City-designated Community Support Centre is not set up, other organizations may provide coordination of volunteer and other services. Staff and volunteers from these organizations are usually identifiable by their attire or badges. Check with the organization to explore volunteer opportunities before a disaster occurs. During an emergency or disaster is not the time to be attempting to register as a volunteer with an established organization, such as the Canadian Red Cross or Salvation Army, who have a coordinated process for volunteer registration and will be focused on relief efforts.

Volunteers who are eager to help often are willing to travel long distances to an affected area. In order to prevent traffic congestion and overcrowding in any given location, volunteers may be asked to come to a central point and may be provided transportation to an affected area. Volunteers – from any community – need to be respectful of those who have been affected by an emergency or disaster. For more information, visit the following websites:

- Propellus, <http://propellus.org/get-volunteering/>
- Volunteer Alberta, volunteeralberta.ab.ca
- Volunteer Canada, volunteer.ca

The key point is: should you wish to develop a volunteer management framework for your community, do not wait for an emergency or disaster to consider this strategy. Build relationships with established volunteer organizations early and have a plan in place that is proactive, not reactive, to the next challenge for your community and its residents.

Psychosocial Support and Services

When emergencies and disasters strike they are sudden, unexpected and “earth shattering” for those affected by them. The people directly exposed often talk about how their lives have been radically altered. They describe a state of confusion, persistent anxiety and helplessness. Emergencies and disasters often have psychosocial impacts to the public especially to those affected directly. As such, psychosocial care must be integral to your community's Emergency Action Plan (EAP). The following are services available to you and your community members:

- 211
- Access Mental Health (Calgary Zone only)
- Alberta Health Services
- Alberta Health Services Mental Health Helpline
- Calgary Family Services
- Crisis Line (Counselling Services)
- Health Link Alberta (811)
- Senior's Connect
- The Way In



For more information on these services, see Appendix B.

Psychological First Aid (PFA)

Psychological First Aid (PFA) is a method of helping people immediately after an emergency or disaster. It is designed to reduce the initial distress caused by traumatic events, assist with current needs, and foster both short and longer-term coping strategies. PFA acknowledges that people react in various ways to traumatic experiences and events. As such, PFA providers give practical support in a way that respects the person's dignity, culture and abilities.

Essentially, everyone affected by an emergency or disaster must have access to information and resources related to psychosocial care in the hours, days and weeks after an event. PFA provides this service in the short term. However, understanding that individuals react in different ways, to various degrees and may exhibit stress in the months or years after an event, action-oriented support services such as Skills for Psychological Recovery (SPR) may be more appropriate.

See Section 1: Unit 5 for more information on PFA.

Skills for Psychological Recovery (SPR)

Skills for Psychological Recovery (SPR) is designed to meet the needs of individuals once an initial emergency or disaster has subsided. Depending on the nature and severity of the event, SPR may be used in the weeks, months or years into the recovery phase and builds on the skills learned with PFA training. Community members with experience in SPR are a valuable resource over a longer-term recovery period as they are well positioned to support the psychosocial needs of community members, since they are potentially more accessible or familiar to those in need.

Skills for Psychological Recovery (SPR), applicable for children, adolescents, adults and families, helps individuals identify their most pressing concerns. SPR providers then teach skills to target individual's specific needs and help them cope with post-disaster/emergency stress and adversity. It can be taught in one visit or over multiple visits to both individuals and groups. SPR providers must have completed a basic credentialing course and ideally have prior experience in addressing traumatic stress or in emergency and disaster response.

SPR Goals

1. To protect the mental health of people impacted by an emergency or disaster.
2. To enhance people's ability to address their needs and concerns.
3. To teach skills to promote recovery and support adaptive behaviour, while preventing behaviours that may make problems worse.

SPR Skill Modules Include:

- Problem-solving.
- Positive activity scheduling.
- Managing physical and emotional reactions
- Helpful thinking.
- Rebuilding health social connections.

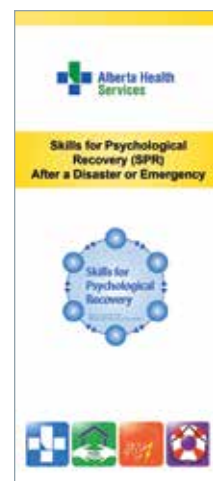
SPR Facts

- **SPR is evidence informed:** SPR is based on research that shows skills-building approaches are more effective than supportive counseling.
- **SPR is action oriented:** In SPR, the individual is taught skills that can help in a variety of post-disaster/emergency situations. Individuals are encouraged to take an active role in their recovery and to apply the skills in the daily lives.
- **SPR is flexible:** Not every module will be used with every individual. Providers work with individuals to select skills that best address their specific needs and priorities. The number of visits is also tailored to each individual or group.
- **SPR is for the recovery phase:** SPR is to be used after the initial crisis has subsided and the individual is entering the recovery phase. It is to be used after the period where PFA is appropriate.
- **SPR is not formal mental health treatment:** SPR does not assume that individuals have diagnosable mental health conditions after an emergency or disaster, and it does not target such conditions. It focuses on helping individuals feel more in control of their lives and more able to cope with distress.

Alberta Health Services (AHS) Programs

It is strongly recommended that community associations and organizations contact Alberta Health Services (AHS) to inquire about facilitating programs for your neighbourhood or community members, such as E-PREP – Emergency Preparation Workshop (see Appendix B), Psychological First Aid (PFA), and Skills for Psychological Recovery (SPR). PFA and SPR courses are available online whereas E-PREP is a facilitated workshop with a central focus on psychosocial care in the aftermath of an emergency or disaster and is particularly beneficial for vulnerable individuals in your neighbourhood or community. For more information, visit: albertahealthservices.ca

Source: This Information has been reproduced from the brochure 'Skills for Psychological Recovery (SPR) – Reference Guide for SPR Providers' by Alberta Health Services, 2014 which was adapted from *Psychological First Aid: Facilitator's Manual for Orienting Field Workers* (World Health Organization, 2013), *Psychological First Aid Field Operations Manual 2nd Edition* (National Center for PTSD and National Child Traumatic Stress Network, 2010).



Unit Activity

Unit 9 Discussion: Community Recovery

Q. Community members have discussed forming a small volunteer group to assist with a community clean-up after a recent emergency or disaster. What must be considered before this activity begins?

Q. How might you organize a donations and/or volunteer effort to support others?

Q. What are some of other services that can assist those who reside within your neighbourhood or community after an emergency or disaster?

READYCALGARY



Unit 10: Course Review

Unit 10: Course Review

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Course Summary

While the **READYCALGARY** program has been developed to share a variety of information on emergency management, the fundamental point of this program is **Preparedness**. On a basic level, **knowing the risks, making a plan, and having a 72-hour emergency kit** will greatly prepare individuals, families and community members for the challenges that occur when emergency or disaster strikes. It is expected that all **READYCALGARY** members will share their learning with others in order to support the safety of all Calgarians so together, we can continue to build a stronger, more resilient Calgary for the future.

Review the following points and evaluate your learning as a new **READYCALGARY** member. If you need further information on any of these points, refer back through this manual.

The **READYCALGARY** Program Objectives for Course Participants:

Further to the **READYCALGARY** program goals (see Section 1: Unit 1). Upon completing this course, participants will be able to:

1. Support overall prevention, mitigation, preparedness, response and recovery building efforts in Calgary. (See Unit 1).
2. Identify and reduce potential risks and hazards in your home, workplace, neighbourhood and larger community. (See Unit 2).
3. Take steps to prepare yourselves and your family for an emergency or disaster. (See Unit 2).
4. Identify preparedness, response and recovery activities specific to yourself, your family and in collaboration with others in your community. (See Units 1-9).
5. Support those in need until emergency services personnel arrive. (See Units 4 and 8).
6. Provide information effectively and efficiently to emergency services personnel. (See Units 4 and 8).
7. Describe the post-disaster/emergency emotional environment and the steps that people can take to relieve their own stressors and of those affected. (See Units 5 and 9).
8. Tailor activities to engage all sectors of the community.
9. Identify and build on existing strengths.
10. Encourage personal and organizational preparedness through community outreach events, training opportunities, and planning exercises.
11. Participate in donation and volunteer opportunities for ongoing community safety. (See Units 5 and 9).
12. Share information on government support services with others, including psychosocial support and emergency services.

It is strongly recommended that all participants refer to both **READYCALGARY** program manuals regularly in order to maintain a high level of understanding and knowledge related to emergency management. These materials are a valuable resource for accessing resources, services and information when it is most needed. By keeping these manuals available and referring to them regularly, you and those around you will be better prepared during times of crisis in the future.

Now you have completed the **READYCALGARY** program, review your knowledge by answering the following questions:

Course Review

1. Individual & Family: Introduction & Overview (Section 1)

- a. What is the purpose of **READYCALGARY** and how is it beneficial to communities in Calgary?
- b. What are the differences in roles and responsibilities between The Calgary Emergency Management Agency (CEMA), community associations and citizens?

2. Individual & Family: Preparedness (Section 1)

- a. What are the components of a Household Emergency Action Plan (HEAP)?
- b. What different types of Emergency Action Plans should you have in place?

3. Individual & Family: Neighbourhood Preparedness (Section 1)

- a. What are some different types of vulnerabilities?
- b. What are some different natural, technological and human-caused hazards?

4. Individual & Family: Response (Section 1)

- a. Explain the steps you and your family would take during an evacuation.
- b. If your residence was affected by an emergency or disaster, list some protective actions you would take when returning home.

5. Individual & Family: Recovery (Section 1)

- a. List the different organizations that provide psychosocial care.
- b. Describe how you could effectively make donations after an emergency or disaster.

6. Community: Introduction & Overview (Section 2)

- a. How does the Individual/Family **READYCALGARY** program (Section 1) differ from the Community program (Section 2)?
- b. What is your code of conduct as a Community Support Team (CST) member and why is following a code of conduct so important?

7. Community: Preparedness (Section 2)

- a. What are the major components of an Emergency Action Plan (EAP)?
- b. How would you get insurance for your Community Support Team (CST) and why is it so important?

8. Community: Response (Section 2)

- a. How do you plan a response for the first 72 hours?
- b. What are the components of an Emergency Communications Plan (ECP)?

9. Community: Recovery (Section 2)

- a. How do you conduct a needs assessment?
- b. How do you implement a volunteer management plan?

Course Evaluation

The process for the course evaluation will consist of a review (once every two years) of the criteria listed below. A revised edition of program materials may be reissued upon completion of this review, ensuring all **READYCALGARY** members have access to the most up-to-date and relevant information for this program. CEMA will contact all Community Facilitators and provide them with information and access to any program material which has been updated, revised, discontinued, included and/or reissued. It remains the responsibility of these Community Facilitators to receive this information and endeavour to share this with any individuals who have participated in some form of the **READYCALGARY** program under their supervision. Contact your **READYCALGARY** Community Facilitator for further details and to receive these updates.

Content:

- A comprehensive review of all course content will be conducted by CEMA and all official and unofficial content contributors.
- Feedback from all CEMA instructors, **READYCALGARY** Community Facilitators and participants will be reviewed and incorporated, as deemed relevant.

Program Delivery:

- A review of program delivery will be conducted via a survey to CEMA instructors, **READYCALGARY** Community Facilitators and participants to ensure teaching practices are applicable and appropriate.
- Course registration procedures, policies and processes will be reviewed.
- Online resources and course materials will be maintained by CEMA to ensure accessibility for both registered and interested potential participants.
- Hardcopy versions of all **READYCALGARY** manuals, resources and complementary materials will be evaluated to ensure accessibility for both registered and interested potential participants.

Target Audience

- CEMA will conduct a needs assessment and gap analysis to identify priority neighbourhoods and communities (as applicable) and potential public interest in attending a session of the **READYCALGARY** program.

Analytics:

People

- Specific information related to **READYCALGARY** neighbourhoods facilitators and participants will be collated and forwarded to CEMA for internal use and review only. This information will include details such as:
 - Facilitator's full name and contact details.
 - Which community they represent.
 - The number of individuals they have educated using the **READYCALGARY** program and its associated materials.
 - The number of community outreach events, engagements, community meetings and so forth where the concept of **READYCALGARY** and/or its content was shared.
 - The number of exercises practiced using **READYCALGARY** as a resource.
 - The number of events and/or incidents where a CST has been structured, mobilized and/or reacted to in a supporting role.

Neighbourhood

- Information related to which specific neighbourhoods **READYCALGARY** Community Facilitators and participants have engaged from/for will be collated and forwarded to CEMA for internal use and review only.

Community

- Information related to which specific communities **READYCALGARY** Community Facilitators and participants have engaged from/for will be collated and forwarded to CEMA for internal use and review only.

Note: All data to be collected by CEMA will respect and comply with applicable FOIP considerations. This information will not be shared with external parties. Data will be used strictly for statistics and analytical reporting basis only, allowing CEMA to evaluate the target audience interested in the **READYCALGARY** program and provide valuable insight into delivering future editions of this course.

Freedom of Information and Protection of Privacy Act (FOIP)

When gathering personal information from people, you must comply with Alberta's Freedom of Information and Protection of Privacy Act (FOIP Act) and Personal Information Protection Act (PIPA). Therefore, you must ensure that any forms you are creating and documenting this information on contain FOIP statements. This informs the individual that you are collecting personal information under the FOIP Act, the specific reasons for the collection of this information and what it will be used for.

The following FOIP statement example must be included on your contact lists and/or neighbourhood and community maps and modified for your specific needs:

The information on this form is collected under Section 33 (c) of the Alberta Freedom of Information and Protection of Privacy Act. It will be used to **[enter specific details related to the collection and use of this information]**. Any questions about this form or the collection, use or disclosure of information on this form can be directed to **[Insert name of Person/Organization collecting this data]** and program Community Facilitator at **403-xxx-xxxx**.

For more information on FOIP requirements and guidelines, visit Service Alberta: service.alberta.ca.

Remember: Always keep security and privacy concerns in mind when gathering personal information and refer to FOIP guidelines.

Stay in Contact

- Visit calgary.ca/readycalgary for information and updates on the **READYCALGARY** program.
- Contact CEMA via 311.
- Email CEMAtraining@calgary.ca.
- See full Agency contact details on the back cover of this manual.

Congratulations!

You have now successfully completed the **READYCALGARY** program. We hope you have enjoyed this course and recommend you refresh your understanding and skills regularly. Practice and share this information with others so **together, we can continue to build a stronger, more resilient Calgary for the future.**

READYCALGARY

Appendices

Appendix A: Acronyms & Glossary

A	
All-Hazards Approach	An emergency management approach to identify, analyze and prioritize a full range of potential non-malicious and malicious threats.
B	
Business Continuity Plan (BCP)	A tool to analyze and understand which products and services are critical to your business operations and how to develop contingency plans if your operations are affected by an emergency or disaster.
C	
Calgary Emergency Management Agency (CEMA)	Plans and coordinates emergency services and resources during emergencies and disasters.
Chain of Command	A clear line of authority within the structure of an organization.
Community	All encompassing term referring to Calgary's geographical communities but may also represents a community of common interest, purpose or practice, such as a faith-based, age-based and volunteer communities.
Community Support Centre	Centres intended to provide support and resources for affected residents.
Community Support Team (CST)	An emergency support structure for your community association or organization.
Comprehensive Emergency Management Model	A framework for structuring all emergency management activities.
Critical Infrastructure	Assets, systems, and networks so vital to a city that their incapacitation or destruction would have a debilitating effect on the economy, environment, public health or safety, or any combination thereof. Some examples are power lines, medical centres, wastewater services.
D	
Disaster	A sudden, rapidly changing event which typically overwhelms available resources (emergency services personnel), and causes great damage and/or loss of life.
Drill	A drill is a type of operations-based exercise used to evaluate and validate a single, specific operation or function (for example, a fire drill that evaluates the ability to evacuate a building within a predetermined amount of time.)
E	
Emergency	A present or imminent event concerning one or multiple people or properties requiring prompt coordination of actions to protect the health, safety or welfare of people, or to limit damage to property or the environment.
Emergency Communications Plan (ECP)	A plan for how CST Coordinators and team members will communicate during a crisis.
Emergency Management Act	Legislation directing that a municipality will establish an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under the Act.

E CONT'D	
Emergency Services Personnel	Personnel such as police officers, fire fighters, emergency management officers and paramedics, responsible for mitigation and response activities during an emergency or disaster such as a medical, fire, hazardous material, or security emergency.
Emergency Action Plan (EAP)	A comprehensive guide to support community emergency preparedness, response and recovery activities.
F	
Full-Scale Exercise	Are as close as it gets to a real emergency or disaster. This exercise takes place in location where the hypothetical disruption has occurred. Actual equipment and personnel are included in a full-scale exercise. Due to the scale of planning required, full-scale exercises generally occur once in a one or two year period.
Functional Exercise	A fully simulated interactive exercise that tests the capability of an organization to respond to an event. The exercise tests multiple functions of the organization's operational plan, focusing on the coordination and interaction of policies, procedures, roles and responsibilities before, during or after a simulated event.
G	
Group Lodging	Provides 24-hour emergency shelter type accommodations and services for evacuees displaced by a disaster.
H	
Hazard	Any incident that may cause loss of life, injury, property damage, economic disruption, or environmental damage.
Hazard Identification and Risk Assessment (HIRA)	A resource designed to assess hazards that pose a threat to public safety, infrastructure, the economy and the environment. This assessment aids in the prioritization of resources to develop prevention, mitigation, preparedness, response and recovery plans, as well as promote community resiliency.
Hazardous Materials (HAZMAT)	Hazardous and dangerous goods.
Household Emergency Action Plan (HEAP)	A guide to household emergency preparedness designed by CEMA and available online and via 311.
I	
Impact	The direct, indirect and intangible losses caused on environment and society by an emergency or disaster.
Incident	A small-scale natural or human-induced event requiring an emergency response to protect life or property. Events may include one or more incident(s) of various sizes and forms, such as a snowstorm resulting in several traffic accidents across the city.
Incident Command System (ICS)	A standardized management system used to organize and manage a scalable response to emergency incidents of any magnitude.

L	
Liaising	A form of communication for establishing and maintaining mutual understanding and cooperation.
M	
Mandatory Evacuation	Preliminary actions taken to reduce the impacts of an emergency or disaster. A warning to persons within the designated area that an imminent threat to life and property exists and individuals MUST evacuate in accordance with the instructions of local officials.
Mitigation	The action of reducing the severity, seriousness, or painfulness of something.
Municipal Emergency Plan (MEP)	The master document which outlines the policy, operations, and roles and responsibilities for the corporation and its agency members when the MEP is activated.
N	
Neighbourhood	A small geographical area within a community.
Non-Governmental Organization (NGO) / Non-Profit Organization (NPO)	A social service organization providing social welfare, civic improvement, and pleasure or recreation purposes. NPOs and NGOs provide emergency social services, such as the provision of basic needs (food, clothing, and shelter), emotional support and crisis management to specific groups and vulnerable populations.
P	
Preparedness	A state of readiness to mitigate the impact of an emergency or disaster, especially during the first 72 hours.
Prevention	Actions taken to avoid an emergency or disaster and the associated impacts of a hazard.
Psychosocial	A person's psychological and behavioural interaction in a social environment.
R	
READYCALGARY	A comprehensive emergency management program from CEMA, aimed at community representatives who will share course content with others. The program focuses on preparedness, empowerment and community resilience building.
READYCALGARY Member	Anyone who participates in READYCALGARY . This is strictly an honorary title, attributed to support a network of engaged and prepared citizens for a resilient Calgary.
Reception Centre	A site dedicated to providing evacuees with essential services, shelter, and a location for information.
Recovery	Begins after the emergency or disaster has subsided. The immediate goal is to bring the affected area back to normalcy as quickly as possible.
Resiliency	The ability to recover quickly and return to a state of normalcy (ideally an improved state) post emergency or disaster. Resilience is developed by reducing vulnerability while increasing adaptive capacity.

R CONT'D	
Response	<p>Emergency Services Personnel: Actions taken during or immediately after an incident to protect people, property, environment and the economy.</p> <p>The Public: Actions taken during or immediately after an emergency or disaster to care for one's family, neighbourhood and community, and to support the response effort of emergency services personnel.</p>
Risk	A measurement of the probability of harm and potential for loss of life, property, and/or the environment if exposed to a hazard.
Risk Analysis	The process of identifying and analyzing hazards for emergency management programs based on frequency and potential impact.
Risk Assessment	Helps to provide an understanding of the hazards that threaten a community, identify its most vulnerable elements and the likelihood of specific consequences if the hazards are realized.
S	
Shelter-in-Place	Means to take immediate shelter indoors until instructed that it is safe to leave by officials. This may result from a hazardous chemical release or an active shooter, for example.
Span of Control	The number of individuals for which a supervisor is responsible, with an appropriate span of control being 1:5.
State of Local Emergency (SOLE)	A local government declaration, made during the time of a natural or human-induced disaster that suspends normal Corporation functions (e.g. executive, legislative and judicial powers).
T	
Tabletop Exercise	<p>Tabletop exercises are designed to test a hypothetical disruption.</p> <p>The focus is on training, familiarization with roles, responsibilities and procedures. Tabletop exercises are guided by a facilitator that walks the participants through the process. It is conducted in a low-stress and informal environment where participants are encouraged to ask questions.</p>
V	
Vulnerable Population	One or more individuals in a community who, by nature of their circumstances, is at a higher risk of experiencing the effects of a hazard.
W	
What's In My Backyard (WIMBY)?	The sharing of information between neighbours to share information about how they can help each other during times of crisis.
Workshop	Designed to familiarize the participants with their roles and responsibilities as defined in the BCP or EAP. Normally conducted in a classroom type setting.

Appendix B: Resources

Disclaimer: The following information was correct at time of printing but may be subject to change. Please ensure to contact the relevant agency directly for up-to-date information and contact details.

Emergency Contacts

Emergency Contact	
Ambulance, Fire, Police, Hazardous Materials Spills	911
Gas Emergency – ATCO Gas	403-245-7222
Electrical Emergency – ENMAX Power	403-514-6100
All other City Services	311
Poison Control Centre	1-800-332-1414
Regional Contacts	
Health Link Alberta	811
Alberta Emergency Management Agency	1-866-618-AEMA (2362) aema.alberta.ca
Community and Social Services Information	211 informalberta.ca
Calgary Emergency Management Agency (CEMA)	311 www.calgary.ca/cema
National Contacts	
Canadian Red Cross	1-888-800-6493 redcross.ca
Public Safety and Emergency Preparedness Canada	1-800-830-3118 psepc.sppcc.gc.ca
Salvation Army Canada	1-800-SAL-ARMY

Services

211	
An information referral service for non-emergency human services in Calgary. It is free, confidential and multilingual. This service accepts calls 24 hours a day, seven days a week.	Call 211 ab.211.ca
Access Mental Health (Calgary Zone only)	
<p>Access Mental Health phone line helps residents in the Calgary Zone of Alberta Health Services to navigate the health system. Services offered include:</p> <ul style="list-style-type: none"> ▶ Information on services for people of all ages within the community of Calgary and Alberta Health Services. ▶ Referral and connection to Alberta Health Services programs. ▶ Professional consultation to community and Alberta Health Services service providers. ▶ Information about crisis resources. 	Call 403-943-1500
Alberta Health Services (AHS)	
Call Health Link Alberta for medical information when life is not in danger.	Call 811
Poison & Drug Information Service	1-800-332-1414
Alberta Supports Contact Centre	1-866-644-5135
Alberta Health Services (AHS) Mental Health Helpline	
<p>Staffed 24/7 by health professionals and provides:</p> <ul style="list-style-type: none"> ▶ Crisis intervention. ▶ Information on programs and services to help you manage stress and anxiety. ▶ Referral to other agencies where appropriate. 	Call 1-877-303-2642
City Links	
City Links helps low income seniors to live safely and securely in their own homes. The 'Home Maintenance Services' program provides these clients with basic yard care, snow removal, house cleaning, interior & exterior painting and minor repairs.	calgary.ca/CSPS/CNS/Pages/Seniors/City-Links/About-City-Links.aspx
Crisis Line (Counselling Services)	
Operated by the Distress Centre in Calgary, counsellors are available to talk anytime – 24 hours a day, 7 days a week, 365 days a year. When you make a call to Distress Centre, you will always get an answer, an open mind and a caring ear.	Call 403-266-1605

Cross Cultural Connections Directory	
A 170-page document that encourages communication and partnerships between culturally diverse organizations and communities in Calgary.	http://calgaryartsdevelopment.com/
Family & Community Support Services (FCSS)	
A joint municipal-provincial funding program established to support and fund preventive social services. The program, governed by the Family & Community Support Services Act since 1966, emphasizes prevention, volunteerism and enhanced local autonomy. The provincial and municipal governments share the cost of the program.	humanservices.alberta.ca/family-community/14876.html
Health Link Alberta	
Staffed 24/7 by health professionals, Health Link Alberta can refer callers to programs that can help you manage stress and anxiety, including community programs not affiliated with Alberta Health Services.	myhealth.alberta.ca/Pages/default.aspx Call 811
Independent Living Resource Centre of Calgary	
Provides referrals, training and programs to persons with disabilities in Alberta to assist them in achieving their own level of independence.	ilrcc.ab.ca
Inform Alberta	
Inform Alberta is a provincial on-line directory of publicly funded and/or not-for-profit community, health, social, and government organizations and services.	For more information, visit: informalberta.ca/public/common/search.do
SeniorConnect Program	
An initiative of the Calgary Seniors' Resource Society (calgaryseniors.org). SeniorConnect is a preventive, community-based solution that reached out to seniors and connects them with the support they need to remain independent, healthy and safe in their own homes.	calgary.ca/CSPS/Fire/Pages/Safety-tips/Safety-tips-seniors/SeniorConnect-program.aspx

Psychosocial Care

24-Hour Crisis Support Line	
The Distress Centre offers a 24-hour crisis support line. No issue is too small! Calls are confidential and highly trained volunteers with the support of professional staff answer calls. Visit: distresscentre.com/	403-266-4357
Alberta Health Services Mobile Response Team	
The Mobile Response Team is a team of trained professionals who work with people in crisis. If you need to talk to someone directly, they may be able to visit you in person. They are available daily from 9:30 am to 9:30 pm. The Mobile Response Team can be reached through the Distress Centre. Visit: albertahealthservices.ca/services.asp?pid=service&rid=432	403-266-4357
211	
Phone 211 for information about the community, social and government services that can meet your needs.	Call 211 ab.211.ca
Calgary Family Services	
Calgary Family Services offers supportive counselling for all families Visit: calgaryfamily.org/	403-269-9888
Wood's Homes	
The Community Resource Team works with families and children in crisis and will provide services in person and over the phone. woodshomes.ca/site/PageNavigator/programs/crisis/programs_community_resource_team.html	403-299-9699
Free Walk-In Counselling	
Eastside Counselling provides free walk-in counselling at 255-495 36 St. N.E. (in Northgate Mall).	403-299-969
Older Adult Services	
The Way In provides referral, support and workshops for older adults and connections to older adult services. Visit: http://caryacalgary.ca/our-programs/older-adults/twi/	403-SENIORS (736-4777)

Literature

American Red Cross: Recovering Emotionally:

[redcross.org/find-help/disaster-recovery/recovering-emotionally](https://www.redcross.org/find-help/disaster-recovery/recovering-emotionally)

BC Disaster Psychosocial Program:

health.gov.bc.ca/emergency/projects/psychosocial.html

Calgary Flood Response: Coping with Floods in Your Community:

http://calgary.cmha.ca/mental_health/coping-with-floods-in-your-community/#.VSbvo_nF8s8

Helping Children and Teens Recover from an emergency or disaster:

albertahealthservices.ca/hi-tragedy-recovery-children-teens.pdf

Helping your Child or Teen Prepare Emotionally for Disasters or Emergency:

albertahealthservices.ca/MentalHealthWellness/hi-mh-helping-your-child-or-teen-prepare-emotionally.pdf

Helping your Child or Teen Respond to an emergency or disaster:

albertahealthservices.ca/MentalHealthWellness/hi-mh-helping-your-child-or-teen-respond-to-a-disaster-or-emergency.pdf

Preparing and Responding Emotionally for Disasters or Emergencies:

albertahealthservices.ca/MentalHealthWellness/hi-mh-preparing-emotionally-for-disasters-or-emergencies.pdf

Recovery after an emergency or disaster:

albertahealthservices.ca/MentalHealthWellness/hi-mh-recovery-after-a-disaster-or-emergency.pdf

Returning Home Safely After Flooding:

albertahealthservices.ca/Advisories/ne-pha-ahs-flooding-kit.pdf

Support for Albertans Affected by Flood:

albertahealthservices.ca/Advisories/ne-pha-ahs-support.pdf

Training Opportunities

After completing an initial **READYCALGARY** induction, many **READYCALGARY** Members seek to expand and improve their knowledge and skills. Additional training opportunities may be available, including:

Animal Issues in Emergencies/Disasters	calgary.ca/CSPS/cema/Pages/Prepare-for-an-emergency/Have-an-emergency-plan-for-your-pet.aspx
Business Continuity	calgary.ca/CSPS/cema/Documents/BCP-Template.pdf
Community Relations	drsaraheaton.wordpress.com/2012/08/21/10-characteristics-of-community-leaders/
First Aid Training	redcross.ca/what-we-do/first-aid-and-cpr
Hazard Identification and Risk Assessment	serc.carleton.edu/research_education/healthrisk/howhealthy.html
Psychological First Aid	Alberta Health Services E-PREP Program
Special Needs and Vulnerable Populations Concerns	getprepared.gc.ca/cnt/rsrctns/pblctns/pplwthdsblts/pplwthdsblts-eng.pdf

Basic Emergency Management (BEM)

A Basic Emergency Management course provides an overview of emergency management in Alberta including the systems and processes for preventing, mitigating, preparing for, responding to and recovering from emergencies and disasters. You will learn about the key provisions of the Emergency Management Act and have the opportunity to identify the roles and responsibilities of various levels of government and other key organizations involved in emergency management.

Target Audience:

- ▶ Personnel responsible for emergency programs within their organizations (i.e. emergency services, private sector, non-government organizations, etc.)

Available from: apsts.alberta.ca/online-courses/bem/

E-Prep – Emergency Preparedness (AHS)

E-Prep is an interactive and educational workshop, developed by Alberta Health Services and Carya, that uses a step-by-step plan for participants to develop their own personalized preparedness kit. This workshop recognizes the importance of practical preparedness and psychosocial health and wellness in the event of an emergency or disaster. The workshop material is aimed at supporting individuals from the general public and vulnerable populations.

The E-Prep workshop can be offered to participants in the community. E-Prep trainers can also provide community members, professionals and/or paraprofessionals with information to facilitate E-Prep on their own. Facilitators will be provided with training in key facilitation skills and access to necessary workshop materials.

Objective:

To build capacity by promoting personal preparedness, fostering connections, and cultivating resilience.

Audience:

General public, non-profit organizations, professionals/paraprofessionals.

Details:

Two hours, on or off site (maximum number of participants to be determined per workshop).

For further details email Kent Saga (kents@caryacalgary.ca) with Carya or the AHS Community Disaster Outreach Team (CDOT) at CDOT@albertahealthservices.ca. Additional information will be made available at caryacalgary.ca.

Incident Command System (ICS 100)

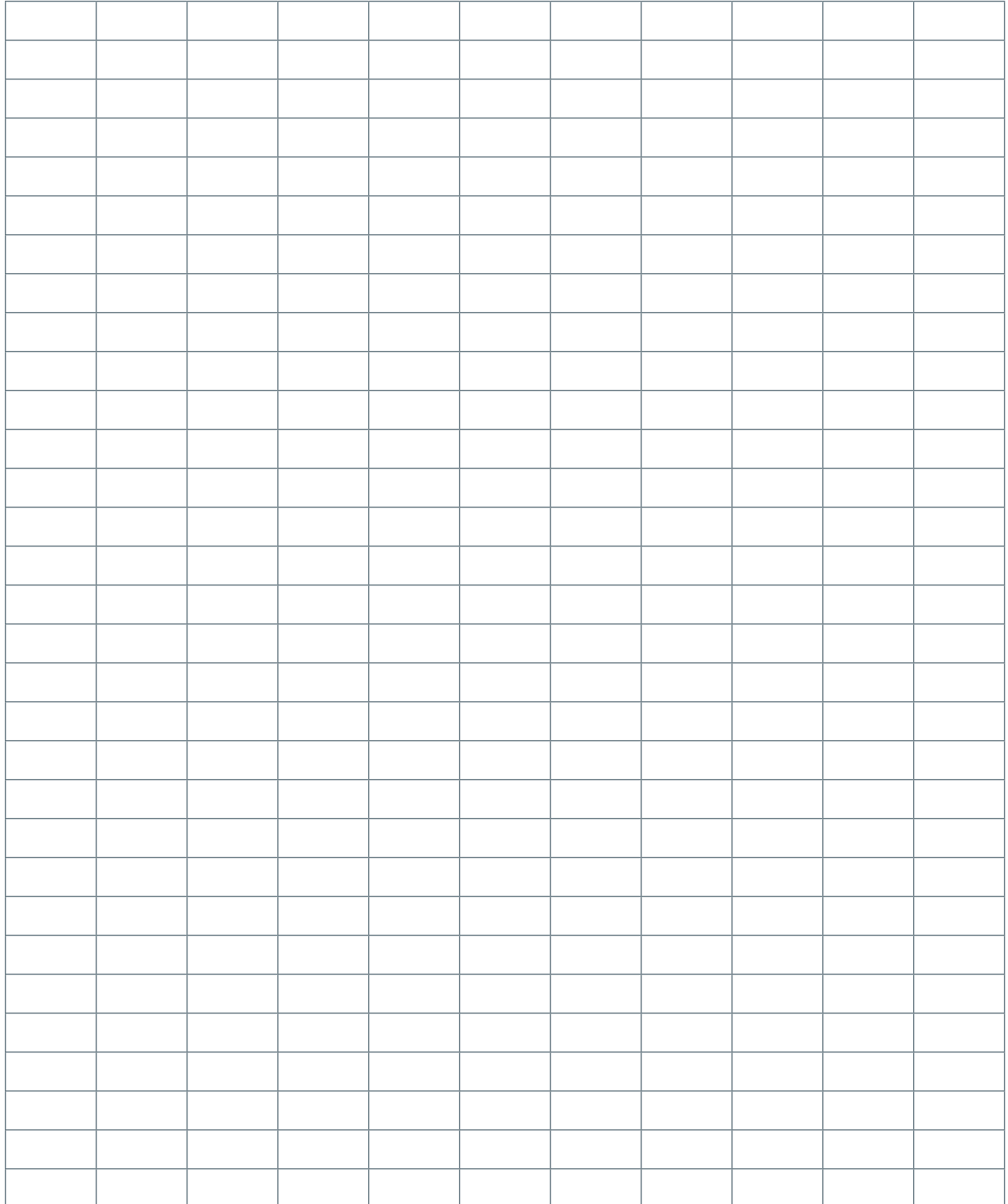
The Incident Command System is a standardized management system used to organize and manage a scalable response to emergency incidents of any magnitude. ICS 100 (Module 1) is intended as an introduction and overview of the ICS for people who may be assigned to incidents in non-supervisory roles and as a prerequisite for students continuing on through other levels.

A free introductory course in Incident Command System (ICS) training is available online from: apsts.alberta.ca/online-courses/ics-100/

Appendix C: Sample Forms

Neighbourhood/Community Map

Sketch your neighbourhood and identify hazards, risks, resources, services, etc.

A large grid consisting of 20 columns and 20 rows of empty squares, intended for sketching a neighbourhood map and identifying hazards, risks, resources, and services.

READYCALGARY – Community Support Team (CST) Quick Reference Guide

Situational Assessment

For a large scale emergency or disaster, listen for official information in order to:

- Confirm the nature of the incident
- Confirm how large an area is affected
- Confirm what hazards are present
- Confirm potential safety risks
- Confirm if the situation could worsen suddenly and how
- Confirm how area can be isolated
- Confirm what initial resources are required
- Confirm likely duration of incident
- Confirm access/egress routes

Step 1: Activate Community Emergency Action Plan (EAP)

- Prioritize the needs of your own home before meeting up with your CST
- Dress for safety and protection
- Implement Emergency Communications Plan (follow your designated role as designed in the plan)
- Go to the pre-determined meeting or muster point
- Check-in with the CST Coordinator
- Prepare for and assume your assigned CST role
- Maintain communications with the CST Coordinator and other team members at all times. Listen for further instructions from emergency services personnel

Step 2: Implement Emergency Communications Plan (ECP)

- Identify the goals and objectives of your ECP
- Develop a CST contact list
- Create key messaging (for consistency, reliability, efficiency and understanding)
- Select your communication methods (for notification, during support and after)
- Develop strategies for two-way communication (listening for official updates)
- Share and implement the plan with CST members
- Exercise, maintain and revise ECP with CST members

Step 3: Develop Community Support Team (CST) Structure

- The structure is flexible (can be based on existing organization of your group)
- Based on Core Community Support Functions requirements (see Step 4)
- Manageable span of control
- Consider accountability

READYCALGARY Member Goals

1. Support Community Needs (**Preparedness**)
2. Promote Community Recovery (**Resilience**)

Volunteering Tips

Safety first! Look after yourself and those around you.

Be flexible. The priorities and environment may change drastically.

Do not self-deploy. Once needs are identified, register at a designated location.

Community Action Plan



Household Emergency Action Plan Tips:

- Post emergency numbers (911).
- Maintain a contact list.
- Fire safety and fire extinguishers.
- Location of emergency kits.
- Check for household hazards.
- Plan emergency exits and know escape routes.
- Practice evacuation plans and fire drills.
- Get a reliable out-of-town emergency contact.
- Two out of province emergency contacts.
- A designated meeting place if separated.
- Plan for special needs or elderly.
- Know emergency plans at school, daycare, and work.
- Determine temporary accommodations that you could go to (friends, family, co-workers or a hotel).
- Pre-arrange temporary childcare.
- Consider your pets (hotel or emergency shelter friendly?).

Step 4: Perform Core Community Support Functions

Visually assess the situation

- The area and ground around a property
- Building exteriors

Safety Assessment

- Check and monitor the area for potential threats
- Ensure everyone has the proper personal protective equipment (PPE)

Neighbourhood Assessment (ask the following questions and share information)

- Are you OK?
- Do you know what is happening?
- Do you have any urgent needs?
- Is there anyone you need to contact (family)?
- Do you have a 72-hour kit?
- Do you need assistance leaving?
- Is there anyone else in your residence that requires assistance?
- Do you have any pets?
- Do you have any concerns?
- Provide CST contact details (as applicable)

First Aid

- Call 911 immediately if victim is unconscious
- Assess the scene. NEVER place yourself in a dangerous situation
- Listen to the victim. Get some history as to what happened and about their injury
- Ensure a qualified First Aider assists the victim until professional care is provided.

Other functions

- Check in with vulnerable community members
- Make accommodations for issues related to language, culture and diversity

Worker Care

- Take breaks
- Drink lots of water
- Eat healthily
- Create shifts of 8-10 hours (maximum)
- Talk about what is happening
- Maintain span of control and chain of command requirements

Step 5: Engaging with Emergency Services Personnel

- Upon the arrival of emergency services personnel, the CST Coordinator is responsible for ensuring the CST members do not inhibit this response in any way
- Always listen for and follow their instructions
- Do not become an extra concern by taking matters in your own hands. For example, do not rush to the aid of an individual if it will compromise your safety
- The importance of the information to report
- Transition your CST from a support to a recovery role in line with official instructions

Personal Protective Equipment (PPE)

- Leather work gloves
- Long pants
- Long-sleeved shirt
- N95+ mask
- Protective eyewear (safety goggles)
- Reflective vest
- Sturdy shoes or boots

Note: You must be properly trained to perform any supportive tasks. Some tasks require additional PPE than listed above.



You should be able to take care of yourself and your family for 72 hours. Stock a basic 72-hour kit and add items depending on your and your family's needs.



Community HIRA (Template)

Using the two-step process and formula below, complete the template to rank potential community hazards based on frequency and severity of risk.

1. Identify the various types of hazards/risks that have occurred, or could occur, in the community;
2. Rank the hazards/risks based on their severity and frequency.

To calculate the potential risk level, multiply the hazard's likelihood value by the severity value (likelihood x severity = risk level).

Risk Level	Score
Extreme	16
High	8 – 12
Medium	3 – 6
Low	1 – 2

Hazard	Likelihood	Severity	Potential Risk	Strategies to Limit Impacts
Explosion/Fire				
Flood				
Tornado				
Rail incident				
Hazardous materials – air contamination incident				
Explosion/fire				
Pandemic				
Hail				
Energy supply emergency				
Windstorm				
Lightning				
Blizzard/Snowstorm				
Infrastructure Failure				
Telecommunications Failure (internet, phones, fax, etc.)				

Appendix D: Answer Key

Unit 7: Multiple Choice

- Q. _____ is designed to educate individuals to be assets to help families, neighbourhoods and communities prepare for an effective emergency response and recovery.
- a. Emergency Action Plan
 - b. **READYCALGARY**
 - c. Business Continuity Plan
 - d. Emergency Communications Plan
- Q. A landslide is a form of which type of hazard?
- a. Technological
 - b. **Natural**
 - c. Environmental
 - d. Human-Caused
- Q. Which is the correct first step in the five-step process for creating an Emergency Action Plan (EAP)?
- a. Develop strategies to limit impacts of hazards and risks
 - b. Write an Emergency Action Plan
 - c. Analyze hazards and risks
 - d. **Analyze your neighbourhood or community**
- Q. Which is the correct process for exercising Emergency Action Plans?
- a. Conduct Exercise, Evaluate Exercise, Revise Exercise, Repeat Exercise
 - b. Develop Exercise, Revise Exercise, Conduct Exercise, Evaluate Exercise
 - c. Research Exercise, Conduct Exercise, Evaluate Exercise, Revise Exercise
 - d. **Develop Exercise, Conduct Exercise, Evaluate Exercise, Revise Exercise**
- Q. Which process helps develop strategies and plans to ensure continued operation during and after a disruption?
- a. Incident Command System
 - b. Basic Emergency Management
 - c. **Business Continuity and Recovery Plan**
 - d. Emergency Action Plan

Congratulations!

This concludes Section 2 of **READYCALGARY** on Individual and Family preparedness, response and recovery. Congratulations!

We hope you have enjoyed this course and recommend that you refer to it regularly, developing and practising your understanding to safeguard against future challenges.

Remember to share your knowledge and experience of **READYCALGARY** with others to encourage a growing network of likeminded Calgarians.

Together, we can continue to build a stronger, more resilient Calgary for the future.

CEMA

Calgary Emergency Management Agency

READYCALGARY

For more information on **READYCALGARY** and to obtain copies of emergency preparedness materials, contact:

Tel: 311

or visit:

calgary.ca/311

or

Calgary Emergency Management Agency (CEMA)

P.O. Box 2100

Stn. M, # 0047

Calgary, AB T2P 2M5

calgary.ca/cema

calgary.ca/readycalgary