



## AGENDA

### EMERGENCY MANAGEMENT COMMITTEE

October 9, 2019, 11:00 AM  
IN THE COUNCIL CHAMBER  
Members

Councillor D. Colley-Urquhart, Chair  
Councillor G-C. Carra, Vice-Chair  
Councillor S. Chu  
Councillor J. Gondek  
Councillor R. Jones  
Councillor J. Magliocca  
Councillor E. Woolley  
Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1 Minutes of the Regular Meeting of the Emergency Management Committee, 2019 May 08
5. CONSENT AGENDA
  - 5.1 DEFERRALS AND PROCEDURAL REQUESTS  
None
  - 5.2 BRIEFINGS  
None
6. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Status of Emergency Preparedness – Police and Security Threats, EM2019-1310

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS  
None

8.2 NOTICE(S) OF MOTION  
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required



## MINUTES

### EMERGENCY MANAGEMENT COMMITTEE

**May 8, 2019, 1:00 PM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor D. Colley-Urquhart, Chair  
Councillor G-C. Carra, Vice-Chair  
Councillor S. Chu  
Councillor J. Gondek  
Councillor R. Jones  
Councillor J. Magliocca  
\*Councillor J. Farkas

**ALSO PRESENT:** Acting General Manager K. Black  
Acting City Clerk L. Gibb  
Legislative Advisor D. Williams

1. **CALL TO ORDER**

Councillor Colley-Urquhart called the meeting to order at 1:02 p.m.

2. **OPENING REMARKS**

Councillor Colley-Urquhart provided opening remarks at today's meeting.

3. **CONFIRMATION OF AGENDA**

**Moved by** Councillor Carra

That the Agenda for the 2019 May 08 Regular Meeting of the Emergency Management Committee be confirmed.

**MOTION CARRIED**

4. **CONFIRMATION OF MINUTES**

None

5. **CONSENT AGENDA**

None

6. **POSTPONED REPORTS**

None

7. **ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES**

7.1 Status of Emergency Preparedness – A Focus on Risk, EM2019-0445

A presentation entitled "Status of Emergency Preparedness - A Focus on Risk, 2019 May 8" was distributed with respect to Report EM2019-0445.

**Moved by** Councillor Carra

That the Emergency Management Committee of Council considers the information from the panel presentations and discussion at the 2019 May 8 meeting to inform the Status of Emergency Preparedness report.

**MOTION CARRIED**

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Jones

That this meeting adjourn at 2:03 p.m.

**MOTION CARRIED**

The next regular Meeting of the Emergency Management Committee is scheduled to be held on 2019 September 11 at 1:00 p.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

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ACTING CITY CLERK

**Community Services Report to  
Emergency Management Committee  
2019 October 09**

**ISC: UNRESTRICTED  
EM2019-1310**

**Status of Emergency Preparedness – Police and Security Threats**

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**EXECUTIVE SUMMARY**

Throughout the 2019-2022 business cycle, the Calgary Emergency Management Agency (CEMA) will provide Council with an in-depth understanding of Calgary's disaster risk environment and the efforts that members of CEMA are taking to address these risks.

This is the second in a series of panel presentations highlighting disaster risks in Calgary and the associated mitigation activities being pursued by CEMA Agency members. This panel, Police and Security Threats, will discuss the disaster risks of major hostage incidents (high risk), major mass casualty attacks (high risk), major active shooter incidents (medium risk), and major instances of civil disobedience (medium risk). Representatives from The City of Calgary, the Calgary Police Service, Alberta Health Services, the RCMP and Alberta Justice & Solicitor General will present the Emergency Management Committee with a detailed risk analysis and information related to the security risks in Calgary.

The summary of this presentation will be collated along with additional information to form the annual Status of Emergency Preparedness Report, which will be distributed to the Emergency Management Committee in Q4 of 2019.

**ADMINISTRATION RECOMMENDATION:**

That the Emergency Management Committee of Council considers the information from the panel presentations and discussion at the 2019 October 09 meeting to inform the Status of Emergency Preparedness report.

**PREVIOUS COUNCIL DIRECTION / POLICY**

The City of Calgary Emergency Management Bylaw 25M2002, Section 6 (2) states: "The Director shall;

- a. Prepare and co-ordinate emergency plans and programs,
- b. Act as director of emergency operations on behalf of the Agency,
- c. Co-ordinate all emergency services and other resources used in an emergency, and
- d. Submit to Council annually through the Emergency Management Committee, a report on the status of emergency preparedness in the City."

**BACKGROUND**

Emergency management is not solely about responding to events; prevention, mitigation, and preparedness activities are essential in managing disaster risk. The 2018 Disaster Risk Assessment analyzed 65 risks for Calgary and identified the 13 risks currently representing the highest priority. CEMA undertakes this periodic Disaster Risk Assessment on behalf of its members and The City of Calgary to gain a greater understanding of our disaster risk environment and to prioritize future actions towards reducing disaster risk. The Disaster Risk Assessment is a foundational component of disaster risk management programming that continues driving strategic planning activities, public awareness and resilience campaigns, and broader policy decisions. As managing disaster risk is a shared responsibility, CEMA shares disaster risk information with the public so people and businesses understand their risk and have the

## **Status of Emergency Preparedness - Police and Security Threats**

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information they require to prepare for emergencies. CEMA leverages the expertise, reach and role of over 60 Agency members to proactively treat risk.

Determining the likelihood of major disaster scenarios involving human actor(s) with malicious intent is very different from other threats/hazards (e.g. weather events). When quantitative data is not available (i.e. historical data, statistical studies), likelihood can instead be determined by qualitative judgments by subject matter experts, while considering the overall capability (technical feasibility) of the malicious actor(s) carrying out the threat. In this type of likelihood analysis, aspects of risk are considered using descriptive scales (i.e. level of knowledge and access to target).

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

For many of the police and security threat scenarios assessed in the Disaster Risk Assessment, given a disaster of city-wide magnitude has not yet occurred in Calgary, quantitative data was not available to inform a probability-based model. CEMA and our Agency members followed the Public Safety Canada recommendation to use an assessment of technical feasibility in place of an assessment of likelihood. The assessment is based on the principle of the weakest link rating of the component required for an event. These links include required material, equipment, access to a target or required system, and technical expertise and knowledge.

### **Stakeholder Engagement, Research and Communication**

In addition to communication through our community and education programs, disaster risks have been communicated to the public through the Disaster Risk Report that was released Q2 2019.

Further to sharing risk information with citizens and businesses, an in-depth assessment of risk is also provided to our more than 60 Agency members so they can further develop their own risk mitigation plans in their operations. CEMA uses its network of members to take a coordinated, collaborative One Calgary approach to addressing Calgary's disaster risk environment and prioritizing activities that reduce disaster risk.

### **Strategic Alignment**

#### Citizen Priority

CEMA's work on Disaster Risk Management supports the Citizen Priority to provide *A city of inspiring neighbourhoods*.

#### Corporate Priority

The Emergency Management & Business Continuity line of service contributes to The City's resilience by understanding, informing, and reducing disaster risk, while empowering citizens to engage in emergency preparedness activities at home, work and in their community.

This work supports the Corporation's Sustainability Direction 2020 objective *Calgary, its communities and neighbourhoods are safe, resilient and supportive*.

## **Status of Emergency Preparedness - Police and Security Threats**

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### Comprehensive Emergency Management Model

The comprehensive emergency management model is used by The Corporation to manage disaster risk and disaster consequence. The Disaster Risk Assessment is an integral part of this model and contributes to a whole continuum of emergency management.

### Sendai Framework for Disaster Risk Reduction

The Sendai Framework for Disaster Risk Reduction is a United Nations strategy and international best practice for reducing disaster risk. The Government of Canada is a signatory on this framework, and CEMA's Disaster Risk Assessment aligns to the outcomes and action items prescribed within.

### **Social, Environmental, Economic (External)**

The impacts of a security incident in Calgary can be experienced in many different sectors. Socially there is the potential for a large loss of life or injury, psychosocial harm and harm to the social fabric of our communities. The perception of a security risk in Calgary may disrupt tourism, disrupt business and impact the economics of our city.

Security events may also cause business closures, disruption to services, disruption to road networks and damage to property. Depending on the event, there is also the potential for impact to the environment. Major security events often result in a long, complicated recovery process for our citizens and communities.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

None; the operating impacts of preparedness, mitigation and response strategies presented by the panel are included within each Agency member's existing budget.

#### ***Current and Future Capital Budget:***

None; the capital impacts of preparedness, mitigation and response strategies presented by the panel are included within each Agency member's existing budget.

### **Risk Assessment**

The underlying vulnerability ecosystem that contributes to disaster risk is constantly changing. The Disaster Risk Assessment is a point-in-time snapshot of this dynamic disaster risk landscape. The Calgary Emergency Management Agency continues to monitor global events and changing risk landscapes to ensure our preparedness for events. It is important to recognize that the Disaster Risk Assessment is not predictive in nature and low risk or unrated events may still pose a risk to The City of Calgary.

The Calgary Emergency Management Agency will continue to employ an all-hazards, risk-based approach to emergency management.

Specifically, the security landscape of our world continues to change, and organizations need to remain agile in order to respond to these changing threats. Organizations need to continue to work collaboratively to prepare for and respond to police and security threats with an all-hazard

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lens. Each Agency has a unique and important role to play and by working together, we collectively aim to reduce the impact of a potential event on Calgarians.

#### **REASON(S) FOR RECOMMENDATION(S):**

The information and perspectives from the Emergency Management Committee and Calgary Emergency Management Agency members at the 2019 October 09 meeting of the Emergency Management Committee will help inform the Status of Emergency Preparedness Report in Q4 2019.

#### **ATTACHMENT(S)**

None