



AGENDA

EMERGENCY MANAGEMENT COMMITTEE

April 22, 2026, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor R. Dhaliwal, Chair
Councillor K. Tyers, Vice-Chair
Councillor M. Atkinson
Councillor H. Clark
Councillor L. Johnston
Councillor D.J. Kelly
Councillor A. Yule
Mayor J. Farkas, Ex-Officio

SPECIAL NOTES:

*Members of the public are encouraged to follow Council and Committee meetings using the live stream:
[Calgary.ca/WatchLive](https://calgary.ca/WatchLive)
Committee Members may be participating remotely.*

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, 2025 June 12
5. CONSENT AGENDA
 - 5.1 PROCEDURAL REQUESTS
None
6. POSTPONED REPORTS
(including related/supplemental reports)
None
7. ITEMS FROM OFFICERS OF COUNCIL, ADMINISTRATION AND COMMITTEES

7.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

7.2 2025 Status of Emergency Preparedness in Calgary, EM2026-0360

7.3 Update to the Emergency Management Bylaw 25M2002 and Municipal Emergency Plan,
EM2026-0368

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

9.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

9.2 ITEMS FROM OFFICERS OF COUNCIL, ADMINISTRATION AND COMMITTEES
None

9.3 URGENT BUSINESS

10. BRIEFINGS
None

11. ADJOURNMENT



MINUTES

EMERGENCY MANAGEMENT COMMITTEE

**June 12, 2025, 9:00 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor C. Walcott, Chair
Councillor T. Wong, Vice-Chair
Councillor G-C. Carra (Remote Participation)
Councillor R. Dhaliwal
Councillor D. McLean
Councillor K. Penner (Remote Participation)

ALSO PRESENT: General Manager K. Black
Senior Legislative Specialist A. de Grood
Legislative Specialist A. Lennox

1. CALL TO ORDER

Councillor Walcott called the meeting to order at 9:01 a.m.

ROLL CALL

Councillor Carra, Councillor McLean, Councillor Penner, Councillor Wong, and Councillor Walcott

Absent from Roll Call: Councillor Dhaliwal

2. OPENING REMARKS

Councillor Walcott provided opening remarks and a traditional land acknowledgment.

3. CONFIRMATION OF AGENDA

Moved by Councillor Wong

That the Agenda for the 2025 June 12 Regular Meeting of the Emergency Management Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Emergency Management Committee, 2025 May 7

Moved by Councillor McLean

That the Minutes of the 2025 May 7 Regular Meeting of the Emergency Management Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Update to the Emergency Management Bylaw 25M2002 & Municipal Emergency Plan, EM2025-0632

Moved by Councillor Carra

That with respect to Report EM2025-0632, the following be approved:

That Emergency Management Committee recommend that Council:

1. Give three readings to the proposed bylaw in Attachment 1 to amend the Emergency Management Bylaw 25M2002 to be effective immediately; and
2. Approve the Municipal Emergency Plan in Attachment 2.

For: (6): Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor McLean, and Councillor Penner

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. BRIEFINGS

None

12. ADJOURNMENT

Moved by Councillor Dhaliwal

That this meeting adjourn at 9:24 a.m.

MOTION CARRIED

The following Item has been forwarded to the 2025 June 24 Regular Meeting of Council:

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- Update to the Emergency Management Bylaw 25M2002 & Municipal Emergency Plan, EM2025-0632

The next Regular Meeting of the Emergency Management Committee is scheduled to be held at the Call of the Chair.

CONFIRMED BY COMMITTEE ON

CHAIR

CITY CLERK

UNCONFIRMED

Community Services Report to
Emergency Management Committee
2026 April 22

ISC: UNRESTRICTED
EM2026-0360

2025 Status of Emergency Preparedness in Calgary

PURPOSE

To share information about disaster risks and key activities undertaken by the Calgary Emergency Management Agency.

PREVIOUS COUNCIL DIRECTION

The Emergency Management Bylaw 25M2002 mandates that the Calgary Emergency Management Agency (CEMA) provide an annual Status of Emergency Preparedness Report to the Emergency Management Committee. Background and Previous Council Direction is included in Attachment 1.

RECOMMENDATION:

That the Emergency Management Committee recommend that Council receive this report for the Corporate Record.

GENERAL MANAGER COMMENTS

General Manager Katie Black concurs with the content of this report.

HIGHLIGHTS

- Calgary's emergency preparedness is strong and continually advancing, with ongoing improvements in readiness, strategy and resilience across The City of Calgary, Agency partners, and the Calgary community.
- The *2025 Status of Emergency Preparedness in Calgary Report* (Attachment 2) highlights the preparedness, mitigation, response, and recovery activities undertaken by CEMA over the past year and outlines future planning priorities.
- Throughout 2025, CEMA facilitated pre-planned and emergency response events, including the G7 Summit, hazardous materials response, and the Bearspaw South Feeder Main Break (continuing into 2026), applying lessons learned to improve coordination.
- Additionally, Canada Task Force 2 completed three deployments and delivered 11,000 training hours, maintaining specialized response capacity.
- In 2025, CEMA refined its strategic approach by integrating lessons from past emergencies, reassessing disaster risks, and preparing for anticipated increased demands in 2026 and beyond. Key accomplishments include revisions to the Municipal Emergency Plan and enhanced response capacity within CEMA and its Agency members and partners.
- The *Disaster Risk Assessment Summary 2026* (Attachment 3) provides an updated evaluation of Calgary's disaster risks, analyzing 67 hazards and threats and highlighting changes in risks that have the potential to impact Calgary in 2026.
- Looking ahead, Emergency Management is preparing for disasters projected to be more frequent and increasingly complex.

2025 Status of Emergency Preparedness in Calgary

DISCUSSION

Emergency Preparedness

In 2025, CEMA advanced Calgary's emergency management by updating systems and focusing on future needs. These efforts enhanced emergency preparedness through better planning, training, risk assessment, and response.

The activities listed below highlight CEMA's coordinated and people-centred approach to planning and governance, operational readiness, risk management, community preparedness, and responses to emergencies, planned events and deployments.

Planning and Governance

In 2025, The Municipal Emergency Plan (MEP) was revised to clarify roles and responsibilities, improve information sharing, and strengthen coordination between the Emergency Operations Centre, other response structures, and decision-makers. Highlights include defining the role of the Disaster Consultation Group to support senior leaders during complex incidents and introducing the Emergency Social Services Standard of Care to support a people-centred and consistent approach during evacuations.

Operational Readiness

CEMA invested in employees, system upgrades, and expanded training to boost readiness. Additional staffing, portfolio realignment, and wellness supports ensure that CEMA is well-prepared. Improvements to the Emergency Operations Centre facility and systems, enhanced coordination during incidents and training.

Highlights included Incident Command System (ICS) and Emergency Operations Centre training, along with exercises for major events, severe weather, emergency social services, business continuity, and cyber threats, helping to keep The City and its partners ready for emergencies.

Risk Management - Disaster Risk

Disaster risks are becoming more frequent and increasingly complex. In 2025, CEMA and risk subject matter experts initiated a thorough review of the *Disaster Risk Report*, which assesses 67 hazards and threats and identifies changes in risk anticipated over the next four years. Reassessing disaster risk strengthens preparedness by ensuring that planning, mitigation, and response efforts are focused on the most significant and emerging risks facing Calgary. This risk-based approach supports informed decision-making and promotes effective use of resources. The full *Disaster Risk Report 2026* will be released later in 2026.

Community Preparedness

Community preparedness programs reached more than 11,500 Calgarians, helping individuals and neighbourhoods to understand and prepare for disaster risks. Youth-focused programming in schools further supports long-term resilience by building awareness and preparedness skills early.

Risk reduction and resilience efforts centred on prevention and preparedness before disasters occur. These included planning, development reviews, business continuity, initiating a Wildland-Urban Interface Fire Strategy, and public education.

**Community Services Report to
Emergency Management Committee
2026 April 22**

**ISC: UNRESTRICTED
EM2026-0360**

2025 Status of Emergency Preparedness in Calgary

Response - Major Events

In 2025, CEMA supported pre-planned and emergency events including the G7 Summit, hazardous materials response, and the Bearspaw South feeder main break (continuing into 2026). The Emergency Operations Centre was open for a total of 13 days to coordinate responses and complex planning efforts. In addition, the CEMA On-Call team provided 24/7 support to Agency members, partners, and the community.

Response - Deployments

Canada Task Force 2 completed three deployments and delivered member training representing over 11,000 personnel hours to enhance Calgary's emergency preparedness in urban search and rescue. In addition, Canada Task Force 2 hosted an internationally recognized accreditation course and initiated a strategic plan to strengthen Calgary's contribution to provincial and national emergency response.

Looking Ahead to Support Emergency Preparedness in 2026 and Beyond

Looking ahead, CEMA will focus on targeted actions to strengthen community preparedness, improve disaster risk reduction, enhance response coordination, and support staff capacity and wellness.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Public communication or engagement was not required |
| <input type="checkbox"/> Public/interested parties were informed | |
| <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken | |

CEMA brings together City departments, different orders of government, non-profit groups, and the private sector to advance resilience in Calgary. Over 50 Agency members – from City services, emergency services, utilities, schools, transportation, businesses, non-profits, and environmental-focused agencies – participate in engagement, information sharing, training and exercises.

IMPLICATIONS

Social

CEMA members' work aligns with the *Social Wellbeing Policy* by focusing on prevention, ensuring the social impacts of disasters are being mitigated before disasters occur.

Environmental

The work highlighted in this report contributes to Calgary's goal of being a *Climate Resilient City* by identifying and addressing environmental hazards. Seven of the top 22 high priorities in the *Disaster Risk Assessment Summary 2026*, are environmental.

Economic

CEMA members help strengthen Calgary's economy by minimizing disruptions and risks from emergencies, which reduces the overall costs.

Community Services Report to
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2025 Status of Emergency Preparedness in Calgary

Service and Financial Implications: Existing operating funding - base

Disaster response planning and preparedness exists in the 2023-2026 Service Plans and Budgets.

RISK

The City has 10 Principal Corporate Risks; emergency preparedness contributes directly or indirectly to reducing these risks. Additionally, the *Disaster Risk Assessment Summary 2026* identifies 22 high priority disaster risks to guide planning and preparation. Research indicates that proactive risk mitigation and preparation is more socially, environmentally, and economically sound than managing disaster impacts after they occur.

ATTACHMENTS

1. Background and Previous Council Direction
2. 2025 Status of Emergency Preparedness in Calgary Report
3. Disaster Risk Assessment Summary 2026
4. Presentation – EM2026-0360

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	General Manager, Community Services	Approve
Iain Bushell	Director, Emergency Management & Community Safety	Approve

Authors: Heather Galbraith and Chris Lammiman, Emergency Management & Community Safety

Background and Previous Council Direction

This attachment includes a background and listing of related bylaws, and regulations, and Council policies.

Background

The Emergency Management Bylaw requires the Calgary Emergency Management Agency (CEMA) to provide a Status of Emergency Preparedness Report annually to Emergency Management Committee. This requirement is grounded in Provincial Legislation, including the Alberta Emergency Management Act.

In addition to a Status of Emergency Preparedness Report, up to two reports and panel presentations are provided each year to ensure Emergency Management Committee and Calgarians are well-informed on actions taken to address high risks for Calgary. Reports are received for the Corporate Record and inform the annual Status of Emergency Preparedness Report.

Related Bylaws, Regulations, Council Policies

Emergency Management Bylaw 25M2002

The municipal bylaw that guides the Calgary Emergency Management Agency.

Province of Alberta Emergency Management Act

Provincial legislation that sets the requirements for Calgary to have an Emergency Management Committee and Agency.

Local Authority Emergency Management Regulation

Provincial Regulation under the Emergency Management Act provides direction on emergency management roles and responsibilities and what is required of municipalities to plan and prepare for the safety of their community.

Calgary



REPORT
2025

STATUS OF EMERGENCY PREPAREDNESS IN CALGARY



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Tawnshi, Oki, Danit'ada, Âba Wathtech, Hello

The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities have naturally come together. Whether you call this place Otokwunee; Moh'kinsstis; Wicispa Oyade; Guts'ists'i; or Calgary, we are all community. We would like to take this opportunity to acknowledge that we are gathered on the traditional territories of the nations signatory to Treaty 7 in southern Alberta. This includes the Blackfoot First Nation tribes of Siksika, the Piikani, the Kainai and the Amskaapiikani; the Stoney Nakoda First Nation tribes of Chiniki, Bearspaw and Goodstoney; and the Tsuut'ina First Nation. The City of Calgary is also homeland to the historic Northwest Metis and to Metis Nation of Alberta, Region 3. We acknowledge all Indigenous urban Calgarians who have made Calgary their home.



A MESSAGE FROM

SUSAN HENRY, CEMA CHIEF

When I consider the past year and reflect on our emergency responses and all the Calgary Emergency Management Agency's (CEMA's) day-to-day coordination and collaboration, 2025 has been one of the busiest and most generative years CEMA has experienced in recent history.

In addition to opening the Emergency Operations Centre (EOC) for 13 days of emergency response, over the last twelve months, working together with a huge array of partners and collaborators, CEMA focused on initiatives and projects to help recalibrate and revitalize our service. We addressed issues and built new capacity to make Calgary a safer and more resilient city. I'm incredibly proud of our team, and everything we accomplished together this year.

As we look ahead to the next quarter of the 21st century, there is no question that we will continue to face increasing challenges: disaster risk, uncertainty, complexity, and numerous other demands on CEMA and Agency members. We don't know what the future will bring, but ringing in the New Year with another break in the Bearspaw South Feeder Main serves as a reminder that 2026 and beyond will likely see more demand on our staff and the entire Agency. Even still, with extreme gratitude and credit to our Agency members and other partners, I'm confident that CEMA will evolve, and adapt to meet the challenges ahead together.

2025 HIGHLIGHTS

PREVENTION MITIGATION

100%

Corporate Business Continuity Program compliance



78

Planning applications reviewed for disaster risk



25

Best Available Refuge Area assessments – identifying severe weather shelter spaces in City facilities

PREPAREDNESS

11,200+

Canada Task Force 2 volunteer hours

13

Development sessions for Business Continuity Coordinators

17

Emergency Exercises

92%

Positive feedback on Emergency Preparedness programs

57

CEMA training courses completed by Agency members

708

Participants in CEMA Incident Command System courses

11,500

Citizens reached at preparedness events

55

Engagement Meetings with Agency members

2025 HIGHLIGHTS

RESPONSE

13

EOC Days Open



36

Calls for assistance to
CEMA On-Call



3

Canada Task Force 2
Deployments

RECOVERY

84

Items assigned in the After
Action Review Program

2

Recovery workshops for
Agency members

2025

The 2025 highlights show that Calgary's emergency preparedness is strong, mature, and actively maturing, with clear evidence of operational readiness, strategic renewal, and growing resilience across The City of Calgary, Agency partners, and the Calgary community.

It is not just about the numbers, however. The best return on investment comes when we focus on minimizing and preventing the impacts of emergencies, and the Status of Emergency Preparedness report further demonstrates Calgary's comprehensive emergency management system, integrating prevention, mitigation, preparedness, response, and recovery, supported by strong collaboration with Agency partners and a commitment to continuous improvement.

2025 THEMES

In addition to emergency response and ongoing initiatives to build disaster resilience, in 2025, CEMA focused on recalibrating its service by implementing lessons learned from past incidents and by completing important projects, previously disrupted or deferred due to emergency demands.

CEMA was also able to revitalize and advance emergency management programming to prepare for future realities and increasing demands the Agency will face in 2026 and beyond.

Recalibrate



Engaging with all Agency members in focused, targeted sessions.



Conducting a major review and update of the Municipal Emergency Plan.



Implementing the new Emergency Social Services Standard of Care.



Performing After Action Reviews from past incidents.



Building CEMA team capacity.



Redefining and aligning work.



Focusing on staff training, development, and wellness.



Upgrading technology and facilities.



Reassessing disaster risk to ensure preparedness.

Revitalize



Developing a strategic framework for CEMA.



Establishing a Tactical Operations Centre framework.



Modernizing the Municipal Recovery Plan and aligning to provincial and federal program changes.



Investing in new growth positions for 2026.



Advancing a nationally accredited Heavy Urban Search and Rescue program.



Initiating a Wildland Urban Interface Fire strategy.



Enhancing the After Action Review Program.



Starting a medium and long-term strategic plan for Canada Task Force 2.

RECALIBRATING: Municipal Emergency Plan Review

The Municipal Emergency Plan (MEP) is the overarching plan that guides The City's response to emergencies. In 2025 CEMA embarked on a major review of the MEP, marking the first major review and overhaul since 2019.



Modernizing the Plan:

- Clarified roles and responsibilities for CEMA, The Director of Emergency Management, Agency members, Executive Leadership Team, and Council.
- Formation of a Disaster Consultation Group to help guide and advise on complex issues impacting The City of Calgary.
- Clarified roles for coordination of City messaging through Crisis Communications.
- Creation of an Emergency Social Services Standard of Care for individuals experiencing an evacuation.



Strengthening Relationships:

- CEMA leadership met with over 100 individual representatives from 55 different member Agencies.
- Meetings helped CEMA share and receive important updates coming in the new MEP.
- The meetings were an incredible opportunity to build and strengthen relationships with Agency members.



Continuous Improvement:

- In June 2025, Council approved the new version of the MEP and updates to the Emergency Management Bylaw.
- CEMA will review the MEP annually, and bring updates to the Emergency Management Committee of Council each spring.

RECALIBRATING: Building Capacity

As past years have demonstrated, disaster risk is increasing and demands on CEMA will continue to rise as Calgary's population grows.

With support from Council and Administration, CEMA was able to bolster capacity to better meet both current and future demands.

Adding Capacity:



Added temporary staffing capacity in 2025 and secured permanent new staff positions for 2026 and beyond.



Aligned staff portfolios and projects to strategic priorities for enhanced collaboration and effectiveness.



Advanced and implemented wellness and wellbeing supports for staff working in the EOC during emergency response.



Began upgrades to EOC technology, systems, and physical spaces to support emergency coordination.



Improved financial and procurement processes, including a new purchasing program for supporting evacuees, and developed an EOC Resource Section to support procurement and supply management during incidents.



Developed three new EOC Courses that will be implemented in early 2026 to support the training and development of Agency members and other staff responding in the EOC.



Supported City and Agency member training and development by administering and facilitating Incident Command System courses, exercises, systems training, and other courses.



REVITALIZING: Strengthening Emergency Management for the future

Strategic Focus

2025 saw CEMA continue to advance strategic planning and create guiding frameworks to help align its work across different divisions and advance emergency management programs now and into the future.

Vision:

A safe, secure, and resilient Calgary.

Mission:

We deliver innovative, collaborative, and comprehensive emergency management services to improve safety, strengthen resilience, and reduce disaster risk.

Guiding Principles:

- Collaborate and partner;
- Prioritize people and communities;
- Proactively manage risks;
- Strive for excellence;
- Be transparent and accountable; and
- Support and empower employees.

Strategic Priorities:

- Understanding disaster risk in all sectors of Calgary;
- Enhancing disaster risk reduction governance, policy, and practice;
- Strengthening community preparedness;
- Improving disaster response capacity and coordination;
- Strengthening City service resilience; and
- Supporting and developing staff.

REVITALIZING: Strengthening Emergency Management for the future

After-Action Review Program

CEMA has learned many important lessons through its history of response to some of Canada's biggest disasters. For the value of these lessons to be realized however, translating experiences into lessons-learned instead of just lessons-identified is key.

In 2025, CEMA fundamentally overhauled and launched the After Action Review Program (AARP). The new AARP will support ongoing strengthening of Calgary's capacity to manage emergencies and disasters.



Building on Successes:

- The AARP ensures continuous improvement after each EOC opening.
- The AARP captures actions that worked well in a response for CEMA to continue, enhance, and implement as best practice.



Opportunities for Growth:

- The AARP helps identify and correct issues and gaps that occurred during a response or exercise.
- The AARP provides processes for debriefs, reviews, documentation, record keeping, action items, timelines, and appropriate follow-up.



From Observation to Action:

- A total of 84 action items from past incidents have been identified and assigned to staff.
- Each action item is assigned a priority and completion timeline, with accountability built into the process to ensure completion.

UNDERSTANDING DISASTER RISK IN CALGARY

A clear and robust understanding of disaster risk is the foundation of all other disaster risk reduction work. That is why every year, CEMA works with Agency members and other partners to evaluate and update Calgary's disaster risk assessment, and every four years, CEMA completes a full Disaster Risk Report. This information helps CEMA to identify trends and risk factors, raise awareness and educate, and support resilient planning and investment decisions.

The assessed risks for 2026 are listed below in alphabetical order within four risk categories. The full *Disaster Risk Report 2026* will be released later in 2026.

HIGH RISK	<ul style="list-style-type: none"> • Critical Infrastructure Failure • Critical Technology Failure or Disruption • Cyber Attack - Critical Services or Infrastructure • Dam Breach (Bow River) • Dam Breach (Elbow River) • Extreme Cold • Extreme Heat 	<ul style="list-style-type: none"> • Flood (Bow River > 1:200) • Flood (Elbow River >1:200) • Heavy Rainfall • Illegal Protest or Demonstration • Major Sanitary Failure • Mass Attack • Mass Gathering Incident • Pandemic 	<ul style="list-style-type: none"> • Rail Incident • Sanitary Failure (Sludge Forcemain) • Sanitary Lift Station Forcemain Failure • Tornado • Treated Effluent Water FM Failure (purple pipe) • Water Distribution Infrastructure Failure • Winter Storm
MEDIUM RISK	<ul style="list-style-type: none"> • Active Assailant • Aircraft Incident • Basement Seepage Flooding • Bridge Failure/Interruption • Cybercrime - Data Fraud/Theft • Electric Power Blackout • Extreme Hydrological Drought • Extreme Solar Storm • Flood Bow River (1:100) • Hailstorm • Hazmat Incident • Industrial Accident 	<ul style="list-style-type: none"> • Lightning Storm • Loss of Major Transportation Corridor • Major Solar Storm • Moderate Pandemic • Poor Air Quality • Road Accident • Security Incident at City Facility • Slope Failure/Landslide • Stormwater Backup Flooding • Structure Fire 	<ul style="list-style-type: none"> • Supply Chain Interruption • Supply Emergency (Natural Gas) • Telecommunications Failure • Thunderstorm • Transit Rail Incident • Water Contamination (Distribution) • Water Contamination (Downstream of Reservoirs) • Wildland / Urban Interface Fire • Windstorm
LOW RISK	<ul style="list-style-type: none"> • Earthquake (Magnitude 4.0+) • Flood Elbow River (1:100) • Flood (Ice Jam) • Fog • Gas Main Break 	<ul style="list-style-type: none"> • Hostage Incident • Ice Accumulation • Labour Action • Pipeline Incident (AER Lines) • Pipeline Incident (TNPL to YYC) 	<ul style="list-style-type: none"> • Riot • Water Contamination (Spills Upstream Glenmore) • Water Contamination (Spills Upstream Bow Intake)
VERY LOW RISK	<ul style="list-style-type: none"> • Treated Effluent Pump Station Failure 		

RESILIENCE IN THE CITY

In 2025, CEMA's Business Continuity and Risk Reduction team also worked to build capacity and increase resilience in The City of Calgary. This included:



Adding staff capacity and investing in growth positions to support strategic programs.

78

Completing assessments on 78 planning and development applications to identify hazards and implement risk mitigation strategies, reducing vulnerabilities to the public, businesses, and both natural and human-made infrastructure.



Beginning a Wildland Urban Interface strategy for The City to address areas of Calgary that are at higher wildfire risk. The strategy will be launched in 2026.

13

Facilitating 13 onboarding and orientation sessions and hosting an exercise design workshop for Business Continuity Coordinators across the City.

5

Facilitating five different cyber-resilience exercises with different business units.

5

Assisting in the design and delivery business of continuity exercises for five different business units.



Planning for and addressing City service disruptions and sharing situational awareness on impacts caused by the Canada Post and Alberta Teachers Association strikes



Resilience in the Community:

Throughout the year, CEMA's Community Preparedness team worked out in the community and engaged with Community Associations, senior groups, schools and children, non-profit organizations and many other groups to help build awareness of disaster risk and how individuals, households, and neighbourhoods can take steps to prepare for emergencies.



1,700

Users who accessed e-courses



47

Community events attended by CEMA



11,500

Calgarians spoken with

Want to learn more?

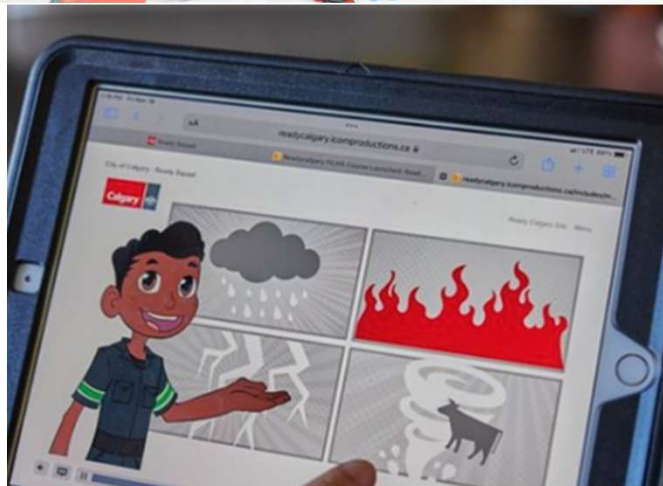
CEMA has resources available on-line for kids, households, and businesses to better understand risks and hazards and prepare for emergencies. For more information, see [CEMA's emergency preparedness resources](#).

RESILIENCE IN THE COMMUNITY



Junior Weather Forecasters:

Ready Squad is a youth focused emergency preparedness program. It teaches kids about which emergencies occur in Calgary and how to prepare for them. This type of training empowers kids to be more resilient and knowledgeable about what to do during an emergency or disaster. In addition to other Ready Squad resources and training, the Junior Weather Forecasters program contains activities for children, families, and classrooms to learn more about the weather and how to prepare, all while having fun and being creative.




3,238

Participating
students



61

Schools
reached



672

Junior Weather
Forecaster kits
provided



73

Completed
teacher requests

2026 Community Survey:

In December 2025, CEMA launched its Community Survey to better understand how prepared Calgarians are for emergencies, and how they access and act on information when emergency events occur. Available in multiple languages, the results of the survey will be available in 2026. These results will help the Community Preparedness team know what types of programming, engagement, and supports to focus on in the years ahead to increase community resilience and disaster preparedness.

RESPONSE IN PROFILE: Preplanned Events

In addition to emergency response, the EOC plays another, less well-known role in the coordination of The City's response to major pre-planned events. This could be everything from major sporting events to large conferences to visiting dignitaries. These events require considerable coordination to avoid potential incidents that could escalate into emergencies.

The EOC is being requested more often to assist with events because CEMA has the capacity and experience to provide:

- Effective coordination of multiple agencies.;
- Aligned communications;
- Proactive contingency planning.;
- Pre-event exercises and training;
- Immediate escalation for issues that arise; and
- "One-window" access to The City and Agency members for assistance.

In 2026, the EOC was open for eight days to support preplanned events:



**Stampede
Parade**



**G7 Leaders'
Summit**



**Municipal
Election**



In emergency management, our best work often goes unseen. In a preplanned event, if nothing goes wrong, it's almost like we were never there in the first place – but we know that the work that goes into prevention, mitigation, and planning is what makes these types of events take place without major issue. Thanks to the tremendous efforts from numerous partners all working together, in 2025 Calgary brought the world together and showcased Calgary's capacity to be a great host city for major events.

RESPONSE IN PROFILE: G7 Leaders' Summit

Image courtesy of the Government of Canada

G7 Leaders' Summit:

From June 16 to 17, 2025, G7 leaders gathered in Kananaskis, Alberta as Canada held the 2025 G7 presidency. CEMA supported federal partners and the Calgary Police Service with emergency management planning, preparing, and response within Calgary. The G7 Summit was one of the highest profile and most significant events Calgary and Alberta have hosted in recent memory, due to: the prominence of the attendees, the number of agencies and jurisdictions involved, complex coordination considerations, and potential security risks.

CEMA dedicated months of planning resources and hundreds of hours readying for the event to arrive in Calgary.

Key activities included:

- Coordinating a Safety & Security Working group of key partners and agencies;
- Developing contingency plans for escalating incidents;
- Supporting planning for protest and demonstration activity;
- Developing and supporting exercises and information sessions; and
- Building relationships and establishing links with dozens of Federal, Provincial, Municipal, and private sector entities.

During the Summit, the EOC was open around the clock for six days.

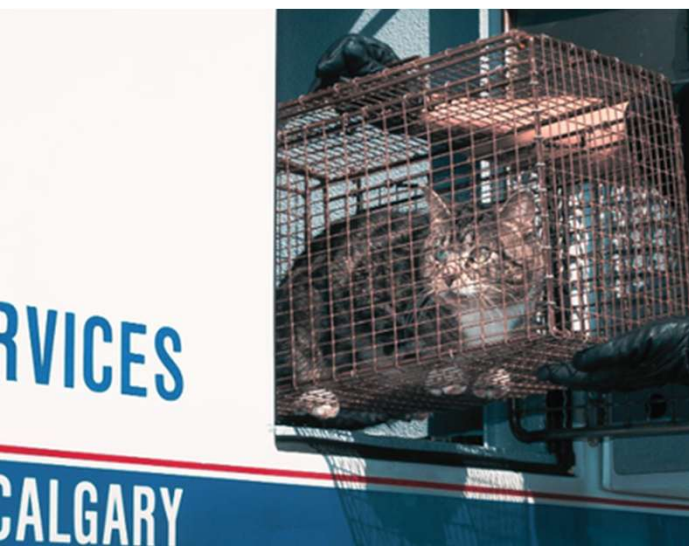
Key activities included:

- Coordinating representatives from 32 different Agencies;
- Supporting requests and needs from CPS;
- Contingency protest management plans;
- CEMA representation at the federal government's operation center in Calgary;
- Activation of the Municipal Emergency Plan;
- Briefings to senior leadership and other partners; and
- Coordinating City communications related to the event.

RESPONSE IN PROFILE: Emergency Incidents

From day-to-day supports through the 24/7 CEMA On-Call position, to three separate deployments for Canada Task Force 2, to a significant hazardous materials response, CEMA supported Agency members, Calgarians, and other communities through several incidents and challenges.

The year ended with another major response to a feeder main break, which extended into January 2026.



CEMA On-Call:

CEMA On-Call provides 24/7 escalation point for Agency members and other partners. CEMA On-Call

- Provides advice or guidance;
- Makes connections to other resources or contacts;
- Attends incidents to provide Emergency Social Services or other site supports; and
- Escalates to an EOC opening if needed.

In 2025, CEMA On-Call actioned:

- 36 calls for assistance;
- 13 of those calls coming in after-hours;
- 3 deployments to scene;
- January: Condominium fire and evacuation;
- July: Condominium partial roof collapse and temporary displacement; and
- August: Condominium fire and evacuation.

Did You Know?

The CEMA On-Call is also the first point of contact for emerging incidents that need to escalate up to coordinated EOC response, such as the Hazardous Materials incident that took place in late-August 2025 or the Bearspaw South Feeder Main Break that happened on December 30, 2025.

RESPONSE IN PROFILE: Emergency Incidents

Disaster Consultation Group

The Disaster Consultation Group (DCG) is an ad-hoc group, convened at the request of the Director of Emergency Management to provide additional political, financial and resource advice and support for the Incident.

This incident marked the first meeting of the DCG since it was established in the 2025 update to the Municipal Emergency Plan:

In the HAZMAT Response incident, the Director of Emergency Management called the DCG together with CPS as the Lead Agency to seek advice and input about potential risks and issues related to different options for dealing with the hazardous materials.

HAZMAT Response

At 4:50pm on August 28, 2025, the CEMA On-Call representative received a call from the Calgary Police Service (CPS) about a hazardous materials situation involving improperly stored picric acid, an extremely volatile chemical that had the potential for explosion if moved.

CPS requested CEMA's support through the EOC, and by 5:30pm the EOC was open and CEMA had activated the Municipal Emergency Plan.

The EOC, with the participation of 20 Agency members, supported CPS and the Incident Command Post in navigating numerous challenges and needs. These included:

- Evacuation of businesses and 12 residences in the area;
- Planning and resource acquisition for safe on-site detonations;
- Road closures and transportation disruptions;
- Public communications;
- Requests for airspace restrictions;
- Specialized equipment and resources; and
- Contingency planning for possible additional impacts and risks.



RESPONSE IN PROFILE: Canada Task Force 2

Canada Task Force 2

Canada Task Force 2 (CAN-TF2), is a national 'all-hazards' disaster response team comprised of approximately 180 highly-specialized members from the Calgary area. Members volunteer their time to train and prepare so they can respond to a variety of disaster situations across Alberta, Canada, or here at home.

While the team is often deployed to other jurisdictions, it also brings incredible value to the city of Calgary, as CAN-TF2 offers additional response capabilities, expertise, and specialization to address complex issues locally or to support other communities. Requests in 2025 highlighted the team's ability to provide specialized supports and response capacities. In 2025, CAN-TF2 deployed 30 members on three different deployments, representing more than 2,200 personnel hours.

Revitalizing: Advancing Canada's National Urban Search & Rescue Program

In April 2025, CAN-TF2 hosted an "Internationally Recognized National Accreditation Program" leadership course, the first of its kind in North America. This course, which the federal government requested CAN-TF2's support to host and help organize, is a major milestone toward Canada achieving a national Urban Search and Rescue program accredited through the United Nation's international certification process.

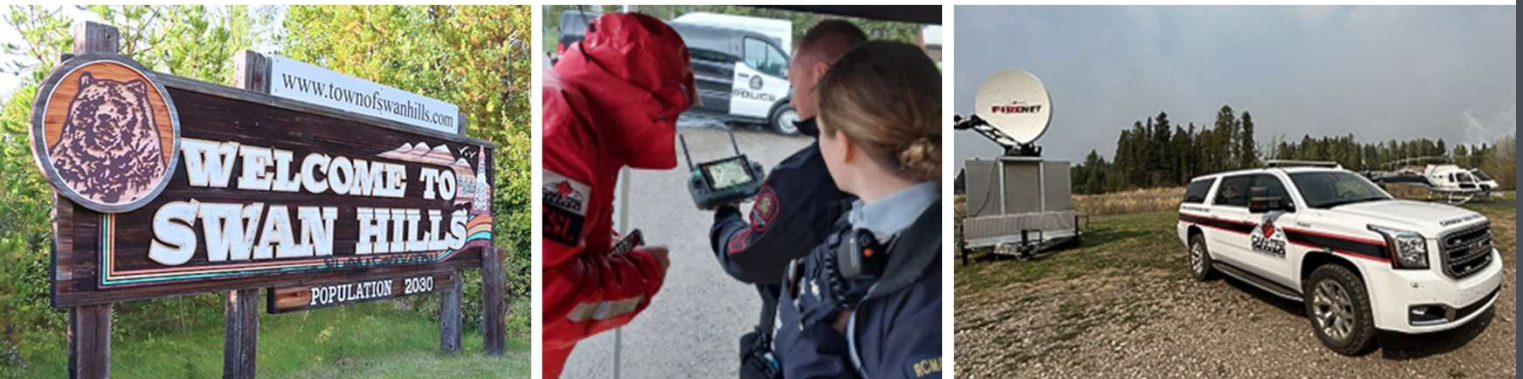
In 2026 and beyond, CAN-TF2 will continue to work with partners from the federal and provincial governments, as well as the other five national Urban Search and Rescue teams, to advance the national program and improve Canada's disaster response capabilities.



RESPONSE IN PROFILE: Canada Task Force 2

Deployment 1: Swan Hills Wildfire Support

In 2025, CAN-TF2 deployed members to support Alberta Wildfire on the Swan Hills wildfire complex. This was an eight-day deployment in key support roles that helped our Provincial partners manage a significant wildfire that forced roughly 1,300 residents to evacuate and threatened critical infrastructure.



Deployment 2: Bow Glacier Rockslide

On June 19, 2025, a significant rockslide occurred at Bow Glacier Falls in Banff National Park, while approximately 20 people were present in the area below the slide. CAN-TF2 was requested to support Parks Canada and the Town of Banff. The response demonstrated strong relationships and effective communication, with immediate integration of CAN-TF2 into local response, collaboration with CAN-TF1, and partnership with CPS that secured critical resources quickly. It also marked significant milestones in CAN-TF2's deployment history, as the first technical search deployment outside of exercise scenarios, and the first time collaborating with another national Urban Search and Rescue team in a live event (CAN-TF1).



Deployment 3: Crowsnest Search Support

On September 21, 2025, a 6-year-old boy went missing while camping with his family near Crowsnest Pass. Search efforts continued over the following days, and CAN-TF2 was requested by the RCMP to provide critical support for the search. The team's responsibilities included logistical coordination, communications, and Incident Management Team support. In total, CAN-TF2 contributed over 1,750 member hours to support this incident. The deployment demonstrated CAN-TF2's ability to integrate into complex, multi-agency events, and flexibility and adaptability to meet changing needs and demands during an incident.



THE YEAR AHEAD

After an active and productive year that offered the chance to recalibrate and revitalize emergency management programs in Calgary, the focus for 2026 will be continuing forward momentum and bolstering our impact. CEMA will continue to build towards a safe, secure, and resilient Calgary through our strategic priorities:

➤ Understanding disaster risk in all sectors of Calgary

Through the new 2027-2030 Disaster Risk Report, implementing the new Emergency Management Committee Engagement Strategy and updating evaluation and shelter-in-place plans.

➤ Enhancing disaster risk reduction governance, policy, and practice

By developing a Wildland Urban Interface Fire strategy for Calgary, updating the Municipal Recovery Plan, and implementing lessons learned from past events.

➤ Strengthening community preparedness

With analysis to identify community needs and delivering the Junior Weather Forecaster Program to children and youth.

➤ Improving disaster response capacity and coordination

With onboarding new CEMA staff, recruiting and training additional Canada Task Force 2 members, implementing new Agency training programs, and developing a four-year capital plan and budget.

➤ Strengthening City service resilience

By supporting The City's Cyber Resiliency program, increasing coordination with Tactical Operations Centres and City services through emergency exercises and scaling up training opportunities for City partners and Agency members.

➤ Supporting and developing staff

By enhancing the employee wellness strategy to support CEMA and welcoming an EOC facility support dog to support mental health during EOC openings.

Calgary



Disaster Risk Assessment Summary 2026

Appendix 1: Risk Assessment Results

Assessed risk for all 67 hazards and threats analyzed in the current Disaster Risk Assessment.

High Risk	Critical Infrastructure Failure Critical Technology Failure or Disruption Cyber Attack - Critical Services or Infrastructure Dam Breach (Bow River) Dam Breach (Elbow River) Extreme Cold Extreme Heat Flood (Bow River > 1:200) Flood (Elbow River >1:200) Heavy Rainfall Illegal Protest or Demonstration	Major Sanitary Failure Mass Attack Mass Gathering Incident Pandemic Rail Incident Sanitary Failure (Sludge Forcemain) Sanitary Lift Station Forcemain Failure Tornado Treated Effluent Water FM Failure (purple pipe) Water Distribution Infrastructure Failure Winter Storm
Medium Risk	Active Assailant Aircraft Incident Basement Seepage Flooding Bridge Failure/Interruption Cybercrime - Data Fraud/Theft Electric Power Blackout Extreme Hydrological Drought Extreme Solar Storm Flood Bow River (1:100) Hailstorm Hazmat Incident Industrial Accident Lightning Storm Loss of Major Transportation Corridor Major Solar Storm Moderate Pandemic	Poor Air Quality Road Accident Security Incident at City Facility Slope Failure/Landslide Stormwater Backup Flooding Structure Fire Supply Chain Interruption Supply Emergency (Natural Gas) Telecommunications Failure Thunderstorm Transit Rail Incident Water Contamination (Distribution) Water Contamination (Downstream of Reservoirs) Wildland / Urban Interface Fire Windstorm
Low Risk	Earthquake (Magnitude 4.0+) Flood Elbow River (1:100) Flood (Ice Jam) Fog Gas Main Break Hostage Incident Ice Accumulation	Labour Action Pipeline Incident (AER Lines) Pipeline Incident (TNPL to YYC) Riot Water Contamination (Spills Upstream Glenmore) Water Contamination (Spills Upstream Bow Intake)
Very Low Risk	Treated Effluent Water Pump Station Failure	

Calgary



2025 Status of Emergency Preparedness in Calgary

EM2026-0360

22 April 2026

Recommendation

That the Emergency Management Committee recommend that Council receive this report for the Corporate Record.

Recalibrating



Revitalizing





Disaster Risk Assessment 2026

22 High Risks

Critical Infrastructure Failure	Flood (Elbow River >1:200)	Rail Incident
Critical Technology Failure/ Disruption	Heavy Rainfall	Sanitary Failure (Sludge Forcemain)
Cyber Attack – Critical Services/ Infrastructure	Illegal Protest or Demonstration	Sanitary Lift Station Forcemain Failure
Dam Breach (Bow River)	Major Sanitary Failure	Tornado
Dam Breach (Elbow River)	Mass Attack	Treated Effluent Water Forcemain Failure (purple pipe)
Extreme Cold	Mass Gathering Incident	Water Distribution Infrastructure Failure
Extreme Heat	Pandemic	Winter Storm
Flood (Bow River >1:200)		

Preplanned Events



CEMA On-Call

EOC Openings



Canada Task Force 2 Deployments

Strengthening Resilience

In The City



In The Community



The Year Ahead

Understanding Disaster Risk



Enhancing Risk Reduction



Strengthening Preparedness



Improving Capacity & Coordination



Supporting & Developing Staff



Recommendation

That the Emergency Management Committee recommend that Council receive this report for the Corporate Record.

Community Services Report to
Emergency Management Committee
2026 April 22

ISC: UNRESTRICTED
EM2026-0368

Update to the Emergency Management Bylaw 25M2002 and Municipal Emergency Plan

PURPOSE

The purpose of this report is to share proposed amendments to the Emergency Management Bylaw and key updates from the annual review of the Municipal Emergency Plan.

PREVIOUS COUNCIL DIRECTION

The Municipal Emergency Plan (MEP) is approved by Council, with annual updates provided by the Calgary Emergency Management Agency (CEMA) to the Emergency Management Committee.

RECOMMENDATION:

That Emergency Management Committee recommend that Council:

1. Give three readings to the proposed bylaw in Attachment 1 to amend the Emergency Management Bylaw 25M2002; and
2. Approve the Municipal Emergency Plan in Attachment 2.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Katie Black concurs with the contents of this report. The Emergency Management Bylaw 25M2002 (the Bylaw) and MEP are critical documents that guide The City's response and recovery activities during an emergency or disaster.

HIGHLIGHTS

- Proposed amendments to the Emergency Management Bylaw and updates to the MEP reflect continuous improvement in emergency management.
- The Bylaw regulates effective emergency management by The City. Proposed amendments align with provincial legislation, standards, and organizational structure. As per the Bylaw, at least once per year, The Calgary Emergency Management Agency must provide an update on the review of the MEP to Emergency Management Committee.
- The MEP is an all-hazards plan that outlines how The City responds to and recovers from emergencies and disasters. Proposed updates clarify roles, incorporate emergency management program updates, revise terms and definitions, and incorporate lessons learned from recent incidents.

DISCUSSION

After a significant update in 2025, the 2026 proposed Bylaw amendments and MEP updates are minor and reflect organizational changes, evolving legislation and standards, and lessons identified through recent emergency responses and MEP activations in consultation with Agency members.

Proposed Wording for a Bylaw to Amend the Emergency Management Bylaw 25M2002

Law has advised that the proposed amendments to the Bylaw are consistent with provincial legislation and the Municipal Emergency Plan.

Community Services Report to
Emergency Management Committee
2026 April 22

ISC: UNRESTRICTED
EM2026-0368

Update to the Emergency Management Bylaw 25M2002 and Municipal Emergency Plan

Amendments to the Bylaw include:

Update to the description of the Director of Emergency Management

The Bylaw amendment reflects the change to The City of Calgary's organizational structure. Previously, the Director of Emergency Management (DEM) was known as the "Chief, Emergency Management Operations and 9-1-1". The DEM will now be known as the "Chief, Emergency Management Operations". The Procedure Bylaw 42M2025 title is also updated.

Proposed Updates to the Municipal Emergency Plan

The MEP outlines how The City of Calgary manages emergencies, defining governance, roles, responsibilities, and coordination. Updates incorporate program improvements, legislative changes, operational learnings and reflect consultations with Agency members. Updates do not alter Council's authorities or oversight role in emergency management.

The most recent updates to the MEP include:

Response Coordination – Disaster Consultation Group

Updates focus on clarifying roles and improving coordination across emergency operations. The role of the Disaster Consultation Group (DCG) is refined, establishing it as a consultation forum convened by the Director of Emergency Management (DEM) when required. The DEM retains authority for all emergency management decisions, while the DCG facilitates broader municipal coordination in alignment with regular corporate processes and decision-making authorities.

Communication Pathways

Communication pathways between Tactical Operations Centres (TOC) and the Emergency Operations Centre (EOC) are optimized to better support situational awareness, resource coordination, and alignment of operational priorities. This includes the ability to co-locate the TOC alongside the EOC where practical.

Emergency Social Services Standard of Care

Updates align to the Emergency Social Services Standard of Care, which was developed in 2025 to reflect changes to the provincial Alberta Emergency Social Services Framework. The Emergency Social Services (ESS) team is made up of more than 150 City employees who may be activated to support the immediate physical and psychosocial needs of individuals impacted by an emergency or disaster.

After-Action Review Program

The MEP updates align to the updated After-Action Review Program to enhance accountability, organizational learnings, and continuous improvement after EOC openings and exercises. This includes structured debriefs, action tracking, and process improvements.

Additional Updates

The updated MEP incorporates revised definitions and references, aligning with provincial, federal, and international standards to minimize ambiguity and promote consistency with emergency management regulations. The Plan also clarifies that the EOC may be open to support coordination and decision making without an MEP activation, where full MEP structures are not required.

Community Services Report to
Emergency Management Committee
2026 April 22

ISC: UNRESTRICTED
EM2026-0368

Update to the Emergency Management Bylaw 25M2002 and Municipal Emergency Plan

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken. | <input checked="" type="checkbox"/> Public communication or engagement was not required. |
| <input type="checkbox"/> Public/interested parties were informed. | |
| <input type="checkbox"/> Dialogue with interested parties was undertaken. | |

IMPLICATIONS

Social

Updates to the MEP strengthen coordinated emergency management and contribute to community resilience and social well-being through clearer governance and coordination.

Environmental

Updates to the MEP reinforce established environmental principles related to prevention, mitigation, response, and recovery through clearer governance and coordination.

Economic

The updated MEP supports the mitigation of economic risk and facilitates economic recovery following emergencies or disasters.

Service and Financial Implications Other:

There are no operating or capital costs associated with the proposed updates to the Bylaw or MEP.

RISK

An emergency or disaster that requires the activation of the MEP may pose significant risk for The City and directly or indirectly contribute to all 10 Principal Corporate Risks. The proposed updates enhance preparedness, coordination, and resilience, strengthening The City's ability to respond to and recover from emergencies and disasters.

ATTACHMENTS

1. Proposed Wording to Amend the Emergency Management Bylaw 25M2002
2. Proposed 2026 Municipal Emergency Plan
3. Presentation - EM2026-0368

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	General Manager, Community Services	Approve
Iain Bushell	Director, Emergency Management & Community Safety	Approve

Authors: Heather Galbraith and Chris Lammiman Emergency Management & Community Safety

PROPOSED

EM2026-0368
ATTACHMENT 1

PROPOSED WORDING TO AMEND BYLAW 25M2002, THE EMERGENCY MANAGEMENT BYLAW

WHEREAS Council has considered report EM2026-0xxx and deems it necessary to amend Bylaw 25M2002, the Emergency Management Bylaw;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. Bylaw 25M2002, the Emergency Management Bylaw, as amended, is hereby further amended.
2. In subsection 3(12), the words "Procedure Bylaw 35M2017" are deleted and replaced with the words "Procedure Bylaw 42M2025".
3. In subsection 5(1.1), the words "Chief, Emergency Management Operations and 9-1-1" are deleted and replaced with "Chief, Emergency Management Operations".
4. This bylaw comes into force on the day it is passed.

READ A FIRST TIME THIS ___ DAY OF _____, 2026.

READ A SECOND TIME THIS ___ DAY OF _____, 2026.

READ A THIRD TIME THIS ___ DAY OF _____, 2026.

MAYOR
SIGNED ON _____

CITY CLERK
SIGNED ON _____



Municipal Emergency Plan

May 2026
Calgary Emergency Management Agency

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Plan Version History

Version Number	Description of Change	Effective Date
Initial	Complete revision of the Calgary Peacetime Disaster Plan and renamed the Calgary Municipal Emergency Plan	2007 January 8
001	Calgary Municipal Emergency Plan	2008 February 6
002	Emergency Management Systems & Recovery Operations	2010 March 6
003	Grammar and format changes	2010 June 25
004	Update references to revised <i>Emergency Management Act</i>	2010 September 8
005	Complete revision of the Municipal Emergency Plan	2017 August 2
006	Update references to revised <i>Emergency Management Act</i> , <i>Local Authority Emergency Management Regulation</i> , and changes to Concept of Operations	2019 December 12
007	Complete revision of the Municipal Emergency Plan to reflect corporate realignment changes and lessons learned from previous MEP activations	2025 June 24
008	Administrative updates	2026 May 26

Acronyms & Abbreviations

AEA	Alberta Emergency Alert
AEMA	Alberta Emergency Management Agency
<i>AIMS</i>	<i>Alberta Incident Management System</i>
ANSI	American National Standards Institute
CAO	Chief Administrative Officer
<i>CBCP</i>	<i>Corporate Business Continuity Plan</i>
CEMM	Comprehensive Emergency Management Model
COO	Chief Operating Officer
<i>CRCRS</i>	<i>Corporate Records Classification and Retention Schedule</i>
CSA	Canadian Standards Association
CEMA	Calgary Emergency Management Agency
DCG	Disaster Consultation Group
DEM	Director of Emergency Management
DDEM	Deputy Director of Emergency Management
<i>DRA</i>	<i>Disaster Risk Assessment</i>
<i>DRR</i>	<i>Disaster Risk Report</i>
ELT	Executive Leadership Team
EMAP	Emergency Management Accreditation Program
EMCS	Emergency Management & Community Safety
ESS	Emergency Social Services
EOC	Emergency Operations Centre
ICP	Incident Command Post
ICS	Incident Command System
<i>LEMR</i>	<i>Local Authority Emergency Management Regulation</i>
<i>MGA</i>	<i>Municipal Government Act</i>
MEP	Municipal Emergency Plan
NFPA	National Fire Protection Association
PECC	Provincial Emergency Coordination Centre
P/S/T	Primary / Secondary / Tertiary
<i>RSA</i>	<i>Revised Statutes of Alberta</i>
SOLE	State of Local Emergency
<i>The Act</i>	<i>The Alberta Emergency Management Act</i>
<i>The Bylaw</i>	<i>The City of Calgary's Emergency Management Bylaw 36M2025</i>
<i>The City</i>	<i>The City of Calgary</i>
TOC	Tactical Operations Centre
VEOC	Virtual Emergency Operations Centre
Note: <i>italicized</i> indicates a stand-alone document outside of the Municipal Emergency Plan	

Preamble

Calgary is no stranger to disasters. Over the last decade, The City of Calgary has experienced some of the costliest disasters in Canadian history.

The Municipal Emergency Plan (MEP) leverages the experiences in Calgary and the opportunities for improvement provided by past emergency activations, while incorporating best practices from municipalities across Alberta and the country, accounting for local context, experience, and disaster risks.

The Calgary Emergency Management Agency (CEMA) is committed to excellence in all phases of emergency management, continuing to learn, advance, adopt, and refine responses to large scale emergencies and disasters.

1. Administration

1.1 Purpose

The City of Calgary's MEP outlines how The City of Calgary (The City) responds to and recovers from emergencies and disasters impacting Calgary.

The MEP is one element of The City's Emergency Management Program which addresses the functions of mitigation, preparedness, response, and recovery.

1.2 Key Terms

Key terms used throughout this document are defined below:

- **Agency:** as defined by the Government of Alberta's *Local Authority Emergency Management Regulation (the LEMR)* and as set out in The City's *Emergency Management Bylaw 36M2025 (the Bylaw)*, CEMA is established as the local authority's emergency management agency. Throughout this document CEMA is also referred to as the Agency.
- **Agency Liaison:** The Agency Liaison is the Emergency Management Operations staff position assigned to oversee CEMA Agency engagement and serve as day-to-day point of contact for Agency member issues and needs.
- **Agency member:** CEMA is made up of more than 50 Agency members. An Agency member participates in The City's Emergency Management Program, and in the response to and recovery from emergencies and disasters impacting Calgary.
 - **External Agency member:** An invited organization external to The City
 - **Internal Agency member:** A City of Calgary business unit, division or section

- **Agency Representative:** An Agency Representative is an individual who has the authority to make decisions on behalf of the Agency member in the Emergency Operations Centre (EOC) and to direct the Agency member's resources to facilitate response and/or recovery activities. Each Agency member identifies three representatives and designates them as their primary, secondary and tertiary (P/S/T) Agency Representatives.

When both the Agency member's Tactical Operations Centre (TOC) and the EOC are open, the Agency Representative functions as a critical liaison between the two, ensuring coordination and integration of operational and strategic objectives. Operating within the Incident Command System (ICS) structure, the Agency Representative facilitates the exchange of situational awareness, incident intelligence, resource requests and operational priorities between the TOC and the EOC. The Agency Representative role promotes interoperability and ensures tactical actions align with strategic goals and jurisdictional policies.

- **Alberta Emergency Management Agency (AEMA):** AEMA is the provincial agency who leads and oversees all emergency and disaster prevention, preparedness and responses under the Emergency Management Act.
- **Alberta Incident Management System (AIMS):** AIMS is the provincial framework that provides a common understanding of the emergency management organization, structures, processes, procedures and terminology adopted in Alberta to prevent, mitigate, prepare for, respond to, and recovery from emergencies and disasters. AIMS was created using concepts from the National Incident Management System and the Incident Command System, and is the command, control and coordination system prescribed by the Alberta Emergency Management Agency.
- **Calgary Emergency Management Agency (CEMA):** CEMA is The City's emergency management agency, as defined by the *Alberta Emergency Management Act* (the *Act*) and established by the *Bylaw*. On behalf of The City, CEMA is responsible for coordinating emergency and disaster response and recovery efforts within Calgary. It includes the CEMA Team staff within the Emergency Management & Community Safety (EMCS) business unit who administer the Agency, as well as the Agency members that make up the wider Agency.
- **Canada Task Force 2 (CAN-TF2):** CAN-TF2 is the all-hazards disaster response team with diverse capabilities to respond to large-scale events, emergencies or disasters, and to support impacted communities across Canada. CAN-TF2 is administered by Emergency Management Operations in EMCS and may be deployed by the Director of Emergency Management (DEM) at the request of a tasking agency.

- **Core plan:** The core plan of the MEP outlines its scope and purpose, and how it fits overall into The City's Emergency Management Program. It includes information on governance, and roles and responsibilities of elected officials, Administration, the DEM, CEMA, and Agency members. It also provides information on the activation and deactivation of the MEP, The City's EOC, the declaration and rescindment of a State of Local Emergency (SOLE), and the communications tools used.
- **CEMA On-Call:** CEMA On-Call is the employee scheduled to respond to the CEMA On-Call phone as the first point of contact for emerging issues, 24 hours a day / seven days a week. CEMA On-Call is the liaison between CEMA, internal, and external Agency members.
- **CEMA Team:** The CEMA Team is the staff from the EMCS Business Unit who oversee and administer the Agency and The City's Emergency Management and Business Continuity programs and services on a day-to-day basis, as well as lead the EOC's coordination and response during MEP activations. This includes activities related to disaster risk prevention and mitigation, preparedness, response, and recovery.
- **Director:** The Director of CEMA is also known by the title "Chief, Emergency Management Operations" as appointed by the Director, EMCS, and defined under the *Bylaw*.
- **Director of Emergency Management (DEM):** The DEM is the individual appointed by the local authority to direct emergency management activities as defined by the Government of Alberta's *Emergency Management Act (the Act)*. Under the *Bylaw*, the Chief, Emergency Management Operations is the DEM for CEMA. The DEM may appoint another qualified individual to act as the DEM, and/or a Deputy Director of Emergency Management (DDEM) in their absence.
- **Deputy Director of Emergency Management (DDEM):** The DDEM is an individual who is appropriately trained and capable of assuming the DEM role, when the DEM is unavailable. If a DDEM has not been appointed, the EOC Manager may act as the DDEM.
- **Disaster:** A disaster is an event that results in serious harm to the safety, health, or welfare of people or in widespread damage to property or the environment, as defined by the *Act RSA 2000 c. E-6-8, Section 1(e)*. For the purposes of the MEP, a disaster may also include a threat to the safety, health or welfare of people, property or the environment.
- **Disaster Consultation Group (DCG):** The Disaster Consultation Group is an ad-hoc group, convened at the request of the DEM, with The City's Chief Operations Officer (COO) acting as the meeting chair. The objective of DCG is

to assemble when requested to provide additional political, financial and resource advice and support for the DEM.

- **Emergency:** An emergency is a sudden and temporary event that requires prompt coordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property or the environment, as defined by the *Act RSA 2000 c. E-6.8, Section 1(f)*.
- **Emergency Management Bylaw 36M2025 (the Bylaw):** The *Emergency Management Bylaw* establishes The City's Emergency Management Committee, regulates emergency management, and assigns legal authority, roles and responsibilities in alignment with provincial legislation.
- **Emergency Management Committee:** The Emergency Management Committee is established by the *Bylaw* and appointed by the local authority to advise on the development of emergency plans and programs, and to exercise any powers delegated to the committee under Section 11.1 of the *Act*.
- **Emergency Operations Centre (EOC):** The EOC is the physical, hybrid, remote, or virtual location at which CEMA provides strategic coordination of Agency members, information and resources on behalf of The City to support response to and recovery from an emergency or disaster.
- **EOC Team:** The EOC Team is comprised of City employees who have been identified and trained to fulfill EOC positional roles within The City's EOC. While the core team is drawn from the CEMA Team within the EMCS business unit, the EOC Team may also include trained personnel from across The City who have completed the required EOC training and are rostered to support activations.
- **Emergency Social Services (ESS):** ESS is defined as the range of short-term support services provided to meet the immediate, basic needs of individuals, families and communities impacted by emergencies and disasters. This includes the provision of temporary shelter, food and water, emergency services for companion animals, guide and service dogs, registration and tracking of evacuees, family reunification if authorized, ESS facilities, and personal services inclusive of emergency first aid and health care services, hygiene items, essential clothing, support for individuals with disabilities and/or complex care needs, essential multicultural and/or linguistic services, mental health and/or psychosocial supports, and essential transportation, as defined by the *Alberta Emergency Social Services Framework*. The City's ESS team is made up of more than 150 City employees who may be activated to support the immediate physical and psychosocial needs of individuals impacted by an emergency or disaster for up to 72 hours, or the duration of an evacuation order.

- **EOC Manager:** The EOC Manager coordinates and supports Agency members in the EOC to set objectives aligned with CEMA's priorities for response and recovery efforts in consultation with the Lead Agency if designated. The EOC Manager establishes the appropriate staffing level for the EOC and may act as DDEM if a DDEM has not been appointed.
- **EOC Manager On-Call:** The EOC Manager On-Call provides support to the CEMA On-Call position and acts as the decision-making authority and escalation pathway for situations that may require additional coordination of Agency members. The EOC Manager On-Call becomes the EOC Manager for the initial response of a situation that requires an opening of the EOC.
- **Ex-Officio:** The term Ex-Officio refers to an individual who holds a position by virtue of their role and office. For example, the Mayor serves as an ex-officio member of the Emergency Management Committee in their role as Mayor.
- **Executive Leadership Team (ELT):** ELT is the most senior group of administrative officials in The City's organization.
- **Incident:** *AIMS* has adopted the term "incident" to reflect an occurrence, natural or man-made, that requires a response to protect life, property or the environment. Incidents can, for example, include major disasters, emergencies, terrorist attacks, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, tornadoes, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. In alignment with The City's *Disaster Risk Assessment (DRA)* and the *Disaster Risk Report (DRR)*, The City has elected to use the terms "emergency" and "disaster" in place of "incident".
- **Incident Command Post (ICP):** An ICP is a location where the primary on-scene incident command, control and coordination of field resources are performed.
- **Lead Agency:** The Lead Agency is the Agency member with the most service impact, legal, geographic or functional responsibility for the emergency. As the subject matter expert, the Lead Agency plays a pivotal role in shaping response objectives and strategies. They facilitate the coordination of critical resources, including personnel, equipment and logistics, while ensuring all response efforts align with the EOC objectives. Additionally, the Lead Agency contributes to strategic decision-making within the EOC, helping guide an effective and informed response.
- **Local Authority:** The local authority is "where a municipality has a council within the meaning of the *Municipal Government Act (MGA)*, that council" is the Local Authority as defined by the *Act*.

- **Local Emergency Committee:** Through the *Bylaw*, Council has delegated authority to declare a state of local emergency to the Local Emergency Committee. The Local Emergency Committee is made up of the Mayor and one other member of Council as designated by the Mayor.
- **Operational Annexes:** The *operational annexes* of the MEP include corporate plans (business continuity and recovery), operational guidance, procurement and supply procedures, functional plans, incident-specific plans, and specific Agency member roles and responsibilities.
- **Reference Documents:** The *reference documents* are legislative documents and related regulation that provide a broader legal framework for the MEP. This group of documents also includes The City's *DRR* which provides an analysis of the underlying factors that drive disaster risk in Calgary.
- **State of Local Emergency (SOLE):** A SOLE provides a municipality with a wide range of powers within their municipal boundaries that are normally unavailable or limited under the *MGA*, as per the definition in the *Act*.
- **Tactical Operations Centre (TOC):** An Agency member / business unit's TOC directs the operational response for an Agency member's resources (staffing and equipment) during an emergency and actively engages with internal and external partners who are part of the Agency member / business unit's routine operations.
- **Tasking Agency:** A tasking agency refers to an organization that assigns specific tasks or missions to other agencies or entities to support disaster response and recovery efforts. This typically includes federal, provincial, and territorial government agencies. For example, AEMA is a tasking agency in Alberta and may request the deployment of CAN-TF2 to support disaster response and recovery for areas within the province.

1.3 Scope

The MEP provides an overview of The City's emergency management structure, policies, roles, and responsibilities. It outlines the legal authority for emergency management operations and the elements of The City's Emergency Management Program, addressing the functions of mitigation, preparedness, response, and recovery. As part of The City's Emergency Management Program, the MEP is intended to:

- a) Meet all legislative and regulatory requirements under the *Act*.
- b) Meet the needs for The City to respond effectively to all hazards.
- c) Provide prompt coordination of The City's resources where consequences of an identified emergency or disaster and subsequent recovery are outside the scope of normal operations.

- d) Document the roles, and responsibilities of CEMA, Administration, the Mayor, City Councillors, and Agency members during an emergency or disaster.
- e) Detail how the MEP will be activated, deactivated, and maintained, and
- f) Provide guidelines for operations of The City's EOC.

1.4 The City's Emergency Management Program & MEP Components

1.4.1 Emergency Management Program

The City's Emergency Management Program is built on the provincial legislation, municipal bylaw, the MEP and associated operational annexes, and activities that take place during the four phases of the emergency / disaster cycle:

- Prevention and Mitigation
- Preparedness
- Response
- Recovery

The foundation of The City's Emergency Management Program is made up of:

- The application legislation and regulation that defines the requirements for emergency management in the province and in The City: the *Act*, the *LEMR*, and the *Bylaw*.
- The *DRR* which communicates the analysis of the underlying factors that drive disaster risk in Calgary. It identifies trends and risk factors, raises awareness and provides education, and supports investment / planning decisions.

These items and the associated activities in the emergency / disaster cycle are explained in more detail in Section 3.

1.4.2 MEP Components

The MEP is comprised of the core plan, *reference documents*, and *operational annexes*:

- Core plan

The core plan is approved by Council and provides an overview of:

- The purpose and scope of the MEP and how it fits overall into The City's Emergency Management Program.

- Governance
- Roles and responsibilities of elected officials, Administration, the DEM, and Agency members.
- Activation and deactivation of the MEP
- The City's EOC
- Declaration and rescindment of a SOLE
- Communication

- *Reference Documents*

These documents inform the core plan and include:

- Applicable legislation and regulation
- Corporate policies and standards
- The *DRR*

- *Operational Annexes*

Operational Annexes include Corporate plans (business continuity and recovery), operational guidance, procurement and supply procedures, functional plans, incident-specific plans, and specific Agency member roles and responsibilities. The DEM approves the inclusion of documents and plans as *Operational Annexes*.

Note: Activation of The City's *Corporate Business Continuity Plan* and / or The City's *Municipal Recovery Plan* may occur concurrently or separately from activation of the MEP.

1.5 Distribution

The MEP will be shared on The City of Calgary's public website.

2. Governance

2.1 Regulation and Standards

2.1.1 Legislation, Regulation, and Authority

The MEP adheres to and is issued under the authority of:

- the *Act*,
- the *LEMR*,

- the *MGA*, and,
- the *Bylaw*.

2.1.2 Standards

The MEP reflects the standards set out in:

- *CSA-Z731-03: Emergency preparedness and response*,
- *CSA-Z1600:17 (R:2022): Emergency and continuity program*,
- *NFPA 1660: Standard for Emergency, Continuity, and Crisis Management: Preparedness, Response and Recovery (2024)*,
- *2022 Emergency Management Standard: Emergency Management Accreditation Program ANSI / EMAP 5-2022*, and
- *AIMS, 2024*.

2.2 Emergency Management Agency

In accordance with the *Bylaw* and established by Council, CEMA is the emergency management agency for Calgary. CEMA acts on behalf of Council to exercise powers and duties under the *Act*, and is responsible for The City's Emergency Management Program, coordinating preparedness, mitigation, response, and recovery related to emergencies and disasters.

2.3 Approval, Maintenance and Amendments

The Emergency Management Committee advises on the MEP and receives annual reporting updates on review and amendments of the MEP, as outlined in the *Act*.

The MEP is approved by the Calgary City Council as the local authority under the *Act*.

The DEM is authorized to approve the *Operational Annexes*, pursuant to Section 6(2) of the *Bylaw*, as they provide specific details to the operations of The City's Emergency Management Program which is overseen by the DEM as the Director of the Agency.

The MEP is managed by CEMA. CEMA reviews the MEP and its components on an annual basis and/or after emergencies and disasters where the MEP is activated. All proposed amendments are submitted to the DEM, with a target date of November 1 annually.

In alignment with the *LEMR*, on behalf of the Agency, the DEM will provide an annual update to the Emergency Management Committee on CEMA's review of the MEP and the status of the Agency's activities.

2.4 Mutual Aid Agreements

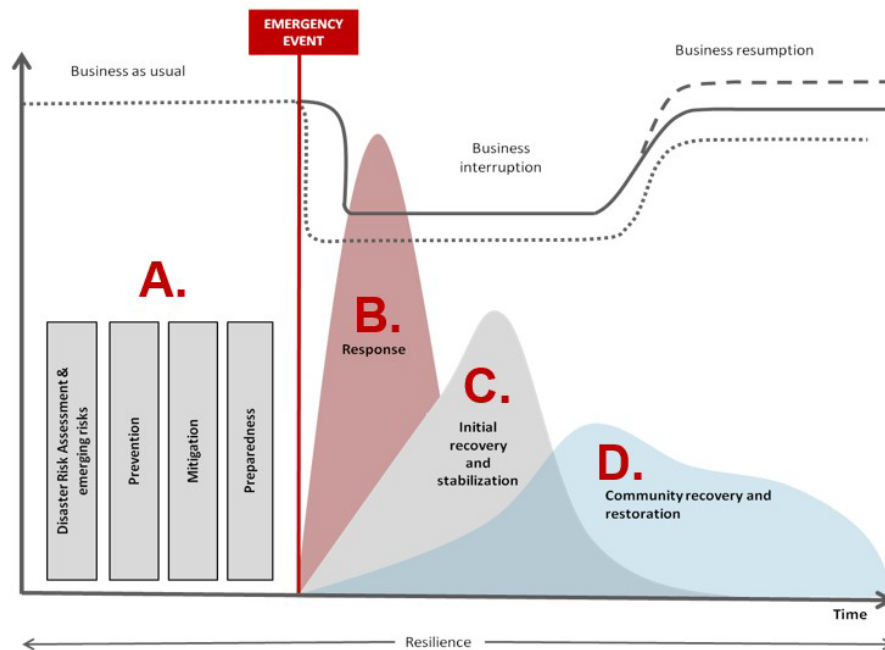
The City is part of the *Amended Alberta South Central Mutual Aid Agreement*. This agreement was entered into using Section 6 and Section 54 (a) of the *MGA*, and Section 11 of the *Act*. The *Amended Alberta South Central Mutual Aid Agreement* is a voluntary arrangement entered into by several municipalities in Calgary's geographic region, to render assistance to the parties of the agreement.

3. Emergency / Disaster Phases

3.1 Comprehensive Emergency Management Model

The MEP guides actions and roles specific to the response and recovery phases of CEMA's comprehensive emergency management model, illustrated in Figure 1.

Figure 1: Comprehensive emergency management model



3.1.1 Phase A: Disaster Risk Assessment and Emerging Risk, Prevention, Mitigation and Preparedness

While the scope of the MEP is focused on the response and recovery phases of an emergency or disaster, the information and understanding gained in Phase A of the Comprehensive Emergency Management Model provides essential situational awareness and advanced understanding. The actions, programs, and initiatives in this phase are vital to reducing the overall impact of emergencies and disasters.

Disaster Risk Assessment, Prevention and Mitigation

CEMA undertakes city-wide disaster risk assessments to understand the disaster risk environment, communicate and educate on disaster risk, and prioritize activities towards reducing disaster risk. The *DRA* is reviewed annually to account for material changes that affect the evaluation of identified risks and to identify the emergence of new risks. A wholistic review is undertaken every four years in alignment with the business planning cycle.

Each Agency member is responsible for assessing how disaster risk impacts their operations and infrastructure, and for implementing mitigation strategies to reduce impacts where possible. Using the information provided in the *DRA*, Agency members can make informed decisions on the allocation of resources and the development of key strategies and plans to reduce disaster impact and risk.

Overall Preparedness

CEMA undertakes several preparedness and operational readiness activities with Agency members. These include the development of hazard specific plans, training, exercises and corrective actions from after-action reports.

Common All-Hazards Functions and Hazard Specific Plans

Aligned with identified risks in the *DRA*, CEMA works collaboratively with Agency members to develop, resource and implement common all-hazard plans and unique procedures for emergencies and disasters that require a specialized response.

Training

To ensure a common understanding of basic emergency management concepts, all Primary/Secondary/Tertiary Agency Representatives are requested to complete the following foundational courses:

- Basic Emergency Management
- Incident Command System 100
- The CEMA suite of EOC courses

Exercises

CEMA facilitates at least one exercise annually.

Each Agency member is responsible for exercising their emergency response procedures and business continuity plans, in accordance with their specific applicable legislation and associated policies.

After-Action Review Program

CEMA has established a robust After-Action Review Program to enhance The City's emergency and disaster response capabilities through continuous learning and improvement following each EOC opening and exercise. The program consists of four key components:

1. **Debriefs:** Structured feedback is collected from participants involved in EOC operations to capture insights and experiences.
2. **After-Action Reports:** These reports document strengths, successful strategies and how they were achieved. They also identify areas for operational improvement, key takeaways and provide time-bound action items. CEMA produces different types of after-action reports tailored to the nature of each EOC opening and exercise accordingly.

Typically, CEMA's After-Action Reports are for internal, operational use and are not released outside of CEMA.

3. **Action Item Tracking and Follow-Up:** Action items are prioritized and tracked to ensure timely implementation, reinforce strengths, and drive continuous improvement.
4. **Process Updates:** Based on findings and recommendations, EOC processes and best practices are regularly updated to reflect lessons identified and institutionalize improvements.

3.1.2 Phase B: Response

Response consists of immediate activities conducted to minimize impacts of the emergency or disaster, reduce loss of life, and prevent further impact to the affected area(s). Decision-making during this phase is based on the following CEMA priorities:

1. **Life safety:** Save lives and minimize suffering for both responders and the public.
2. **Critical infrastructure:** Protect critical infrastructure.
3. **Environment:** Uphold and maintain environmental integrity.
4. **Economy:** Reduce social and economic losses.
5. **Cultural heritage:** Protect infrastructure and items of cultural significance.

Reputational risk is interwoven into all five priorities listed above. Reputational risk involves mitigating potential risk to The City's reputation and ensuring actions to maintain public trust in the Agency.

Response efforts during an emergency or disaster will be prioritized through EOC processes and consultation with Agency members. Examples of response actions may include, but are not limited to:

- Determining incident objectives in alignment with priorities.
- Identification and management of consequences and impacts.
- Creation of a shared situational picture of the emergency or disaster ensuring overall situational awareness for The City
- Tactical direction when an Incident Command Post (ICP) has not been established.
- Coordination of operational plans, decision-making, and policy direction.
- Activation of Emergency Social Services (ESS) to support impacted individuals.
- Facilitating collaborative and consistent communication with the public, media, other EOCs, TOCs, ICPs, and supporting organizations.
- Business continuity and the resumption of The City's essential and support services.
- Collection, analysis, and sharing of information.
- Resource prioritization, tracking, and allocation.

3.1.3 Phase C: Initial recovery and stabilization

Recovery efforts begin shortly after the initial response. Recovery is the coordinated process by which The City and its partners reconstruct infrastructure and re-establish the social, emotional, economic, and physical wellbeing of individuals, communities, and businesses following an emergency or disaster.

The goals of initial / short term recovery are continued minimization of the impact, overall stabilization and continuity of essential City services. This phase often involves damage assessments, debris removal, and social supports.

3.1.4 Phase D: Community restoration and rehabilitation

Long-term recovery does not begin until well after the response phase is concluded and is a process that can last several months to years. The focus of long-term recovery is large-scale community restoration, rehabilitation and resilience. The City's recovery priorities, governance and coordination of activities are governed by the *Municipal Recovery Plan*.

4. Roles and Responsibilities

4.1 Municipal Elected Officials

This section outlines the roles and responsibilities for the Mayor and City Councillors when the MEP is activated.

4.1.1 Mayor and City Councillors

The Mayor and City Councillors together, will:

- Participate in refresher training of roles and responsibilities at the onset of an emergency or disaster.
- Instill public confidence that the emergency or disaster is being managed effectively.
- Support the actions of CEMA and its Agency members, communities, and local organizations.
- Amplify and share the approved accurate and consistent key messages provided by the DEM, to the public.
- Maintain situational awareness of the emergency or disaster by receiving situation updates and briefings provided by the DEM.
- Participate in Council agenda items requiring approval related to the emergency or disaster.
- Complete The City's adapted version of the Local Authority Elected Official course within 90 days of assuming office, as required by the *Act*.
- Ensure contact information is updated in notification systems used by CEMA and respond to any test or real emergency notifications to confirm receipt.
- Attend briefings provided by the DEM / EOC.

The roles and responsibilities of the Mayor and City Councillors do not include attendance at the EOC or the emergency / disaster site unless specifically requested by the DEM, or in the event of a catastrophic failure of the entire communications system.

4.1.2 The Mayor

The Mayor will:

- Assist in coordinating the assembly of Councillors for emergency updates.

- Participate in the Local Emergency Committee.
- Participate in the Disaster Consultation Group if convened and requested by COO.
- Represent Council for Calgary as the spokesperson at media availabilities when an emergency or disaster affects multiple wards and/or when a SOLE is declared, building trust with communities through encouraging community empowerment and calls to action.
- Demonstrate unified leadership in collaboration with an impacted City Councillor when an emergency or disaster impacts only one ward.

In consultation with the DEM, the Mayor will:

- Provide a political conduit to other orders of government, including other jurisdictions, to request support, resources, and/or funding as needed.
- As part of the Local Emergency Committee, declare, renew, or rescind a SOLE.

4.1.3 City Councillors

City Councillors will:

- Provide approved key messages to ward contacts.
- Use formal and informal community networks to help disseminate information provided by the DEM.
- Maintain connection with ward constituent businesses and organizations.
- Share pertinent ward issues and concerns with CEMA through the CEMA Liaison Officer.
- Ensure alignment of any community / ward outreach activities with the EOC through the CEMA Liaison Officer.
- Support the Mayor as the Council spokesperson for the emergency or disaster when a SOLE is declared, or an emergency or disaster impacts multiple wards.

At the request of the DEM, City Councillors will:

- Participate in media availabilities when an emergency or disaster is geographically contained to one City Councillor's ward.
- Attend media availabilities in a non-speaking role during a SOLE declaration or City-wide emergency or disaster.

4.1.4 Emergency Management Committee

The Emergency Management Committee consists of all Council members serving on The City's Community Development Committee with the Mayor as ex-officio. Additional members may be included as per The City's *Procedure Bylaw 25M2017*. The Chair of the Community Development Committee is the Chair of the Emergency Management Committee, pursuant to Section 3 of the City's *Bylaw*.

The Emergency Management Committee's role is to advise on the development of emergency plans and programs, and to provide an approval pathway to City Council for approval of The City's MEP. Additionally, the Emergency Management Committee supports response and recovery efforts by receiving information provided by the DEM.

As per The City's *Emergency Management Bylaw 25M2002*, either the Chair of Committee or the DEM can call an emergency meeting of the Committee. During an emergency response, briefings to Council may be made through Emergency Management Committee. Information sharing and briefings to Council may also be made through other channels as well depending on situational and information sharing needs.

4.2 Administration

This section outlines the roles and responsibilities for the Disaster Consultation Group, Chief Administrative Officer, the Chief Operating Officer, and General Managers.

4.2.1 The Disaster Consultation Group (DCG)

The DCG is an ad-hoc group, convened at the request of the DEM with the COO acting as the meeting chair. The DCG functions primarily as an advisory body to the DEM. The objective of DCG is to assemble when requested to provide additional political, financial and resource advice and support for the DEM. The DCG exists to support, inform, and enable the DEM's decision-making through coordinated political, financial and corporate advice. The DEM participates in all DCG discussions and decisions for the duration of its activation and retains authority for emergency management decisions in accordance with applicable legislation.

The DCG may also serve as a forum to coordinate municipal corporate, legal, financial or other direction on matters than are not operational emergency management decisions. This function ensures alignment between emergency operations and broader municipal decision-making and does not alter the DEM's authority for emergency management. Decisions made by the DCG outside of the DEM's operational emergency management authorities will follow existing Corporate processes and decision-making authorities.

The DEM or DDEM is a standing member of the DCG for the duration of its activation. The membership for the DCG is flexible and may include the Mayor, impacted ward Councillor(s), several members of ELT, other senior leaders in Administration, and administrative support. Additional members may be included as identified by the DEM depending on the nature of the emergency or disaster.

The DCG may:

- Consider and provide direction on financial policies and funding sources for response and recovery activities.
- Advise on complex issues escalated by the DEM.
- Act as a resource and provide subject matter expertise for complicated issue consultation and guidance.
- Support and align the activation of aligned corporate plans, including The City's *Corporate Business Continuity Plan* and The City's *Municipal Recovery Plan*.
- Help ensure key messages are disseminated as provided by the DEM.
- Support The City's overall response with the release and/or transition of employees into emergency roles in TOCs, the EOC, or ESS team.
- Coordinate and confirm municipal corporate, legal, financial, or political direction on matters that are not operational emergency-management decisions, ensuring alignment with emergency response and recovery objectives.

4.2.2 Chief Administrative Officer (CAO)

During an activation of the MEP, the CAO remains the administrative leader of The City. As a member of CEMA and with the leadership of the DEM, the CAO may be required to assist in providing overall strategic direction for the emergency or disaster.

The CAO will:

- Receive situation updates from the DEM.
- Provide timely review of any extraordinary response and recovery requests from the DEM for additional City resources to support efforts accordingly.
- Support administrative connections with other orders of government as needed during the emergency or disaster.

- Communicate with The City's boards, commissions, and committees that are impacted by the emergency or disaster.
- Provide oversight and guidance in the development of a long-term strategy for The City in response to the emergency or disaster.
- Continue regular reporting relationship with the Mayor and escalate relevant City issues and concerns accordingly.

4.2.3 Chief Operating Officer (COO)

The COO will:

- Inform the CAO of any DCG activity and developments.
- Act as the link between the DEM and DCG, and the rest of ELT.
- Where needed, ensure The City's resources are available to support the response.

In consultation with the DEM, the COO will:

- Activate and lead the Business Continuity Task Force during activations of the *Corporate Business Continuity Plan*.
- Activate and lead the Recovery, Continuity & Resilience Committee during activations of the *Municipal Recovery Plan*.

At the request of the DEM, the COO will:

- Convene and chair the DCG.

4.2.4 Joint Roles of the CAO and COO

The CAO and COO together will:

- Ensure the continuity of essential and support services throughout the emergency or disaster.
- Provide the full resources of The City in support of the emergency or disaster through the DEM.

At the request of the DEM, the CAO and COO will:

- Attend media availabilities and fulfill a speaking role.
- Support the wellbeing and morale of staff by attending the EOC or emergency / disaster site periodically.

4.2.5 General Managers

General Managers will:

- Maintain situational awareness with the CAO and COO with respect to business continuity, response and recovery activities.
- Support the continuity of operations and the resumption of The City's essential and support services.
- Participate in and support The City's *Corporate Business Continuity Plan* and / or The City's *Municipal Recovery Plan* if activated.
- Amplify and communicate ELT's support on The City's overall response with the release and / or transition of employees into emergency roles in tactical operations centre(s), the EOC, and/or the ESS team.
- Amplify messaging and direction from the DEM, through DCG if convened, to respective business areas, such as relevant financial coding.
- Support participating in the after-action review process and integrate insights into workplans and programs to improve overall preparedness and future response effectiveness.
- Attend the EOC for an in-person briefing in the event of a catastrophic failure of the communications system.

At the request of the DEM, General Managers will:

- Provide a spokesperson, in a subject matter expert capacity, related to the emergency or disaster.
- Support the wellbeing and morale of staff by attending the EOC or emergency/disaster site periodically.

In consultation with the DEM, General Managers will

- Implement corporate response strategies in alignment with DCG if convened.

4.3 DEM Roles and Responsibilities

This section outlines the general roles and responsibilities for the DEM.

4.3.1 Director of Emergency Management (DEM)

In accordance with the *Act*, As established by Council under the *Bylaw*, the Director, EMCS, appoints a director of the emergency management agency, known as the DEM. On behalf of the Agency, the DEM will:

- Prepare, and co-ordinate emergency plans and programs for The City.
- Act as director of emergency operations on behalf of the emergency management agency.
- Co-ordinate all emergency services and other resources used in an emergency.
- Perform other duties as prescribed by Council.
- Oversee the administration of The City's Emergency Management Program.
- Submit to Council annually through the Emergency Management Committee, a report on the Status of Emergency Preparedness and on the Agency's review of the MEP.
- Ensure the command, control and coordination system prescribed by the Managing Director of the Alberta Emergency Management Agency, adapted where necessary to align with The City's concept of operations, is used in the EOC.
- Activate and deactivate the MEP.
- Review and approve CEMA's operational level and structure for the situation.
- In consultation with the EOC Manager, determine which Agency members and other invited organizations will be requested to report to the EOC if opening.
- Notify the parties in Section 5.3 about the activation and deactivation of the MEP, of the emerging or emergency situation, and of the actions being taken by CEMA.
- Begin financial spending, outside of normal approved budgets to mitigate an unfolding emergency or disaster.
- Accept or decline provincial requests for assistance to other jurisdictions.
- Deploy CAN-TF2 in response to received requests from tasking agencies.
- As the subject matter expert for emergencies and disasters, act as the primary operational and technical spokesperson, supported by Agency members as requested.

- Recommend the declaration of a State of Local Emergency to the Local Emergency Committee when there is an anticipated need for use of additional powers under the *Act*. Upon acceptance of this recommendation by the Local Emergency Committee, work with Law to prepare documentation for the Local Emergency Management Committee to sign.
- Determine the scope of Crisis Communications coordination needed to support the situation, whether localized or City-wide.
- Approve messaging developed by the Crisis Communications Team and the medium for release.
- Resolve conflicts concerning the application of limited resources to a variety of concurrent emergency and / or disaster situations.
- Consult with the Mayor, the Emergency Management Committee, and CAO as required with respect to any matter arising from the emergency or disaster.
- Request the DCG to convene when needed.
- Liaise with the CAO to assess the need to convene the Corporate Business Continuity Task Force and/or the Recovery, Continuity & Resilience Committee.
- Assess the need to activate emergency management mutual aid agreements.
- Where needed, call an emergency meeting of the Emergency Management Committee if the DEM considers that an emergency or disaster exists or may exist in The City.
- Make a request to the Provincial Emergency Coordination Centre (PECC) for additional resources if an emergency or disaster overwhelms the resources available. If the PECC does not have access to the necessary resources, or if The City requires federal resources, the PECC may make a request to the Government of Canada's Government Operations Centre.

4.4 Agency Member Roles and Responsibilities

This section outlines the general roles and responsibilities for Agency members.

4.4.1 General

- Perform Agency member specific duties.

4.4.2 State of Readiness

- Participate in The City's Emergency Management Program, including annual exercises, plan development and after-action review and reporting as requested by the DEM.
- Designate a primary, secondary, and tertiary (P/S/T) Agency Representative who each have the authority to make decisions and commit resources on the Agency member's behalf.
- Ensure any updates and/or changes to Agency member's P/S/T Agency Representatives are communicated in a timely manner through the Agency Liaison. Provide a 24/7 contact number for the Agency member if applicable.
- Perform regular checks of Agency member specific software and equipment at the Agency member's EOC workstation(s) to ensure reliability and operability.
- Ensure access to information required for Agency member's decision making and operations, including databases, documents, policies, procedures, legislation and applications. Contingency planning should be in place to ensure access to necessary decision making and operational information in the event of a telecommunications and / or system outage.
- Ensure up-to-date versions of applicable operational plans owned by the Agency member are provided to CEMA. If the plan includes roles and responsibilities for CEMA, ensure CEMA is engaged annually to review and confirm their role in the applicable sections.

4.4.3 Response and Recovery

- Determine, when notified and requested, which P/S/T Agency Representative will attend the EOC or virtual EOC.
- Share up-to-date information for situational awareness in the EOC. Provide and/or adhere to confidentiality designations and information-sharing direction established by the originating or Lead Agency in coordination with CEMA, for all emergency and disaster information shared within the EOC or coordination structures. Ensure all information is distributed within provided direction or guidelines.
- Align any communications regarding the emergency or disaster with those developed by The City's Marketing and Communications team and/or Crisis Communications.

- Attend media availabilities to provide subject matter expertise to the public as requested by the DEM.
- Consult and participate with CEMA and other Agency members in decision-making for response and immediate recovery priorities, objectives, and strategies to mitigate impacts.
- Provide assistance to the DEM as requested.
- Open Tactical Operations Centre(s) as needed, aligning with EOC objectives, and providing an operational link between their tactical operations centre and the EOC via the Agency Representative.
- Enact mutual aid agreements as necessary to support capacity of their Agency member to provide effective response in consultation with the DEM.
- Ensure all official documents and logs of operational decisions and actions related to the emergency or disaster are uploaded into CEMA's Incident Management System, or as otherwise directed by the Documentation Unit Lead.
- Use the requisition system for purchases directly related to a CEMA priority or EOC objective only.
- Transfer information from previous operational shifts to the next Agency Representative.
- Attend and participate in Situation Reports at the EOC, either in person or virtually, providing updates on assigned objectives.
- Provide information on Agency member metrics, such as status of critical services, resource status and requests, and other notable impacts to operations.
- Use the command, control and coordination system prescribed by the Managing Director of the AEMA, adapted where necessary to align with the concept of operations, as directed by the DEM.

4.4.4 Internal Agency Members

There are six additional general roles and responsibilities for internal Agency members:

- Participate in the *Corporate Business Continuity Plan* and/or the *Municipal Recovery Plan* if or when these plans are activated.
- Track time and finances related to the emergency or disaster using coding provided by Finance and disseminated by CEMA.

- Order supplies and resources related to the EOC objectives through EOC processes.
- Support The City's overall response with the release and/or transition of employees into emergency roles into tactical operations centres, the EOC, and/or the ESS team.
- Adhere to the identified requirements of a TOC as outlined in Section 4.4.5.
- Follow the *Emergency and Disaster Assistance to Jurisdictions Outside Calgary Administration Standard* outlined in Section 4.4.6.

4.4.5 Tactical Operations Centres (TOC)

An Agency member may direct the operational response for their resources out of their TOC. A TOC has established processes and procedures for communication and coordination of resources. Triggers for opening and escalating levels in a TOC are specific to each Agency member. Detailed guidance on TOC structure, activation levels, and coordination pathways may be outlined in supporting City TOC framework documentation, as approved.

Where an internal Agency member has a TOC, they will:

- Create and maintain established processes and procedures for communication and coordination of resources, in alignment with the guidelines provided by CEMA and established City of Calgary processes.
- Identify triggers for opening and escalating levels based on service impacts.
- Identify and confirm triggers with CEMA, including the intersection where a situation impacts CEMA priorities, necessitating the transition of coordination to the EOC. Additionally, identify and confirm trigger to transition coordination from the EOC back to the TOC as part of de-escalation and demobilization.
- Work with CEMA to ensure clear communication pathways and scope of decision making between the EOC and the TOC is understood.

Ensure processes are in place for the smooth sharing of information between the TOC and the EOC. While organizations external to The City may use the term "departmental operations centre (DOC)", DOCs are not a recognized nor accepted escalation pathway or part of the emergency management structure within The City.

4.4.6 Emergency and Disaster Assistance to Jurisdictions Outside Calgary – Administration Standard

The *Emergency and Disaster Assistance to Jurisdictions Outside Calgary Administration Standard* (the *Standard*) outlines the expectations and coordinated process for tracking and accountability of City-deployed resources. The *Standard* is in effect regardless of applicable mutual aid agreements and of the activation status of the MEP, and applies when:

- a) A request is received by The City to provide employees and/or assets to assist other municipalities / jurisdictions impacted during an emergency or disaster, and
- b) When the deployment of resources exceeds regular support practices and/or would exceed a recall window of three hours.

The *Standard* applies to all City employees, except City employees deploying as members of Canada Task Force 2 and employees of the Calgary Police Service.

5. Activation of the MEP

5.1 Types of MEP Activation

The MEP may be activated for scheduled events or emergencies / disasters.

5.1.1 Scheduled Activations

Scheduled activations are pre-planned events that require a coordinated approach and/or have the potential for major disruptions that may impact public safety (e.g. special events, state visits, ceremonies, and festivals). Agency members will coordinate their pre-plans with CEMA in advance of an activation to increase interoperability and ensure an effective response.

5.1.2 Emergency Activations

Emergency activations are unplanned and unpredicted emergencies or disasters that require prompt coordination of action or special regulation of persons or property to protect the safety, health or welfare of people, critical infrastructure, the environment, the economy and cultural heritage while protecting the City's reputation. This may include situations that evolve over time or require a phased, specialized response, including activation of specific response elements such as The City's ESS team or activation of an annex of the MEP.

5.2 Activation

5.2.1 Requests for Activation of the MEP

While the ultimate decision to activate the MEP rests with the DEM, the following individuals may request an activation of the MEP:

- a) The Mayor,
- b) Chair of the Emergency Management Committee,
- c) The Chief Administrative Officer,
- d) The Chief Operating Officer,
- e) The General Manager, Community Services,
- f) The Director, EMCS, or
- g) An Agency member.

5.2.2 Decision to Activate the MEP

The MEP may be activated by the DEM when:

- a) A SOLE is declared in accordance with the *Act* and the *Bylaw*.
- b) A provincial State of Emergency is declared in accordance with the *Act*.
- c) A federal State of Emergency is declared in accordance with the *Canada Emergency Management Act S.C. 2007, c.15*.
- d) An emergency or disaster, or the threat of an emergency or disaster, requires:
 - Coordination of multiple agencies.
 - Centralized decision-making to mitigate impact.
 - Coordinated communication and messaging.
 - A one-window approach with other orders of government.
 - Activation of the *Corporate Business Continuity Plan*.
 - City service support for impacted individuals through Emergency Social Services (ESS).
 - Information-gathering and analysis from multiple sources, or
- e) A pre-planned event requires active coordination and management to ensure public safety.

During an activation of the MEP, the DEM will lead the coordination of Agency members to provide a collaborative, integrated emergency response, initial recovery, and stabilization activities.

5.3 Notification

The DEM will notify the following parties via a combination of email, text message and/or telephone call of the MEP activation:

- The Mayor and City Councillors,
- The City's Executive Leadership Team,
- Internal and external Agency members, and
- The PECC.

5.4 Operational Changes and Decisions During an MEP Activation

The following changes and decisions take place when the MEP is activated.

5.4.1 Crisis Communications

The DEM consults with the Crisis Communications Team and selects one of two options for the scope and scale needed for communications about the emergency or disaster:

Localized

When an emergency impacts a small number of individuals in a localized area, the scope and scale of coordination of crisis communications is limited to the impacted individuals, City services and Agency members. Regular internal and external communications processes and approvals apply.

City-wide

When an emergency or disaster is more widespread, with multiple Agency members and/or City services impacted, all internal and external communications will be coordinated through the Crisis Communications Team and approved by the DEM. In this case, all other City communications cease until direction has been provided for regular communications to resume. This larger scope ensures the focus of all communication channels remains on the emergency or disaster.

For both localized and city-wide coordination of communications:

- Marketing & Communications will activate the Crisis Communications Plan and establish a Crisis Communications Team.

- All media inquiries for the emergency or disaster are directed to the Crisis Communications Team.

5.4.2 Emergency Social Services (ESS)

ESS is a program managed and delivered by the CEMA Team, supported by a network of City employees and business units. As a vital part of an emergency or disaster response, ESS members provide services to meet the immediate physical and psychosocial needs of impacted individuals.

The City has established an *ESS Standard of Care*, which defines the services provided to evacuees to support their survival, health, and safety during an emergency or disaster. The *ESS Standard of Care* is in alignment with the Alberta Emergency Social Services Framework. Evacuated individuals are expected to leverage their personal insurance where available. ESS services are provided when personal insurance is not available or applicable to meet basic needs. The *ESS Standard of Care* ensures consistency and transparency for all evacuees supported by The City. Care for evacuees may be up to 72 hours or the end of the acute stage of the emergency, such as the lifting of an evacuation order.

To support coordinated service delivery, activation of the ESS team to support evacuated individuals triggers activation of the MEP and the opening of the EOC as required. This enables centralized information sharing, coordination among Agency members involved in the response, and the establishment of appropriate financial coding to track time and costs associated with the emergency or disaster.

5.4.3 Financial Coding

The City tracks financial costs and losses related to emergencies and disasters. Activation of the MEP triggers Finance to create financial coding specific to the activation, which is distributed through CEMA's Financial Event Notification process. The use of this specific coding ensures an accurate record of costs associated with the emergency or disaster and facilitates cost recovery from other orders of government or third parties. Expenditures will continue to be charged to the Dept ID Owner incurring the expense. Internal Agency members must use the appropriate coding to track all activities related to the emergency or disaster.

5.4.4 Purchasing and Supply

Agency members are required to comply with The City's established Procurement Policy and framework. This includes adherence to standard procurement processes, applicable regulations, and recognized best practices. Supply Management has an emergency procurement process that assists internal Agency members in expediting supply and equipment requirements, while maintaining a level of control, eliminating unnecessary purchases and

reducing the possibility of conflicting priorities between Agency members. This process also ensures adherence to legislative requirements that establish consistent policies, procedures, monetary thresholds and defined exceptions to ensure fair and transparent procurement practices.

Tactical Operations Centres

When the MEP is activated, the EOC coordinates the response to an emergency or disaster on behalf of The City. TOCs continue to manage their resources, with three key changes:

- Where practical, CEMA may request the Lead Agency to collocate their TOC with the EOC to enhance coordination, information flow, and unified decision-making.
- When a TOC is not co-located at the EOC, the Agency Representative functions as a critical liaison between the TOC and the EOC to support the integration of tactical operations with strategic direction and priorities.
- While TOCs may develop operational messaging, external communications must be aligned through the Crisis Communications Team in the EOC and are subject to DEM approval to ensure consistency with City-wide objectives.
- Financial and administrative processes associated with the MEP activation are applied. TOCs utilize the event-specific financial coding established through the EOC to ensure coordinated tracking of costs.
- Resource requests, prioritization, and supply coordination supporting EOC-identified objectives are routed through the EOC to ensure City-wide prioritization and allocation.

These changes ensure that the operations of TOCs and the EOC align cohesively in a coordinated and efficient response.

5.4.5 Management Exempt Staff Overtime Rate

The payment and processing of overtime for Unionized and Management Exempt City employees will be based on their current collective agreement or the *Exempt Staff Policy*, respectively. In some circumstances, specific letters of understanding may be negotiated by Labour Relations with Unions to facilitate the resolution of the emergency or disaster.

As outlined in the *Exempt Staff Policy*, the DEM will determine the appropriate Management Exempt overtime rate, taking into consideration:

- If the event is preplanned.
- The time of day/week.

- Whether the event is eligible for reimbursement or reconciliation from other orders of government or jurisdictions.
- Whether staff are being directed to respond outside of regular working hours.
- If the event has direct impacts on The City of Calgary.

The DEM is authorized to approve the use of the double overtime rate. Emergency or disaster overtime will be eligible for banking. The double overtime rate will end:

- When the MEP is deactivated, or
- When an alternate end date is approved by the CAO

Banked overtime incurred under an activation of the MEP must be taken as time off within 180 days after the deactivation of the MEP.

5.5 Operational Levels

CEMA's operational level is set by the DEM and used to determine the scope of resources and coordination necessary to ensure timely, effective response and recovery efforts.

CEMA has three operational levels:

- Routine Operations
- Elevated Watch
- Response

The "Routine Operations" level includes monitoring emerging events for situational awareness and small scale emergencies being independently managed by impacted Agency members.

The "Elevated Watch" level includes a heightened level of monitoring for situational awareness and potential escalation requiring coordination of additional Agency member resources. This may also include a pre-planned event.

The "Response" level indicates an emergency or disaster has occurred or is occurring that threatens the priorities of:

- Life Safety
- Critical Infrastructure
- Environment

- Economy
- Cultural Heritage

Or the situation may involve a reputational risk for The City of Calgary. A “Response” level typically requires a multi-Agency member coordinated response, and there may be the potential for resource requests from other jurisdictions.

5.6 Demobilization and Deactivation

5.6.1 Demobilization

The demobilization process involves the release of resources, including personnel, equipment and facilities, and the return to a state of readiness. Some of the essential elements of the demobilization process include:

- Removing equipment from activated facilities.
- Ensuring completion of logs and documents in the Incident Management System or as directed by the Documentation Unit Lead.
- Completion of hotwashes and debriefs in alignment with the After-Action Review Program.
- Coordination of transition to recovery, specific Agency members, and/or TOCs.

5.6.2 Official Records

All official records related to response and recovery from an emergency or disaster follow The City’s *Corporate Records Classification and Retention Schedule (CRCRS)*. *CRCRS* provides coding, item descriptions, alignment of responsibility, and retention / disposition schedules for official documents and copies.

All official records from Agency members are required to be uploaded into the Incident Management System or as directed by the Documentation Unit Lead, as this ensures The City’s records management policies are followed, and that all records related to an emergency or disaster are available for audit, the After-Action Review Program, *Access to Information Act* requests, and legal proceedings.

5.6.3 Deactivation

The MEP will be deactivated by the DEM once the additional coordination of Agency members is no longer required for the emergency or disaster and any remaining EOC objectives have been transitioned to recovery, specific Agency members, and/or TOCs. The DEM will notify all parties listed in the Notification Section 5.3 by a combination of email, text message and/or telephone call.

Once the MEP has been deactivated, the following changes take place:

- The specific financial coding created for the activation is no longer applicable to time or expenses after the time of deactivation.
- The double overtime rate, if in place, is no longer applicable to time after the deactivation unless extended by the CAO as per Section 5.4.6.
- Purchasing returns to normal City procurement processes.
- Communications returns to normal Marketing & Communications processes.

6. The City's Emergency Operations Centre (EOC)

6.1 Types of EOC Openings

There are four types of EOC openings:

- 1) Physical EOC Opening which takes place at The City's Emergency Operations Centre.
- 2) Virtual Emergency Operations Centre (VEOC) which takes place on a virtual platform such as Microsoft Teams.
- 3) Hybrid EOC Opening which is a combination of the physical and virtual openings.
- 4) Remote EOC Opening which occurs when the EOC is open, however CEMA staff and Agency members are operating from another location.

The EOC may be opened to support coordination and decision-making without an activation of the MEP. When the MEP is activated, an EOC will be established using one of the opening types describe above.

6.2 EOC Attendance

The DEM, in collaboration with the EOC Manager, will determine which Agency members are requested to attend the EOC to assist in the response and/or recovery. The determination will be based on which Agency members are most likely to be significantly impacted by, involved in the response to and/or recovery from an emergency or disaster. Agency members who are not requested to attend the EOC but identify a requirement to attend for operational or awareness purposes, may request an Agency Representative to attend, subject to approval by the DEM or EOC Manager.

6.3 Notification

CEMA will use its emergency notification system to notify P/S/T Agency Representatives as designated by each Agency member to request attendance at the EOC. Agency members will receive a notification through a telephone call, email, and/or text message indicating the EOC has opened and requesting an Agency Representative to attend, assuming communication systems remain operational during an emergency or disaster. Agency members are requested to acknowledge receipt of the notification.

In the event that communications systems are impacted by an emergency or disaster, Agency members should assume that the assistance of their Agency is needed and send an Agency Representative to the EOC to receive an in-person briefing.

6.4 Operational Staffing

There are a minimum of two on-call, rotational positions that are staffed 24/7 to ensure situational awareness, provide support to Agency members, and to provide a point of escalation should additional coordination be necessary. During high-demand seasons, additional staff may fill these on-call positions. These positions are:

- CEMA On-Call
- EOC Manager On-Call

The staffing levels and operational structure in an EOC opening will fluctuate depending on the specific needs for the emergency or disaster. The Concept of Operations allows for a scalable operational structure, as not every EOC opening requires that all positions and functions are staffed.

6.5 Concept of Operations

6.5.1 Concept of Operations – Operational Structure

During an opening of the EOC, the *AIMS* organizational structure is adapted to coordinate the functioning of the teams and individuals participating in the response. The coordinated response is aligned to CEMA priorities and EOC objectives. The intent of the coordinated response is to:

- Gather and analyze information related to the emergency or disaster and the impact on life safety, critical infrastructure, the environment, the economy, cultural heritage, and The City's reputation.
- Develop situational awareness to ensure all Agency members have a shared understanding of the emergency or disaster.
- Determine objectives for response, initial recovery, stabilization and demobilization.

- Identify and deploy resources to assist in response, initial recovery, stabilization and demobilization.
- Identify gaps in resources and develop strategies for resolution.

During an EOC opening, a Lead Agency may be designated by the DEM or EOC Manager based on the nature of event. The Lead Agency will typically be the Agency member leading the response or the Agency member most impacted by the emergency or disaster. The Lead Agency may change as objectives of the emergency or disaster evolve.

The operational structure is designed to be scalable and may be reduced or expanded depending on the nature of the situation and the number of Agency members required in the EOC.

6.5.2 Concept of Operations – EOC Team

During an EOC opening, in addition to the DEM, the following positions may be staffed within the EOC organizational structure:

- EOC Manager: Coordinates with Agency members in the EOC to set priorities and objectives for response and recovery efforts in consultation with the Lead Agency, if designated.
- Crisis Communications Team Lead: Responsible for enacting the Crisis Communications Plan and coordinating all communications to internal and external audiences, subject to the approval of the DEM.
- Liaison Officer: Responsible for coordinating communications with the PECC, Agency members not represented in the EOC, and other impacted or involved partners.
- Safety Officer: Responsible for monitoring the situation for risk exposures and overseeing the health, safety, and wellness of individuals working in the EOC. Provides advice on safety issues and has authority to halt or modify any unsafe operations.
- Finance: Responsible for establishing corporate financial coding, tracking response and recovery costs, and managing financial recovery operations, including any financial assistance programs from other orders of government.
- Legal: Responsible for providing legal, insurance, and risk management advice.
- Planning Section Lead: Responsible for facilitating all necessary contingency, deactivation, recovery, re-entry, and demobilization planning.

- Documentation Unit Lead: Responsible for the collection, recording, and storage of all emergency or disaster related documentation.
- Situational Awareness Section Lead: Responsible for collecting and verifying associated data throughout the emergency or disaster. Develops analytics and situation dashboards to provide key metrics.
- EOC Support: Responsible for supporting Agency members in the EOC in the use of information collection systems, Incident Management System processes, and other EOC procedures.
- Centre Support Lead: Responsible for overseeing the supplies, equipment, administrative processes, security, maintenance, and other logistics to ensure Agency members and the EOC staff have the resources to perform their roles. The Centre Support Lead oversees the ordering of food and refreshments for EOC personnel in alignment with EOC procurement processes and coordinates the EOC facility support requirements.
- Emergency Social Services Lead: Responsible for overseeing the ESS program. The ESS program is intended to meet the immediate and short-term needs of individuals impacted by an emergency or disaster.

6.6 Health, Safety and Wellness

It is recognized that during MEP activations and EOC openings, employees from across the corporation work extremely long hours, weekends, and holidays, in a high stress environment with little rest. Every attempt is made to cycle staff through the schedule to provide respite where possible.

The following programs and services will be provided to support staff and Agency members:

- Hosting (meals)
- Safe ride home options
- Access to fitness facilities

In alignment with The City's *Psychological Safety Framework* and to prepare them for the demands of an emergency or disaster, employees working in the EOC are provided access to psychological safety, mental health and wellness training courses.

In prolonged activations, the following additional programs and services will be provided to support staff and Agency members:

- On-site / on call access to a dedicated psychologist / psychiatrist or mental health professional

- Paramedical services with licensed therapists
- Canine assisted emotional wellness support
- Access to additional mental health and wellness support programs
- At the conclusion of an EOC opening / MEP activation, and at the discretion of the DEM, professional psychological debrief sessions will be offered to employees to provide a safe and supportive environment to reflect on experiences and access appropriate supports as needed.

7. State of Local Emergency

7.1 Overview

If a situation evolves into an emergency or disaster that overwhelms local resources or requires extraordinary measures to respond to or mitigate the emergency, a state of emergency may be declared at the local, provincial, or federal level.

In The City, the power to declare a SOLE is authorized by Section 21 of the *Act* and is delegated under Section 4 of the *Bylaw* to the Local Emergency Committee. As the subject matter expert, a SOLE should only be declared at the request of the DEM. Pursuant to Section 21(2)(c) of the *Act* a SOLE requires the identification of one or more powers that The City requires to respond to the emergency or a disaster. A SOLE should only be declared as the result of anticipating the need for a specific power or powers.

Powers granted to Council under a SOLE are set out in Section 19 and Section 24 of the *Act* and certain powers identified under the *Act* require The City to make information publicly available including the details of the power and the population affected by the exercise of the power.

7.2 Local Emergency Committee

Through the *Bylaw* Council has delegated the authority to declare a SOLE to the Local Emergency Committee. The Local Emergency Committee is made up of the Mayor and one other member of Council as designated by the Mayor.

In The City, the DEM recommends the declaration of a SOLE based on the nature of the emergency and the powers required by The City, and the declaration would then be made by the Local Emergency Committee as set out in Section 4 of the *Bylaw*.

7.3 Operational Changes During a SOLE

When a SOLE is declared, select additional powers are granted to the local authority. Although there are no changes to The City's operational structure during a SOLE, The City enacts internal purchasing processes that are triggered by a SOLE.

8. Communication

8.1 Communication Methods

There are several communication methods available to disseminate information during an emergency or disaster.

8.1.1 Alberta Emergency Alert

CEMA may issue an Alberta Emergency Alert (AEA) for emergencies or disasters when there is an immediate and life-threatening danger. An AEA provides the ability to broadcast an emergency alert quickly and directly to radio and television stations, wirelessly to mobile devices in a designated area, and to any individuals who have downloaded the AEA application to their mobile device.

A broadcast intrusive / critical alert may be issued by an authorized CEMA Team user through the AEA system when the following criteria are met:

- 1) The life or safety of people is at risk.
- 2) The risk is imminent, and
- 3) The alert provides critical and/or life-saving directions.

8.1.2 Media Availabilities & Media Releases

As outlined in The City's *Crisis Communication Plan*, the Crisis Communications Team has operational processes to schedule media availabilities and provide media releases. In consultation with the DEM, the Crisis Communications Team identifies key messages and subject matter experts to present at a media availability or to provide information in a media release.

Media availabilities and briefings will occur at the EOC media room. At the discretion of the DEM, other locations may be considered. Coordination of media availabilities and briefings is driven by EOC processes to ensure scheduling aligns with the needs of the EOC and the emergency / disaster.

8.1.3 Communications Channels & Mediums

As outlined in The City's *Crisis Communication Plan*, the Crisis Communications Team has operational processes to provide messaging via City channels. City channels may include but are not limited to, The City's public website, The City's social media platforms, 311, and other public-facing communication tools as appropriate.

8.1.4 Operational Briefings to Mayor, Council, and ELT

The DEM provides operational briefings as the situation evolves, and/or at the end of an operational period. These are provided via email and may include a

PDF attachment of key messages, situational awareness, and contact information, including when the next operational briefing will be provided.

8.2 Communications Fatigue

Communications fatigue can pose a significant challenge, especially in a prolonged emergency or disaster. The DEM and the Crisis Communications Team use several tools to combat communications fatigue. These include:

- Use of clear and concise key messages.
- Diversification of communication channels and mediums.
- Scheduling regular updates when information is continually changing.
- Leveraging technology, imagery, and infographics.
- Community engagement.

These tools offer methods to prioritize critical information, reach different audiences, manage expectations, explain technical information in visual ways, build trust and tailor messages.

9. Operational Annexes

9.1 Approval of Operational Annexes

As outlined in Section 2.3, the DEM approves the annexes containing operational procedures which support the MEP.

9.2 List of Operational Annexes

Operational Annexes
Annex A – Operational Guidance
Annex B – Procurement & Supply Procedures
Annex C – Functional Plans
Annex D – Incident Specific Plans
Annex E – Agency Member Roles and Responsibilities



Emergency Management Bylaw 25M2002 & Municipal Emergency Plan

EM2026-0368

22 April 2026

Recommendation

That Emergency Management Committee recommend that Council:

1. Give three readings to the proposed bylaw in Attachment 1 to amend the Emergency Management Bylaw 25M2002; and
2. Approve the Municipal Emergency Plan in Attachment 2.



Emergency Management Bylaw Amendment Summary



- Proposed amendments to:
 - The Director of Emergency Management title to reflect changes in organizational structure.
 - The reference to the Procedure Bylaw to reflect updated title.

The MEP outlines City response to and recovery from emergencies and disasters.

- **Response Coordination – Disaster Consultation Group**
- **Communication Pathways**
- **Emergency Social Services Standard of Care**
- **After-Action Program**
- **Additional Updates**



Recommendation

That Emergency Management Committee recommend that Council:

1. Give three readings to the proposed bylaw in Attachment 1 to amend the Emergency Management Bylaw 25M2002, and
2. Approve the Municipal Emergency Plan in Attachment 2.

