



# Calgary's Four Level COVID-19 Plan

## Activation Levels

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## EMERGENCY MANAGEMENT DECISION MAKING

The Calgary Emergency Management Agency (CEMA) works with our City of Calgary colleagues, government agencies, businesses, non-profit groups, first responders and citizens to promote and strengthen emergency preparedness, resilience and the coordinated response to, and recovery from, major emergencies and disasters in Calgary. The COVID-19 Global Pandemic is a dynamic event that requires rapid, coordinated decision making to enhance and support public safety.

### Emergency Management Priorities

Continued focus on our collective priorities ensures stakeholders can create common objectives and outcomes. For the response to COVID-19 our priorities remain:

- Life Safety
- Protection of Property (Critical Infrastructure)
- Economy
- Environment
- Cultural Heritage

### Principles of Pandemic Decision Making

1. Actions and outcomes will be balanced through the lens of COVID effects on:
  - The virus
  - The mental health and wellness challenge
  - The economy
2. Complete information may not always be available – decisions will be made with the best information available at the time
3. Strategies will be based in coordination, collaboration and the sharing of resources
4. An increase in risk will result in an increase in response
5. Flexibility is critical to match circumstances with appropriate tactics
6. Public Health will continue to be the lead of the response

### Legislated roles of Emergency Management

Through the Alberta Emergency Management Act there are four legislated roles including:

- a) prepare and co-ordinate emergency plans and programs for the municipality,
- b) act as director of emergency operations on behalf of the emergency management agency,
- c) co-ordinate all emergency services and other resources used in an emergency, and
- d) perform other duties as prescribed by the local authority.

CEMA fulfills these roles through application of the Municipal Emergency Plan and nurturing established relationships with our partners.

### Continued Learning

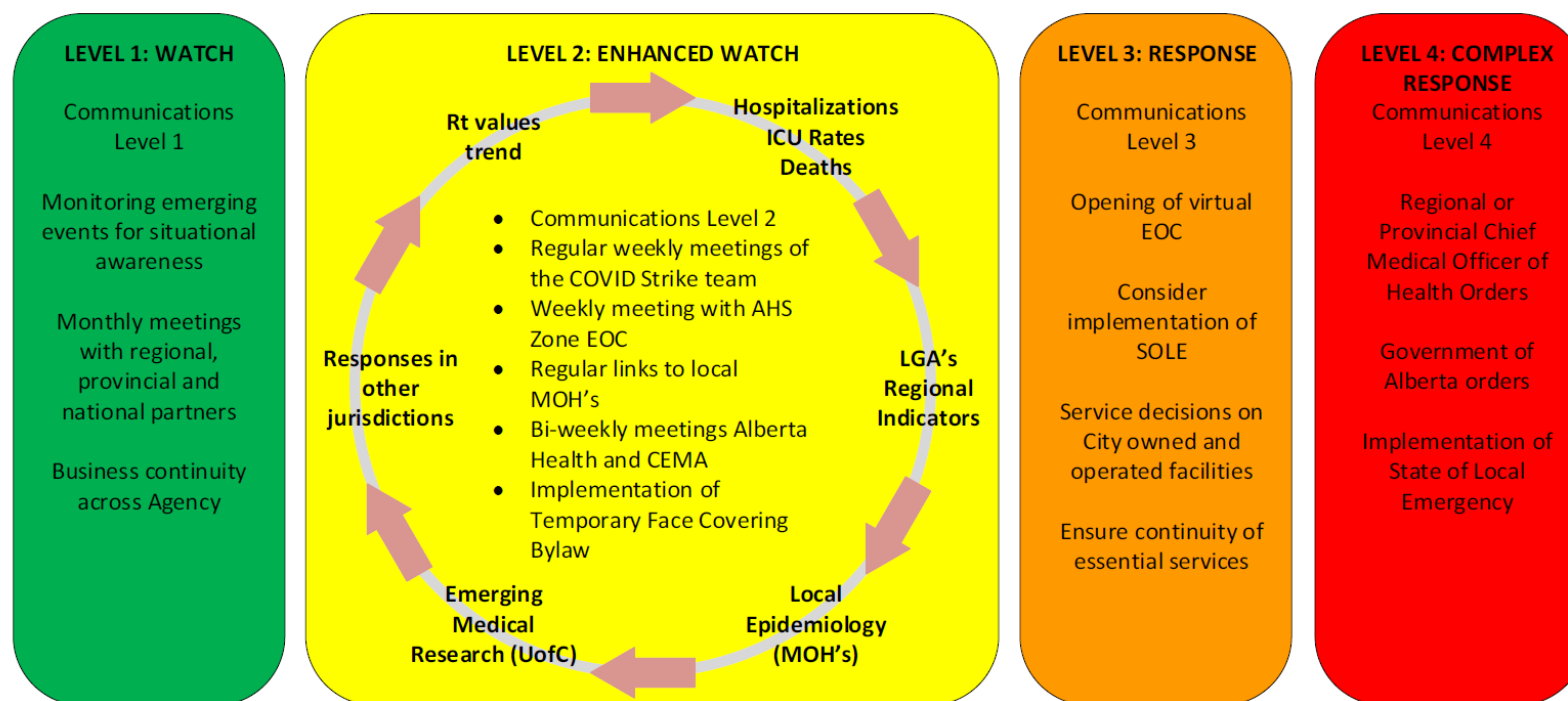
Through our mid event review strong themes of coordination and collaboration underpin the recommendations. Members of the Agency appreciate the role of CEMA and continue to look leverage our involvement in the COVID-19 response.

As COVID becomes part of our operating environment, focus is still needed to be ready and resilient to other disaster risks. There is new opportunity for coordination, collaboration and the sharing of resources.



## CALGARY'S FOUR LEVEL COVID-19 PLAN

CEMA's ongoing response to COVID-19 in Calgary is a dynamic process of continual evaluation and assessment. As an Agency, we have the ability to escalate and deescalate between levels when needed to match the event needs.



Refer to the Appendix for further description of the levels



## WHAT WE ARE MONITORING REGARDING COVID-19

### **R<sub>t</sub> value and Trend:**

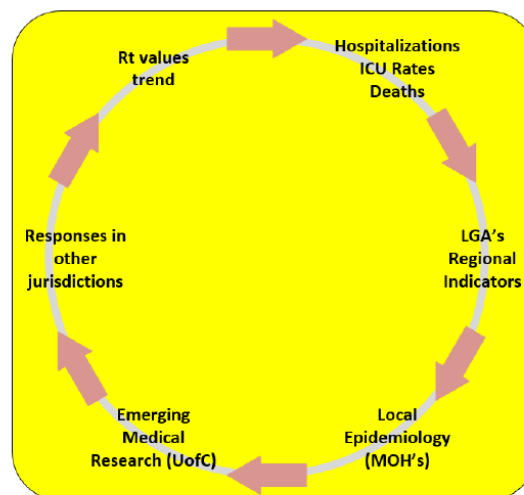
The R<sub>t</sub> Value represents the rate of transmission. For example, an R<sub>t</sub> Value of 2 would mean that every person with COVID-19 would transmit the virus, on average, to two other individuals.

### **Hospitalizations, ICU rates and Deaths:**

These indicators are analyzed daily with considerable importance attached to 7-day averages.

### **Responses in other jurisdictions:**

Calgary is committed to learning from the best practices of other jurisdictions. CEMA has well established networks and regular meetings with the Emergency Management partners in the Calgary Region, across Alberta, throughout Canada. Additionally, we continue to monitor best practices on the international stage.



### **Local Geographic Areas (LGA's) - Regional Indicators:**

Calgary has been divided into 16 LGA's to allow community-based analysis. The regional indicator for an LGA is calculated based on the number of active cases per 100,000 population.

Alberta Health indicates that greater than 50 active cases per 100,000 population triggers a status change to Watch for an LGA.

### **Emergency Medical Research:**

CEMA and key partners are continually monitoring emerging research to identify and understand new developments. This includes data provided by leading experts, the University of Calgary, partner updates, and open source data.

### **Local Epidemiology:**

Calgary's Medical Officers of Health bring knowledge and expertise of local challenges to the table for coordination and collaboration.





## APPENDIX: EXPLANATION OF LEVELS



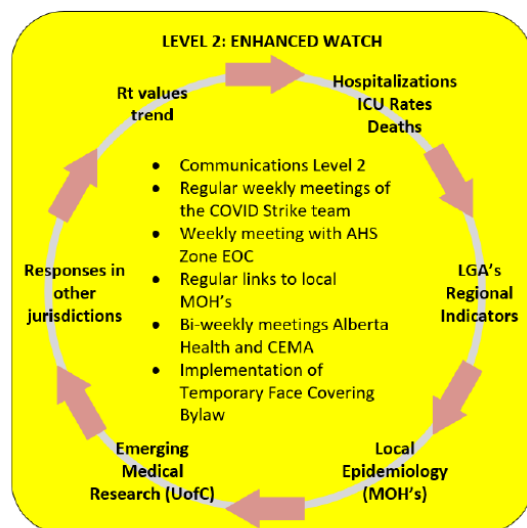
### Level 1: Watch

Emergency management addresses a full spectrum of activities – prevention, mitigation, preparedness, response and recovery.

At level 1, Watch, the Disaster Risk Assessment forms the road map for all hazard planning. Communications focuses on building a resilient community capable of bouncing back from disasters. The monitoring of emerging world issues and regular connection with industry partners ensures continuous learning and application of best practices.

Business continuity planning focuses on the continuation of critical services until a return to normal business operations is possible.

Emergency management requires a constant state of readiness.



### Level 2: Elevated Watch

At level 2, Elevated Watch, there is the requirement for increased centralization, collaboration and coordination of resources and communications. The Municipal Emergency Plan activation provides the foundation for this work.

Existing partnerships are enhanced and required stakeholder groups meet with increased frequency to deal with the changing environment. In the context of COVID, regular meetings with Alberta Health and Alberta Health Services works to ensure the timely and transparent sharing of information.

The COVID Strike team meets weekly to coordinate the response to numbers in Calgary's Local Geographic Areas. The team is able to endorse and support targeted actions within an LGA to help reduce the likelihood of the cases continuing to rise.

Tools, such as the temporary face covering bylaw support limiting the spread of COVID-19 and keeping Calgary open.



### LEVEL 3: RESPONSE

Communications  
Level 3

Opening of virtual  
EOC

Consider  
implementation of  
SOLE

Service decisions on  
City owned and  
operated facilities

Ensure continuity of  
essential services

### Level 3: Response

At level 3, Response, there is a greater need for coordinated strategies and tactics among CEMA's Agency members.

At this level, all communications from the City of Calgary, related to COVID-19, are coordinated from the virtual emergency operations center environment. The expertise of Calgary's Crisis Communications Team leads this effort.

The Emergency Operations Center activation allows for increased situational awareness to Agency members, cross agency and business unit planning and the early identification of service challenges and tracking of service decisions.

Level 3 activities may see the implementation of a State of Local Emergency (SOLE). Key triggers for this declaration may include:

- The delivery of City of Calgary essential services is predicted to be at risk or is compromised
- The response of Alberta Health Services requires the coordination of additional treatment facilities or morgues due to hospital loads
- The supply chain providing essential equipment or PPE for the City is at risk
- There is a need to fix the price of commodities within the City of Calgary

Focusing on essential services and supporting their continuity of operations allows for critical operations to continue.

### LEVEL 4: COMPLEX RESPONSE

Communications  
Level 4

Regional or  
Provincial Chief  
Medical Officer of  
Health Orders

Government of  
Alberta orders

Implementation of  
State of Local  
Emergency

### Level 4: Complex Response

At level 4, Complex Response, the local conditions are such that the Chief Medical Officer of Health or the Government of Alberta implements restrictions or orders for the local jurisdiction. These restrictions may be Province wide, unique to the municipality or unique to a Local Geographic Area.

The declaration of a State of Local Emergency supports the actions in place at the provincial level and ensures extraordinary powers are available to deal with the extraordinary circumstances.

The collective influence, power and authority of the Agency can be pooled to achieve evolving objectives.

Level 4 activities may see the increased focus on essential service delivery for the City of Calgary. Limited resources, whether human capital, resources or financial capital would aim to ensure the provision of all essential services is supported.