

## **EMERGENCY MANAGEMENT BYLAW 25M2002, AMENDING BYLAW**

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### **EXECUTIVE SUMMARY**

The Calgary Emergency Management Agency (CEMA) is a critical function of The City of Calgary providing leadership, support, and coordination in the areas of emergency management preparedness and response, as well as business continuity.

Effective 2015 January 01, a new business unit within the Community Services and Protective Services (CS&PS) Department will be established to perform CEMA services currently performed within the Calgary Fire Department. To facilitate this change, amendments are required to the Emergency Management (EM) Bylaw 25M2002, including assigning responsibility to the General Manager of CS&PS to appoint the Director of CEMA. In addition, sections 5(2) and 5(3) of the bylaw are proposed to be updated to reflect the City Administration and external membership of the Emergency Management Agency.

Cities around the globe are recognizing the increasing importance of emergency preparedness and response. Establishing CEMA as a separate business unit will facilitate its ability to achieve the vision to maximize the outcomes in the Comprehensive Emergency Management Model adopted by City Council. This will ensure that The City is at the forefront of emergency management in its capacity to be prepared for, respond to and recover from adverse events in the community.

Other transitional matters, associated with the CEMA structural change, are anticipated to require Council input consideration and direction. These include other consequential bylaw amendments and any implications the change may have for recommended emergency management improvement initiatives, for which Council has directed a report and implementation plan be provided by Administration by 2015 April (EM 2014-0414, 2013 Flood Internal and External Debrief Reports). Beyond a \$300,000 transitional provision included in Action Plan 2015-2018 proposals in 2014 November, the CEMA transfer is being undertaken within existing budget resources. The 2015 September Operating and Capital Budget Revisions Report, which covers the 2015 January 01 to June 30 period, would include any revisions required as a result of the 2015 January 01 CEMA structural change and transfer.

### **ADMINISTRATION RECOMMENDATION(S)**

That the Emergency Management Committee recommends that Council:

1. Give three readings to the proposed amending bylaw (Attachment);
2. Direct Administration to include in the 2015 September Mid-year Operating and Capital Budget Revisions Report any revisions arising from the 2015 January 01 CEMA structural change.
3. Direct Administration to return to Council no later than 2015 April with consequential changes to the Emergency Management Bylaw 25M2002 that may arise as a result of the transitional work associated with the 2015 January 01 CEMA structural change.

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**RECOMMENDATION OF THE EMERGENCY MANAGEMENT COMMITTEE, DATED  
2014 OCTOBER 29:**

That Council:

1. Give three readings to the proposed **Bylaw 73M2014** (Attachment);
2. Direct Administration to include in the 2015 September Mid-year Operating and Capital Budget Revisions Report any revisions arising from the 2015 January 01 CEMA structural change.
3. Direct Administration to return to Council no later than 2015 April with consequential changes to the Emergency Management Bylaw 25M2002 that may arise as a result of the transitional work associated with the 2015 January 01 CEMA structural change.

Excerpt of the Minutes of the Regular Meeting of the Emergency Management Committee, dated 2014 October 29:

- “4. That Report EM2014-0824 be forwarded to the 2014 November 03 Combined Meeting of Council as an item of Urgent Business; and
5. That the in camera discussions remain confidential under Sections 20(1)(a) and 24(1)(a)(c) and (d) of the *Freedom of Information and Protection of Privacy Act*.”

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2002 May 27, Council approved the report, C2002-48, ‘Disaster Services Bylaw’ that set out the emergency management requirements of a municipality outlined in the Government of Alberta’s then Disaster Services Act that are contained in Bylaw 25M2002 Disaster Services Bylaw.

On 2003 October 6, report APA2003-53b, “Bylaw Changes for Implementation of the Management Accountability Enhancement Project”, was approved by Council amending several bylaws, including the Bylaw 25M2002.

A further amendment to the Disaster Services Bylaw was approved by Council on 2008 April 14 via Bylaw Tabulations (Amending Bylaw 23M2008), to update the terminology from Disaster Services to Emergency Management and to identify the agency’s membership.

**BACKGROUND**

The Calgary Disaster Services Agency was established in 2002 as a division within the Calgary Fire Department. It was subsequently renamed the Calgary Emergency Management Agency in 2008. The agency provides The City of Calgary with leadership, support, and coordination in the areas of prevention, mitigation, preparedness, response and recovery from an emergency or

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disaster as well as business continuity. Recognizing CEMA's important and expanding role, effective 2015 January 01, CEMA will move to its own City of Calgary business unit, with a dedicated Director. This business unit will continue to form part of the Community Services & Protective Services (CS&PS) Department.

Since its inception, CEMA has evolved along with a growing recognition of the importance of emergency management within The City of Calgary. By positioning this function as a distinct business unit, The City sets the stage to continue to build the unique partnerships and relationships CEMA has within The City and across the community that allow it to be a leader in emergency preparedness, response and recovery.

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

The Emergency Management Bylaw 25M2002 identifies the Calgary Fire Department Fire Chief as the Director of CEMA. With the transition of CEMA from the Calgary Fire Department to its own business unit, a dedicated Director will be appointed to lead the agency, necessitating a change to the current bylaw.

To facilitate the change to the Director of CEMA, the bylaw amendment proposes that Section 6(1) provide that the Director be appointed by the General Manager, Community Services & Protective Services, rather than the Fire Chief being the Director of CEMA. This amendment is necessary to ensure the legislative authority is in place upon the commencement of CEMA becoming its own business unit. In the event that a Director is not appointed before 2015 January 01, the General Manager, CS&PS, will appoint an Acting Director until such time as the Director of CEMA position is filled.

To reflect current agency membership, the bylaw amendment revises Sections 5(2) and 5(3) to reflect the current City and external members of CEMA.

To address all issues, including the bylaw change to accommodate a new leadership structure, a transition process has been initiated and preliminary meetings with leadership and stakeholders of the Calgary Fire Department, Calgary Emergency Management Agency and enabling delivery services have occurred. The transition process will include necessary consultation with CEMA partners and stakeholders, and the anticipated core transition timeframe is four to six months to ensure all the appropriate areas have been identified, along with the financial and human resource components. Some implementation measures may continue beyond this time period.

There will be additional CEMA matters, relating to this transition that will require Council's consideration in the future. Three are mentioned below.

Future amendments to the EM Bylaw will be necessary, including changing the methodology for updating the list of agency members. Currently, an amendment to the bylaw is required each time agency members change. A streamlined process, anticipated to be aligned with the new leadership structure, will be developed to minimize the need to amend the bylaw each time members change. Consequential changes to the Emergency Management Bylaw arising from

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the transition activities will return to the Emergency Management Committee of Council no later than 2015 April.

A \$300,000 transitional budget amount is being proposed by Administration in Action Plan 2015-2018 for Council approval in 2014 November. The 2015 September Operating and Capital Budget Revisions Report, which covers the 2015 January 01 to June 30 period, is planned to include any revisions required as a result of the 2015 January 01 CEMA structural change and transfer. Council direction is requested in this regard.

In accordance with recommendations adopted by Council in report EM2014-0414, 2013 *Flood Internal and External Debrief Reports*, CEMA is preparing a work plan and implementation actions for 2015 April. The CEMA structural change will provide a new platform from which the work plan and implementation actions can be developed, and will be considered in the report and plan presented to the Emergency Management Committee and Council. At the same time, recommendations will be presented regarding the role of the Emergency Management Committee, along with findings from the independent review of the Recovery Operations Centre.

Other matters, associated with the CEMA structural change, requiring the EM committee and Council's input, consideration and direction, will be brought forward by Administration.

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

The Law Department prepared the amending bylaw to reflect the change with respect to the appointment of the Director of CEMA as well as updating agency membership.

### **Strategic Alignment**

The 2020 Sustainability Direction in the focus area of:

- *Community Well-being*: Safety and Resiliency - Calgary, its communities and neighbourhoods are safe, resilient and supportive.
- *Sustainable Corporation*: Effective Service Delivery – Services and service levels, business plans and budgets for external and internal programs are aligned to long-term goals, policies, and citizen priorities through regular review and citizen engagement.

Council Priorities from 2015-2018 Action Plan:

- *A City of Inspiring Neighbourhoods*: Keep communities safe by meeting and maintaining standards for crime prevention, fire response and enforcement.
- *A Well-Run City*: Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

Council's Fiscal Plan for Calgary 2012-2014:

- Ensuring every Calgarian lives in a safe place and has the opportunity to succeed.

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

CEMA will continue to provide a valuable service to Calgarians by coordinating the services of Agency Members and Partners during emergency events in the city of Calgary.

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### **Financial Capacity**

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

The CEMA structural change is planned to be carried out within existing budget resources provided to the Calgary Fire Department, which includes the current CEMA function. However, some consequential transition matters have been anticipated. For this purpose, a base provision of \$300,000 for 2015 has been included in Administration's 2015-2018 Action Plan proposal for 2014 November deliberations. Funding for this amount is in line with Council's direction for indicative tax rates for 2015-2018. The 2015 September Operating and Capital Budget Revisions Report, which covers the 2015 January 01 to June 30 period, is planned to include any revisions required as a result of the 2015 January 01 CEMA structural change and transfer. Council direction is requested in this regard.

While beyond the scope of this structural change and transfer, a process has been initiated to confirm existing CEMA strategies, and establish new strategies where needed, in regard to the future of emergency management and associated activities within The City of Calgary and for Calgary. This process may yield future resource needs, which would be brought forward for consideration by Council at a future adjustment period or business cycle, and no earlier than 2016.

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

None associated with the amending bylaw.

#### **Risk Assessment**

No significant risks have been identified. It is anticipated that there will be no impact to the operation of the Calgary Emergency Management Agency when a dedicated Director is leading the emergency management coordination. The Fire Chief will remain the Director of CEMA until 2014 December 31 as per the existing bylaw. A transition plan and team has been established to mitigate any transition risks.

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

The Calgary Emergency Management Agency is becoming its own business unit within the Community Services and Protective Services Department, effective 2015 January 01. The recommendations address consequential bylaw amendments and budget process matters associated with this change.

#### **ATTACHMENT**

**Proposed Bylaw 73M2014**