



CEMA 2015 READINESS

2015 READINESS

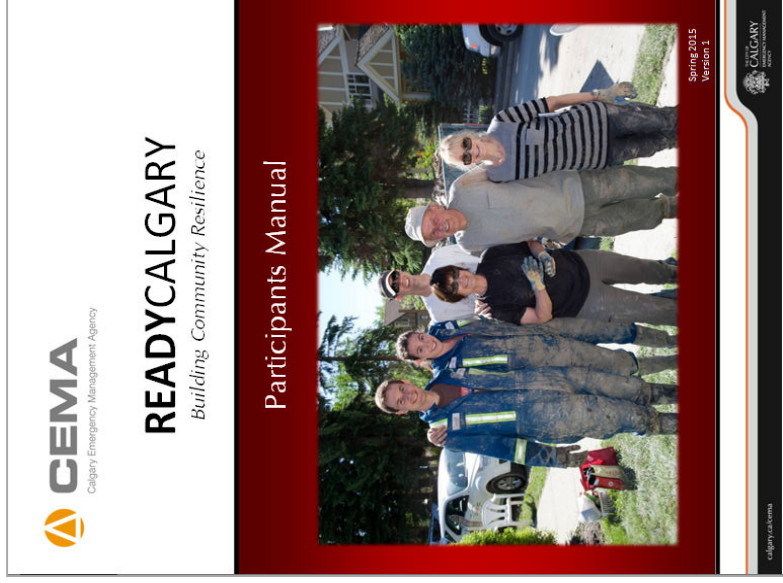
In 2013, The City of Calgary had an opportunity to test its emergency management plans. As a result of the need to continually learn and advance emergency management, The City has continued to strengthen existing plans. The debrief and review process of the 2013 flood began in the fall of 2013 and over the last 18 months a number of initiatives have already been implemented to help further strengthen the overall response to, and initial recovery from, any large-scale emergency. Since our 2014 July 04 update, The City, Calgary Emergency Management Agency (CEMA) members, partners and staff have continued to address recommendations from the Conference Board of Canada Report, “Forewarned and Forearmed”, and the 2013 Flood Internal Debrief Results. This attachment highlights some of those key accomplishments that have made Calgary more prepared for all emergencies including:

- Developed and piloted READYCalgary, a community resilience train-the-trainer program focused on emergency preparedness and empowering the community. Community sessions are scheduled throughout 2015 and *Action Plan 2015-2018*.
- Developed business continuity handbook and templates to support Calgary small businesses strengthen their resiliency during crisis.
- Improved the Common Operating Picture (COP) and finalized terms of use and COP training for Calgary Police Service, Calgary Fire Department and The City of Calgary Roads so the COP could be updated directly by the business during emergency events.
- Administrative Leadership Team approved the Corporate Business Continuity Framework under Administration Policy GN-039, to ensure the continued provision of services during disruptions caused by emergencies or disasters, and ensures the creation of rigorous business continuity plans by all business units.
- Completed the Vendor Contact List to strengthen The City’s ability to identify, contact and procure resources during an emergency.
- City Clerk’s has worked with Corporate Properties & Buildings (CPB) to identify an appropriate location for a back-up Council Chamber.
- Human Resources and CEMA are working together with business continuity coordinators on the development of a skills inventory tool to assist in staff planning in the event of an emergency.
- The Recovery Operations Centre (ROC) has held meetings with the Government of Alberta to advocate on Calgarians behalf with regards to the Disaster Recovery Process (DRP) and encouraged DRP officials to provide support and participate with ROC at open houses.

COMMUNITY RESPONSE

Supports Conference Board of Canada recommendation: *Develop a comprehensive volunteer framework that can build a skills inventory that ensures people with appropriate skill sets are used for the right jobs and; advance private sector preparedness and business continuity education.*

Strategy	2015 Readiness
Build and maintain neighbourhood resiliency through personal preparedness, 72-hour kits and community preparedness and recovery plans.	Developed and piloted READYCalgary, a community resilience train-the-trainer program focused on emergency preparedness. Community sessions are scheduled throughout 2015 and the Action Plan.



READYCalgary is a train-the-trainer program developed by CEMA on behalf of The City of Calgary. The program aims to achieve three main goals for all Calgarians:

1. To actively engage and empower individuals to create a whole community.
2. To educate and inform Calgarians on the importance of emergency preparedness.
3. To develop forms of resilience to the negative impacts of future disasters.

Specifically divided into two sections, the program is a comprehensive overview of emergency preparedness, response and recovery activities. It covers topics such as 72-hour kits; evacuation procedures; household emergency action planning and testing; and psychosocial support resources for individuals and families; to business continuity practices and how to organize community support teams (CST) and volunteer efforts for neighbourhood and community groups.

COMMUNITY RESPONSE

Supports Conference Board of Canada recommendation: *Develop a comprehensive volunteer framework that can build a skill inventory and ensures people with appropriate skill sets are used for the right jobs; and advance private sector preparedness and business continuity education.*

Strategy	2015 Readiness
Build and maintain neighbourhood resiliency through personal preparedness, 72-hour kits and community preparedness and recovery plans.	The business continuity handbook and templates were developed to support Calgary small businesses strengthen resiliency during crisis.

Many businesses require additional preparation to deal with a major event or disruption. A disruption could be a major disaster affecting the entire city or it could be as simple as a power outage. To help small businesses understand business continuity and get started on disaster planning, CEMA developed a business continuity handbook and template. CEMA then partnered with the Chamber of Commerce and Calgary Economic Development to celebrate business successes, promote the handbook and a new emergency registry for regional businesses. For Business Continuity Week in 2015 March, CEMA and the Chamber again partnered to promote business continuity with a weeklong *Report to Calgarians* campaign.



COMMUNICATIONS

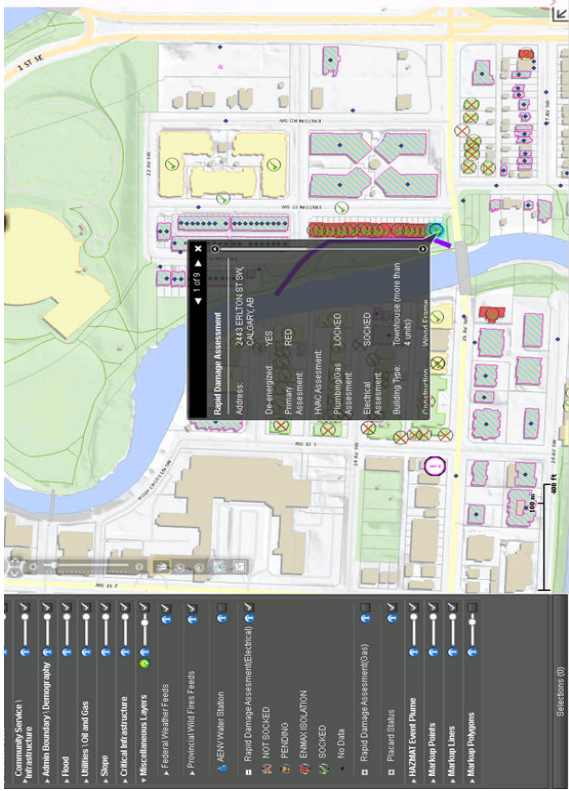
Supports Conference Board of Canada recommendation: Enhance information-sharing between levels of government, partners and field operations.

Strategy	2015 Readiness
Enhance mapping and website capability to support citizen and frontline staff access to accurate, timely information on road closures, impacted areas and available community services.	Improved the Common Operating Picture (COP) and finalized terms of use and COP training for Calgary Police Service, Calgary Fire Department and The City of Calgary Roads so that the COP could be updated directly by the business during emergency events.

The COP has continued to develop since the 2013 flood with a number of enhancements to both process and functionality related to the lessons learned from this event. Process improvements include training those agency members who typically have the most information required for the COP to input it into the system directly, as opposed to using a proxy at the Emergency Operations Centre (EOC). This training program will increase the speed with which information is entered into the COP during events while also freeing up resources at the EOC. Terms of use and terms of reference documents have also been developed for the COP, which together provide a clear understanding of roles, responsibilities, and expectations for use of the system by CEMA staff and agency members.

Additionally, CEMA agency members Infrastructure & Information Services (IIS), Inspection & Permit Services (IPS), and Customer Service & Communications (CS&C) (3-1-1), have developed a process to streamline data inputs into the COP relating to damage assessments collected during emergencies, which will tremendously speed up and simplify the access to this information for all agency members.

Functional enhancements include the deployment of a several new tools into the COP, the most important of which will allow for much better field level evacuation maps to be printed and shared with those agency members responsible for evacuation efforts. New tools also enhance the EOC's ability to geographically track social media posts related to disasters with Instragram now being integrated into the COP and the pre-existing Twitter receiving an upgrade.



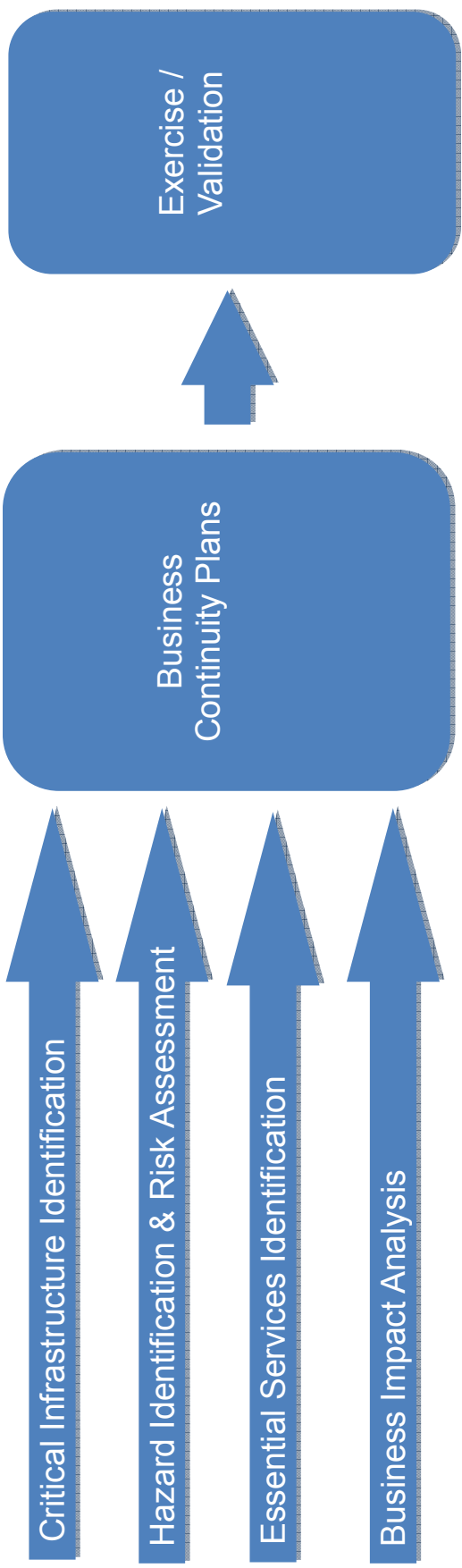
BUSINESS CONTINUITY

Supports Conference Board of Canada recommendation: *Strengthen EOC relationships and communication with clearly defined roles, responsibilities and authority.*

Strategy	2015 Readiness
Develop Corporate business continuity policy, templates and coordination to mitigate service disruption, identify interdependencies and reduce supply chain vulnerability.	Administrative Leadership Team approved the Corporate Business Continuity Framework, Administration Policy GN-039, to ensure the continued provision of services during disruptions caused by emergencies or disasters, and ensures the creation of rigorous business continuity plans by all business units.

On 2014 July 29, the Administrative Leadership Team approved an Administration Policy for Business Continuity Planning. This policy requires all business units to develop business continuity plans that adhere to a framework derived from standards of excellence, and requires CEMA to provide education, leadership, and resources to assist business units in this endeavour. As such, CEMA has developed and distributed templates for every part of the approved Business Continuity Framework, and continues to engage all business units to harmonize business continuity planning across the corporation through the Business Continuity Coordinator network.

Business Continuity Planning



BUSINESS CONTINUITY

Supports Conference Board of Canada recommendation: *Strengthen EOC relationships and communication with clearly defined roles, responsibilities and authority.*

Strategy	2015 Readiness
Identify and improve stock management to expedite resource acquisition during times of crises and shortages.	Completed the Vendor Contact List: Strengthens City ability to identify, contact and procure resources during an emergency.



Following the Calgary Flood of 2013 debrief, one of the critical documents identified was the list of vendors. Enhancements included providing key personnel contact information rather than a general service number. This would allow The City to contact the vendor at non-standard hours in the event of an emergency.

The Vendor Contact List was completed as of 2014 May. This was completed by gathering a list of all the vendors that were used during the 2013 flood as well as any vendors that could provide key goods and/or services for any event.

Each vendor was contacted and asked for decision making contact name and number. Copies of the list were provided to CEMA, saved on the Finance & Supply S: drive, printed and placed at the EOC. The list contains key vendor information and contacts by commodity. The information in the list is confidential as it contains home and cell phone information for the key contacts at the vendor. Finance & Supply will be investigating possible improvements and updates through a request for information.

BUSINESS CONTINUITY

Supports Conference Board of Canada recommendation: *Strengthen EOC relationships and communication with clearly defined roles, responsibilities and authority.*

Strategy	2015 Readiness
Enhance flood mitigation strategies for City facilities and critical infrastructure.	City Clerk's has worked with Corporate Properties & Buildings to identify an appropriate location for a back-up Council Chamber.

As approved by Council in 2014, City Clerk's and CPB worked to identify an appropriate venue for a back-up Council Chamber. The venue would provide an alternate legislative meeting space with similar functionality to the Council Chamber in the case of a required re-location.

The location selected is the City Appeal Boards hearing room. The scope of the \$175K project includes audio/visual and administrative upgrades to meet the requirements of Council. The project specifies that the upgrades must also benefit the current occupants, including the Subdivision and Development Appeal Board (SDAB), which uses the facility on a regular basis. As of 2015 March 9, the planning and design of the required technological upgrades has been completed. Installation is expected to be complete, and the room ready for use, by mid-May 2015.



RESOURCE MANAGEMENT

Strategy	2015 Readiness
Develop the ability to relocate staff based on a skills inventory to assist in emergency-related tasks.	Human Resources (HR) and CEMA are working together with business continuity coordinators on the development of a skills inventory tool to assist in staff planning in the event of an emergency.



The Employee Skills Inventory identifies competencies, education, licenses and training required to support the delivery and continuity of City essential services in the event of an emergency event. HR worked in conjunction with CEMA and the various business unit continuity coordinators (BUCC), to complete the preliminary list of skills required.

The second phase involves the deployment of the skills inventory to employees to have them tell us which of the skills they have. The inventory will be released in coordination with the BUCC's and future activation of the City employee portal (eHR), which will facilitate the ability to reach out to all employees.

The engagement of employees in essential service skills identification will enable The City to leverage a highly skilled workforce during an emergency.

CUTTING RED TAPE

Supports Conference Board of Canada recommendation: *Strengthen EOC relationships and communication with clearly defined roles, responsibilities and authority; and Enhance information-sharing between levels of government, partners and field operations.*

Strategy	2015 Readiness
Recognize the ongoing impact of the flood on citizens and continue to identify opportunities to reduce bureaucracy while speeding up processes that aid recovery.	In an emergency, it is vital that CEMA receive critical assessment data in 'real time' necessary for decision making purposes regarding re-energizing homes/buildings and allowing citizens to re-enter their homes/buildings as quickly and safely as possible.

Led by Planning & Development, the Data Collection & Reporting project involved multiple stakeholders to establish processes and tools used for data assessments and reporting. From an operational perspective, it is necessary to identify a streamlined process which ensures efficient use of the Planning & Development services (safety codes officers), while having the ability to establish linkages between the multiple technology systems supporting the data flow across multiple business units and departments, and have the ability to create reports.

Major key successes from this project include:

Structure:

- Provided clarity of roles and responsibilities of the key players in the processes.
- Established linkages between critical data (i.e. assessed addresses to Service Requests to Non-Permits) allowing for easy tracking for operational purposes.
- Established structure for data reporting model.

Consistency:

- Creation of standard reference tools for data collection to ensure consistency in data collection and reporting,

Collaboration:

- Strong collaboration between multiple departments, business units and divisions from both a system and resource perspective.

Tools

- High level data and communication process flow (see attached PDF).
- COP map in the EOC after an assessment has been conducted (see attached map).
- Safety codes officers reference card to be carried by them in the field during their assessments to ensure consistency in data assessment (see attached SCO card).
- Data reporting model.
- Placards and information packages.

CUTTING RED TAPE

Supports Conference Board of Canada recommendation: *Strengthen EOC relationships and communication with clearly defined roles, responsibilities and authority; and Enhance information-sharing between levels of government, partners and field operations.*

Strategy	2015 Readiness
Advocate for efficient, sufficient and timely financial relief for flood-affected citizens in the Provincial Disaster Recovery Program.	The Recovery Operations Centre (ROC) has held meetings with the Government of Alberta to advocate on Calgarians behalf with regards to Disaster Recovery Process (DRP) and encouraged DRP officials to provide support and participate with ROC at open houses.

The Recovery Operations Centre has worked collaboratively with the Government of Alberta (GoA) and corporate partners such as Calgary Police Service and Alberta Health Services (AHS) to understand, monitor and support our citizens' well-being following the flood. Hosting and participation in community open houses, correspondence with Council members, continued monitoring through direct work with communities, direct support and access to information offered through partners such as the Canadian Red Cross (CRC), mail out packages to flood impacted residents to continue outreach and information sharing, and correspondence with the GoA have been the focus of 2014-2015 activities. Over 6,000 Calgarians were engaged at various open house events and community activities by City and provincial staff offering flood related information.

The ROC continues DRP and flood recovery advocacy for flood impacted citizens. ROC meets regularly with the Government of Alberta to address issues and identify solutions such as:

- Additional DRP staff and outreach in the Calgary office to expedite application processing
- Continuation of Property Tax Relief Program
- Extension of the Flood Permit Grant Program to 2015 December in partnership with the Canadian Red Cross
- Collaborative sharing of information with stakeholders (Government of Alberta, nongovernment agencies, partners, City of Calgary business units) to timely raise issues and identify solutions.

