June 2013
Flood Internal Debrief Results

Emergency Management
Committee
June 2014

CEMA
Calgary Emergency Management Agency

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	Disaster readiness Implemented by Spring 2014
1. Build and maintain neighbourhood resiliency through personal preparedness, 72-hour kits and community preparedness and recovery plans.	i. Continued to engage community associations and agencies to identify emergency preparedness needs and resiliency opportunities. ii. Developed ongoing community training opportunities to support emergency preparedness and resiliency. iii. Presented information on individual and community preparedness at community open houses and workshops to educate Calgarians regarding preparedness.
2. Support resiliency of vulnerable populations, including preparing for, responding to and recovering from a disaster.	i. Enhanced community collaboration through expanded relationships with non-profit and community organizations to strengthen the resiliency of vulnerable populations and neighbourhoods. ii. Strengthened relationships with post-secondary institutions to support academic involvement in the development of strategies and tactics to support vulnerable populations. iii. Drafted a multi-agency vulnerable population plan developed to support the relocation of shelters in the event business continuity plans for agencies serving these populations encounter logistical challenges.
3. Streamline response and recovery efforts for evacuees.	i. Continued to engage community associations and agencies to identify emergency preparedness needs and resiliency opportunities.
4. Build a volunteer and donation management strategy that allows non-government organizations to support these needs during a large-scale emergency.	i. Identified and continued to collaborate with appropriate non-government organizations with the capacity and capabilities to provide volunteer and donation management support during a large-scale emergency.

COMMUNICATIONS

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

Strategy	Disaster readiness Implemented by Spring 2014
5. Strengthen information sharing to support stakeholder preparedness, response and recovery expectations and needs.	i. Completed a comprehensive Crisis Communications Plan to further support effective and timely communications for citizens and employees during a large-scale emergency. ii. Hosted a joint CEMA-Defence Research & Development Canada event to identify best practices in social media for emergency management. iii. Identified opportunities for improving communications with the Emergency Management Committee of Council during large-scale disasters.
6. 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.	i. Implemented improvements to Corporate online mapping to allow faster mapping of information to support informed, timely decision-making by operational staff and the creation of online maps for citizen use. ii. Strengthened collection and integration of field data to be used by the Emergency Operations Centre during a large-scale emergency to enhance situational awareness and support timelier, effective decision making. iii. Expanded CEMA notification procedures to ensure timely notification of members and partners during a potential crisis.
7. Implement improvements to the Emergency Operations Centre facility, communications infrastructure and information systems to support more timely, effective collaboration, decision making and information sharing.	i. Implemented emergency management software enhancements to support emergency response and recovery planning.

BUSINESS CONTINUITY

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

	Strategy		Disaster readiness Implemented by Spring 2014
8.	Develop Corporate business continuity policy, templates and coordination to mitigate service disruption, identify interdependencies and reduce supply chain vulnerability.	i. ii.	Distributed business continuity packages across the Corporation to support the development of consistent business continuity plans. Continued business impact analysis workshops with City business units to advance business continuity plan development.
9.	Identify and improve stock management to expedite resource acquisition during times of crises and shortages.	i.	Increased on hand supply of public safety equipment.
10.	Enhance flood mitigation strategies for City facilities and critical infrastructure.	i.	Identified additional critical infrastructure and geographical hazards.
11.	Expand workforce planning to include staffing plans that support business continuity during large-scale emergencies.	i. ii.	Updated staff call out lists and designated off site locations for hard copies for easy access by supervisors during an emergency. Develop strategies to mitigate the cost of loss of productivity for City staff.
12.	Enhance emergency management, response and initial recovery.	i. i. ii.	Clarified response and recovery roles and responsibilities of City business units and partners. Develop strategies that support ease of access to networks and facilities for frontline staff assisting in an emergency while adhering to appropriate information security protocols. Completed a municipal self-assessment submission for accreditation by the Emergency Management Accreditation Program to support continuous evaluation against industry best practices and standards.
13.	Provide regular testing and modification of roles, responsibilities and decision-making processes.	i. ii.	Expand emergency management training and exercises to include waste management and community rehabilitation. Develop processes to retain operational knowledge and strategies employed during response and recovery.

RESOURCE MANAGEMENT

	Strategy		Disaster readiness Implemented by Spring 2014
14.	Develop the ability to relocate staff based on a skills inventory to assist in emergency-related tasks.	i.	Incorporated additional facility and other critical infrastructure data from CEMA members and partners into the Common Operating Picture used by EOC for emergency management.
15.	Strengthen Tangible Capital Asset reporting to develop a cross-departmental database of resources, attributes and location.	i.	Implemented an Emergency Procurement Plan that outlines emergency vendor resources across areas essential for response and initial recovery, contingency plans and a framework for Corporate procurement.

WORKFORCE SAFETY AND WELLBEING

Supports Conference Board of Canada recommendation: *Prioritize and address the mental health and wellbeing of EOC officials and first responders.*

	Strategy	Disaster readiness Implemented by Spring 2014
16.	Develop alternative compensation mechanisms for staff required to work overtime during large-scale emergencies that understands the increased demands placed upon staff while maintaining transparency with citizens.	i. Work in progress with The Government of Alberta.
17.	Develop provisions for disaster response to be incorporated into the comprehensive employee health and safety system.	Ongoing: i. Revised Human Resources policies to be used during an activation of the Municipal Emergency Plan based on learnings from the flood. ii. Developed Human Resources FAQ templates to better support information sharing regarding personnel and workplace issues with City leaders during an emergency.
18.	Incorporate into operations strategies that monitor the work demands, shift schedules and work life balance of employees during large-scale emergencies.	i. Completed CEMA's Concept of Operations, which designates a Safety Officer during an emergency response who is responsible for City employee wellness, fatigue management and other hazards.

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	Disaster readiness Implemented by Spring 2014	
19.	Recognize the ongoing impact of the flood on citizens and continue to identify opportunities to reduce bureaucracy while speeding up processes that aid recovery.	i.	Provided tax relief for citizens impacted by the flood.
		ii.	Introduced changes to the Development Permit Application process to improve access and expedite development application processes for citizens impacted by the flood.
		iii.	Initiated planning that supports citizen engagement and responsibility for their own recovery (i.e. citizen self-assessment of property).
20.	Advocate for efficient, sufficient and timely financial relief for flood-affected citizens in the Provincial Disaster Recovery Program.	i.	Conducted an initial review of City involvement in the provincial Disaster Recovery Program to identify opportunities to work with the Government of Alberta to reduce bureaucracy, support resilient recovery and accelerate aid to citizens.
		ii.	Sought clarification on behalf of Calgarians regarding provincial direction on flood plains.