Municipal Emergency Plan

June 2025
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 *Emergency Management Act*	2010 September 8
005	Complete revision of the Municipal Emergency Plan	2017 August 2
006	Update references to revised *Emergency Management Act*, *Local Authority Emergency Management Regulation*, 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 25

Acronyms & Abbreviations

AEA	Alberta Emergency Alert
AEMA	Alberta Emergency Management Agency
AIMS	*Alberta Incident Management System*
ANSI	American National Standards Institute
CAO	Chief Administrative Officer
CBCP	*Corporate Business Continuity Plan*
CEMM	Comprehensive Emergency Management Model
COO	Chief Operating Officer
CRCRS	*Corporate Records Classification and Retention Schedule*
CSA	Canadian Standards Association
CEMA	Calgary Emergency Management Agency
DCG	Disaster Consultation Group
DEM	Director of Emergency Management
DDEM	Deputy Director of Emergency Management
DRA	*Disaster Risk Assessment*
DRR	*Disaster Risk Report*
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
LEMR	*Local Authority Emergency Management Regulation*
MGA	*Municipal Government Act*
MEP	Municipal Emergency Plan
NFPA	National Fire Protection Association
PECC	Provincial Emergency Coordination Centre
P/S/T	Primary / Secondary / Tertiary
RSA	*Revised Statutes of Alberta*
SOLE	State of Local Emergency
The *Act*	The Alberta *Emergency Management Act*
The *Bylaw*	The City of Calgary's *Emergency Management Bylaw 25M2002*
The City	The City of Calgary
TOC	Tactical Operations Centre
VEOC	Virtual Emergency Operations Centre
Note: *italicized* 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.

This version of 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 an organization 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 overall 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 (LEMR)* and as set out in The City's *Emergency Management Bylaw 25M2002 (*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 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.

    o **External Agency member:** An invited external organization

    o **Internal Agency member:** A City of Calgary business unit or section

- **Agency Representative:** Each Agency member identifies three representatives and designates them as their primary, secondary and tertiary (P/S/T) Agency representatives. These Agency representatives must have 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.

- **Calgary Emergency Management Agency (CEMA):** CEMA is the local authority's emergency management agency, as defined by the *LEMR* and set out in the *Bylaw.* On behalf of The City, CEMA is responsible for coordinating emergency and disaster response efforts within Calgary and is structurally placed within the Emergency Management & Community Safety business unit.

- **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 support impacted communities across Canada. CAN-TF2 is a section of 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, and Agency members. It also provides information on the activation of the MEP, The City's EOC, a State of Local Emergency (SOLE), and the communications tools used.

- **CEMA On-Call**: CEMA On-Call is the employee scheduled to respond as the first point of contact for emerging issues, 24 hours a day / seven days a week to the CEMA On-Call phone. CEMA On-Call is the liaison between CEMA, internal, and external Agency members.

- **CEMA Team**: CEMA Team is made up of the employees from The City's EMCS business unit who have been identified and trained to fill the Command and General Staff roles.

- **Director:** The Director of CEMA is also known by the title "Chief, Emergency Management Operations and 9-1-1" as 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 and 9-1-1 is the DEM for CEMA. The Director may appoint a designate, another qualified individual to act as the DEM, and/or 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 acts as the DDEM.

- **Disaster**: 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 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**: 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 Committee**: Appointed by the local authority and established by the *Bylaw,* the Emergency Management Committee is the emergency advisory committee appointed 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 or virtual location at which CEMA coordinates Agency members, information and resources to support an emergency or disaster. While the *Alberta Incident Management System* (AIMS) has adopted the ICS Canada usage of the term Emergency Coordination Centre, The City continues to use the term EOC.

- **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. Establishes the appropriate staffing level for the EOC and acts 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**: This term 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 Register (DRR)*, The City has elected to use the terms "emergency" and "disaster" in place of "incident".

- **Lead Agency**: The Agency member with the most service impact, legal, geographic or functional responsibility to the emergency.

- **Local Authority**: The local authority is "where a municipality has a council within the meaning of the *Municipal Government Act (MGA)*, that council" as defined by the *Act.*

- **Local Emergency Committee:** Through the *Bylaw,* the Emergency Management Committee 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.

- *New West Partnership Trade Agreement*: This comprehensive agreement on trade, investment and labour mobility that applies to all sectors of the economy is signed by the governments of Alberta, British Columbia, Manitoba and Saskatchewan and details policies, procedures and thresholds for procurement.

- *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*: These legislative documents and related regulation provide a broader legal framework for the MEP. This group of documents also includes The City's *DRR* which provides analysis of underlying risk 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)**: A TOC directs the operational response for an Agency member's resources (staffing and equipment) during an

emergency, following its established processes and procedures for communication and coordination of resources.

- **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, the Alberta Emergency Management Agency (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, City 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 provides analysis of underlying risk 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 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 of the MEP

  - The City's EOC

  - A SOLE

  - Communication

- *Reference Documents*

  These documents include:

  - Applicable Legislation and Regulation

  - Corporate Policies and Standards

  - The *DRR*

- *Operational Annexes*

The *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.

Note: Activation of The City's *Corporate Business Continuity Plan* and / or The City's *Corporate 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 the local authority, CEMA is the emergency management agency for Calgary. CEMA acts on behalf of the local authority 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 by 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 Alberta, 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
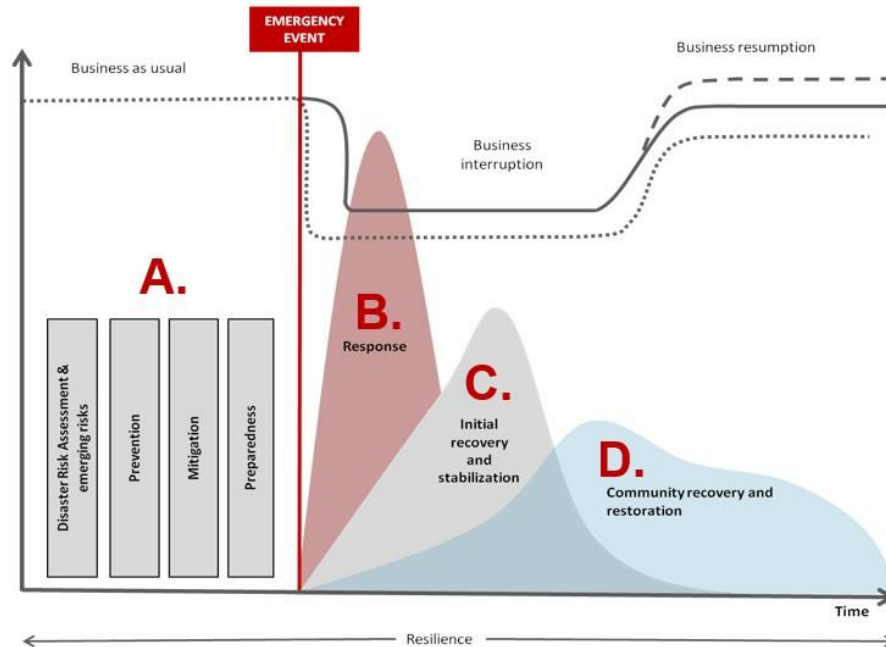
3.1.1 Phase A: Disaster Risk Assessment and Emerging Risk, Prevention, Mitigation and Preparedness

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 Reporting

Following an activation of the MEP, and/or an opening of the EOC, CEMA conducts a debrief with all participating Agency members, CEMA employees and other identified parties. The goal of the debrief is to identify strengths and opportunities for improvement in the coordination of response and recovery activities.

Upon completion of the debrief, CEMA identifies and assigns corrective actions as appropriate with respect to gaps and opportunities for improvement. These corrective actions are part of a comprehensive after-action report that provides an overview of the response to the emergency or disaster.

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 reduce suffering for both responders and the public.

2. Critical infrastructure / property: Protect critical infrastructure and the property of the municipality.

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 *Corporate 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 and encouraging community empowerment and calls to action.

- Demonstrate unified leadership in collaboration with an impacted City Councillor when an emergency or disaster affects 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.

- With 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 CEMA's Liaison Officer.

- Ensure alignment of any community / ward outreach activities with the EOC through CEMA's 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 the *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.

4.2 Administration

This section outlines the roles and responsibilities for the Chief Administrative Officer, the Chief Operating Officer, the Disaster Consultation Group, 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 objective of DCG is to assemble when requested to provide additional political, financial and resource advice and support for the DEM.

The membership for the Disaster Consultation Group 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.

When convened at the request of the DEM, the DCG will:

- Determine 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 resource the activation of aligned corporate plans, including The City's *Corporate Business Continuity Plan* and The City's Corporate 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 tactical operations centre(s), the Emergency Operations Centre, and / or the Emergency Social Services team.

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 Steering Committee during activations of the *Corporate 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 *Corporate 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 reporting 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*, the local authority 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 the local authority.

- Oversee the administration of The City's Emergency Management Program.

- Submit to Council annually through the Emergency Management Committee, a report on the Agency's activities 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 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 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 needed to support the situation.

- 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 Steering 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 reporting as requested by the DEM.

- Designate a primary, secondary, and tertiary (P/S/T) 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 representatives are communicated in a timely manner through the identified pathway / individual at CEMA. 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 representative will attend the EOC or virtual EOC.

- Share up-to-date information for situational awareness in the EOC.

- Maintain the strict confidentiality of all emergency and disaster information shared by CEMA and other Agency members.

- Align any communications regarding the emergency or disaster with those developed by The City's Customer Service 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.

- 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 Corporate 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 tactical operations centre as outlined in section 4.4.5.

- Follow the *Emergency and Disaster Assistance to Jurisdictions Outside Calgary Administration Standard*.

4.4.5 Tactical Operations Centres (TOC)

An Agency member may direct the operational response for their resources out of their tactical operations centre. 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.

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 a disaster or emergency, 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

Predicted 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.

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, or

f) An Agency member.

5.2.2 Decision to Activate the MEP

The MEP may be activated by the DEM when:

a) A State of Local Emergency 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.

- 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:

- Members of Council

- 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:

- Customer Service & 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)

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 up to 72 hours or the duration of an evacuation order.

The City has established an ESS Standard of Care, which identifies services provided to evacuees for their survival, health, and safety during an emergency or disaster. Evacuated individuals will be asked to leverage their personal insurance. Services will be provided in alignment with the Standard of Care, when

personal insurance is not available or applicable to provide for basic needs. The Standard of Care provides consistency and transparency for all evacuees hosted by The City.

To support coordination of City services provided, an activation of the ESS team triggers both an activation of the MEP and an opening of the Emergency Operations Centre. This prompts the creation of specific financial coding, ensuring associated time and costs related to the emergency or disaster are tracked. The opening of the EOC enables overall information sharing and the coordination of Agency members who are involved in the response.

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 expected to adhere to all relevant regulations and standard practices governing procurement for The City. 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 the New West Partnership Trade Agreement, which outlines the policies, procedures and thresholds for procurement for The City.

5.4.5 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:

- All communications resources in TOCs must report through the Crisis Communications Team to ensure alignment of messaging and coordinated prioritization of communications resources.

- The financial coding triggered by the MEP activation and provided by Finance is required for time and expenses connected to the emergency or disaster for the duration of the MEP.

- Supply and procurement connected to EOC objectives for the emergency or disaster must be requested through the Supply team in the EOC, made up of Procurement and Warehousing & Inventory.

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

5.4.6 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 from the Province of Alberta through financial assistance programs.

- 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 level of resources and coordination necessary to ensure timely, effective response and recovery efforts.

CEMA has three operational levels:

- Watch

- Elevated Watch

- Response

The "Watch" level includes monitoring emerging events for situational awareness and emergencies that can be managed with existing CEMA team and / or minimal Agency member resources.

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 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 returning 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 a hotwash and scheduling of debrief / after action reporting meetings.

- 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, after action reviews, 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 the incident has been demobilized. 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 Customer Service & 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 – the EOC is open, CEMA staff and Agency members operating from another location.

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.

6.3 Notification

CEMA will use its emergency notification system to notify the primary, secondary, and tertiary 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.

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 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. These include:

- CEMA On-Call

- EOC Manager On-Call

When activated, staffing levels will fluctuate in the EOC based on the operational structure needed for the emergency or disaster. Not every activation will require that all positions and functions are staffed, and the Concept of Operations allows the operational structure to be scalable.

6.5 Concept of Operations

6.5.1 Concept of Operations – Operational Structure

During an opening of the EOC, the *Alberta Incident Management System* (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, infrastructure, and the environment.

- Develop situational awareness to ensure all Agency members have a shared understanding of the emergency or disaster.

- Determine objectives in 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 opening of the EOC, 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 change.

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 – Command and General Staff

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

- EOC Manager: A member of the EOC Command Staff who 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: A member of the EOC Command Staff, 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: A member of the EOC Command Staff, responsible for coordinating communications with the PECC, Agency members not represented in the EOC, and other impacted or involved partners.

- Safety Officer: A member of the EOC Command Staff, responsible for monitoring the situation for risk exposures and overseeing the health and wellness of individuals working in the EOC. Provides advice on safety issues and has authority to halt or modify any unsafe operations.

- Finance: A member of the EOC Command Staff, 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: A member of the EOC Command Staff, responsible for providing legal, insurance, and risk management advice.

- Planning Section Lead: A member of the EOC General Staff, responsible for facilitating all necessary contingency, deactivation, recovery, re-entry, and demobilization planning.

- Documentation Unit Lead: A member of the EOC General Staff, responsible for the collection, recording, and storage or all emergency or disaster related documentation.

- Situational Awareness Section Lead: A member of the EOC General Staff, responsible for collecting and verifying associated data throughout the emergency or disaster. Develops analytics and situation dashboards to provide key metrics.

- EOC Support: A member of the EOC General Staff, 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: A member of the EOC General Staff, 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. 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: A member of the EOC General Staff, 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, staff 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 prolonged activations, the following additional programs and services may 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

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 the local authority under a SOLE are set out in 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* the Emergency Management Committee has delegated the 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.

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. Alberta Emergency Alert 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:

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 a media availability and provide a media release. In consultation with the DEM, the Crisis Communications Team identifies key messages and subject matter experts to present at an 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.

As outlined in The City's *Crisis Communication Plan*, the Crisis Communications Team has operational processes to provide messaging via City channels and

The City of Calgary's public website. City channels may include The City's social media channels

8.1.3 Operational Briefings to Mayor, Council, and ELT

The DEM provides operational briefings as there are changes to the situation, 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 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