

Calgary



REPORT  
2025

# STATUS OF EMERGENCY PREPAREDNESS IN CALGARY



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## Tawnshi, Oki, Danit'ada, Âba Wathtech, Hello

The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities have naturally come together. Whether you call this place Otokwunee; Moh'kinsstis; Wicispa Oyade; Guts'ists'i; or Calgary, we are all community. We would like to take this opportunity to acknowledge that we are gathered on the traditional territories of the nations signatory to Treaty 7 in southern Alberta. This includes the Blackfoot First Nation tribes of Siksika, the Piikani, the Kainai and the Amskaapiikani; the Stoney Nakoda First Nation tribes of Chiniki, Bearspaw and Goodstoney; and the Tsuut'ina First Nation. The City of Calgary is also homeland to the historic Northwest Metis and to Metis Nation of Alberta, Region 3. We acknowledge all Indigenous urban Calgarians who have made Calgary their home.



# A MESSAGE FROM

## SUSAN HENRY, CEMA CHIEF

When I consider the past year and reflect on our emergency responses and all the Calgary Emergency Management Agency's (CEMA's) day-to-day coordination and collaboration, 2025 has been one of the busiest and most generative years CEMA has experienced in recent history.

In addition to opening the Emergency Operations Centre (EOC) for 13 days of emergency response, over the last twelve months, working together with a huge array of partners and collaborators, CEMA focused on initiatives and projects to help recalibrate and revitalize our service. We addressed issues and built new capacity to make Calgary a safer and more resilient city. I'm incredibly proud of our team, and everything we accomplished together this year.

As we look ahead to the next quarter of the 21st century, there is no question that we will continue to face increasing challenges: disaster risk, uncertainty, complexity, and numerous other demands on CEMA and Agency members. We don't know what the future will bring, but ringing in the New Year with another break in the Bearspaw South Feeder Main serves as a reminder that 2026 and beyond will likely see more demand on our staff and the entire Agency. Even still, with extreme gratitude and credit to our Agency members and other partners, I'm confident that CEMA will evolve, and adapt to meet the challenges ahead together.

# 2025 HIGHLIGHTS

## PREVENTION MITIGATION

# 100%

Corporate Business  
Continuity Program  
compliance



# 78

Planning applications  
reviewed for disaster risk



# 25

Best Available Refuge Area  
assessments – identifying  
severe weather shelter  
spaces in City facilities

## PREPAREDNESS

# 11,200+

Canada Task Force 2  
volunteer hours

# 13

Development sessions for  
Business Continuity  
Coordinators

# 17

Emergency Exercises

# 92%

Positive feedback on  
Emergency Preparedness  
programs

# 57

CEMA training courses  
completed by Agency  
members

# 708

Participants in CEMA  
Incident Command  
System courses

# 11,500

Citizens reached at  
preparedness events

# 55

Engagement Meetings  
with Agency members

# 2025 HIGHLIGHTS

## RESPONSE

# 13

EOC Days Open



# 36

Calls for assistance to  
CEMA On-Call



# 3

Canada Task Force 2  
Deployments

## RECOVERY

# 84

Items assigned in the After  
Action Review Program

# 2

Recovery workshops for  
Agency members

# 2025

The 2025 highlights show that Calgary's emergency preparedness is strong, mature, and actively maturing, with clear evidence of operational readiness, strategic renewal, and growing resilience across The City of Calgary, Agency partners, and the Calgary community.

It is not just about the numbers, however. The best return on investment comes when we focus on minimizing and preventing the impacts of emergencies, and the Status of Emergency Preparedness report further demonstrates Calgary's comprehensive emergency management system, integrating prevention, mitigation, preparedness, response, and recovery, supported by strong collaboration with Agency partners and a commitment to continuous improvement.

# 2025 THEMES

In addition to emergency response and ongoing initiatives to build disaster resilience, in 2025, CEMA focused on recalibrating its service by implementing lessons learned from past incidents and by completing important projects, previously disrupted or deferred due to emergency demands.

CEMA was also able to revitalize and advance emergency management programming to prepare for future realities and increasing demands the Agency will face in 2026 and beyond.

## Recalibrate



Engaging with all Agency members in focused, targeted sessions.



Conducting a major review and update of the Municipal Emergency Plan.



Implementing the new Emergency Social Services Standard of Care.



Performing After Action Reviews from past incidents.



Building CEMA team capacity.



Redefining and aligning work.



Focusing on staff training, development, and wellness.



Upgrading technology and facilities.



Reassessing disaster risk to ensure preparedness.

## Revitalize



Developing a strategic framework for CEMA.



Establishing a Tactical Operations Centre framework.



Modernizing the Municipal Recovery Plan and aligning to provincial and federal program changes.



Investing in new growth positions for 2026.



Advancing a nationally accredited Heavy Urban Search and Rescue program.



Initiating a Wildland Urban Interface Fire strategy.



Enhancing the After Action Review Program.



Starting a medium and long-term strategic plan for Canada Task Force 2.

# RECALIBRATING: Municipal Emergency Plan Review

The Municipal Emergency Plan (MEP) is the overarching plan that guides The City's response to emergencies. In 2025 CEMA embarked on a major review of the MEP, marking the first major review and overhaul since 2019.



## Modernizing the Plan:

- Clarified roles and responsibilities for CEMA, The Director of Emergency Management, Agency members, Executive Leadership Team, and Council.
- Formation of a Disaster Consultation Group to help guide and advise on complex issues impacting The City of Calgary.
- Clarified roles for coordination of City messaging through Crisis Communications.
- Creation of an Emergency Social Services Standard of Care for individuals experiencing an evacuation.



## Strengthening Relationships:

- CEMA leadership met with over 100 individual representatives from 55 different member Agencies.
- Meetings helped CEMA share and receive important updates coming in the new MEP.
- The meetings were an incredible opportunity to build and strengthen relationships with Agency members.



## Continuous Improvement:

- In June 2025, Council approved the new version of the MEP and updates to the Emergency Management Bylaw.
- CEMA will review the MEP annually, and bring updates to the Emergency Management Committee of Council each spring.

# RECALIBRATING: Building Capacity

As past years have demonstrated, disaster risk is increasing and demands on CEMA will continue to rise as Calgary's population grows.

With support from Council and Administration, CEMA was able to bolster capacity to better meet both current and future demands.

## Adding Capacity:



Added temporary staffing capacity in 2025 and secured permanent new staff positions for 2026 and beyond.



Aligned staff portfolios and projects to strategic priorities for enhanced collaboration and effectiveness.



Advanced and implemented wellness and wellbeing supports for staff working in the EOC during emergency response.



Began upgrades to EOC technology, systems, and physical spaces to support emergency coordination.



Improved financial and procurement processes, including a new purchasing program for supporting evacuees, and developed an EOC Resource Section to support procurement and supply management during incidents.



Developed three new EOC Courses that will be implemented in early 2026 to support the training and development of Agency members and other staff responding in the EOC.



Supported City and Agency member training and development by administering and facilitating Incident Command System courses, exercises, systems training, and other courses.



# REVITALIZING: Strengthening Emergency Management for the future

## Strategic Focus

2025 saw CEMA continue to advance strategic planning and create guiding frameworks to help align its work across different divisions and advance emergency management programs now and into the future.

### Vision:

A safe, secure, and resilient Calgary.

### Mission:

We deliver innovative, collaborative, and comprehensive emergency management services to improve safety, strengthen resilience, and reduce disaster risk.

### Guiding Principles:

- Collaborate and partner;
- Prioritize people and communities;
- Proactively manage risks;
- Strive for excellence;
- Be transparent and accountable; and
- Support and empower employees.

### Strategic Priorities:

- Understanding disaster risk in all sectors of Calgary;
- Enhancing disaster risk reduction governance, policy, and practice;
- Strengthening community preparedness;
- Improving disaster response capacity and coordination;
- Strengthening City service resilience; and
- Supporting and developing staff.

# REVITALIZING: Strengthening Emergency Management for the future

## After-Action Review Program

CEMA has learned many important lessons through its history of response to some of Canada's biggest disasters. For the value of these lessons to be realized however, translating experiences into lessons-learned instead of just lessons-identified is key.

In 2025, CEMA fundamentally overhauled and launched the After Action Review Program (AARP). The new AARP will support ongoing strengthening of Calgary's capacity to manage emergencies and disasters.



## Building on Successes:

- The AARP ensures continuous improvement after each EOC opening.
- The AARP captures actions that worked well in a response for CEMA to continue, enhance, and implement as best practice.



## Opportunities for Growth:

- The AARP helps identify and correct issues and gaps that occurred during a response or exercise.
- The AARP provides processes for debriefs, reviews, documentation, record keeping, action items, timelines, and appropriate follow-up.



## From Observation to Action:

- A total of 84 action items from past incidents have been identified and assigned to staff.
- Each action item is assigned a priority and completion timeline, with accountability built into the process to ensure completion.

# UNDERSTANDING DISASTER RISK IN CALGARY

A clear and robust understanding of disaster risk is the foundation of all other disaster risk reduction work. That is why every year, CEMA works with Agency members and other partners to evaluate and update Calgary's disaster risk assessment, and every four years, CEMA completes a full Disaster Risk Report. This information helps CEMA to identify trends and risk factors, raise awareness and educate, and support resilient planning and investment decisions.

The assessed risks for 2026 are listed below in alphabetical order within four risk categories. The full *Disaster Risk Report 2026* will be released later in 2026.

|                      |  |  |  |
|----------------------|--|--|--|
| <b>HIGH RISK</b>     | <ul style="list-style-type: none"> <li>• Critical Infrastructure Failure</li> <li>• Critical Technology Failure or Disruption</li> <li>• Cyber Attack - Critical Services or Infrastructure</li> <li>• Dam Breach (Bow River)</li> <li>• Dam Breach (Elbow River)</li> <li>• Extreme Cold</li> <li>• Extreme Heat</li> </ul>   | <ul style="list-style-type: none"> <li>• Flood (Bow River &gt; 1:200)</li> <li>• Flood (Elbow River &gt;1:200)</li> <li>• Heavy Rainfall</li> <li>• Illegal Protest or Demonstration</li> <li>• Major Sanitary Failure</li> <li>• Mass Attack</li> <li>• Mass Gathering Incident</li> <li>• Pandemic</li> </ul>  | <ul style="list-style-type: none"> <li>• Rail Incident</li> <li>• Sanitary Failure (Sludge Forcemain)</li> <li>• Sanitary Lift Station Forcemain Failure</li> <li>• Tornado</li> <li>• Treated Effluent Water FM Failure (purple pipe)</li> <li>• Water Distribution Infrastructure Failure</li> <li>• Winter Storm</li> </ul>   |
| <b>MEDIUM RISK</b>   | <ul style="list-style-type: none"> <li>• Active Assailant</li> <li>• Aircraft Incident</li> <li>• Basement Seepage Flooding</li> <li>• Bridge Failure/Interruption</li> <li>• Cybercrime - Data Fraud/Theft</li> <li>• Electric Power Blackout</li> <li>• Extreme Hydrological Drought</li> <li>• Extreme Solar Storm</li> <li>• Flood Bow River (1:100)</li> <li>• Hailstorm</li> <li>• Hazmat Incident</li> <li>• Industrial Accident</li> </ul> | <ul style="list-style-type: none"> <li>• Lightning Storm</li> <li>• Loss of Major Transportation Corridor</li> <li>• Major Solar Storm</li> <li>• Moderate Pandemic</li> <li>• Poor Air Quality</li> <li>• Road Accident</li> <li>• Security Incident at City Facility</li> <li>• Slope Failure/Landslide</li> <li>• Stormwater Backup Flooding</li> <li>• Structure Fire</li> </ul> | <ul style="list-style-type: none"> <li>• Supply Chain Interruption</li> <li>• Supply Emergency (Natural Gas)</li> <li>• Telecommunications Failure</li> <li>• Thunderstorm</li> <li>• Transit Rail Incident</li> <li>• Water Contamination (Distribution)</li> <li>• Water Contamination (Downstream of Reservoirs)</li> <li>• Wildland / Urban Interface Fire</li> <li>• Windstorm</li> </ul> |
| <b>LOW RISK</b>      | <ul style="list-style-type: none"> <li>• Earthquake (Magnitude 4.0+)</li> <li>• Flood Elbow River (1:100)</li> <li>• Flood (Ice Jam)</li> <li>• Fog</li> <li>• Gas Main Break</li> </ul>   | <ul style="list-style-type: none"> <li>• Hostage Incident</li> <li>• Ice Accumulation</li> <li>• Labour Action</li> <li>• Pipeline Incident (AER Lines)</li> <li>• Pipeline Incident (TNPL to YYC)</li> </ul>  | <ul style="list-style-type: none"> <li>• Riot</li> <li>• Water Contamination (Spills Upstream Glenmore)</li> <li>• Water Contamination (Spills Upstream Bow Intake)</li> </ul>   |
| <b>VERY LOW RISK</b> | <ul style="list-style-type: none"> <li>• Treated Effluent Pump Station Failure</li> </ul>  |  |  |

# RESILIENCE IN THE CITY

In 2025, CEMA's Business Continuity and Risk Reduction team also worked to build capacity and increase resilience in The City of Calgary. This included:



Adding staff capacity and investing in growth positions to support strategic programs.

78

Completing assessments on 78 planning and development applications to identify hazards and implement risk mitigation strategies, reducing vulnerabilities to the public, businesses, and both natural and human-made infrastructure.



Beginning a Wildland Urban Interface strategy for The City to address areas of Calgary that are at higher wildfire risk. The strategy will be launched in 2026.

13

Facilitating 13 onboarding and orientation sessions and hosting an exercise design workshop for Business Continuity Coordinators across the City.

5

Facilitating five different cyber-resilience exercises with different business units.

5

Assisting in the design and delivery business of continuity exercises for five different business units.



Planning for and addressing City service disruptions and sharing situational awareness on impacts caused by the Canada Post and Alberta Teachers Association strikes



## Resilience in the Community:

Throughout the year, CEMA's Community Preparedness team worked out in the community and engaged with Community Associations, senior groups, schools and children, non-profit organizations and many other groups to help build awareness of disaster risk and how individuals, households, and neighbourhoods can take steps to prepare for emergencies.



**1,700**

Users who accessed e-courses



**47**

Community events attended by CEMA



**11,500**

Calgarians spoken with

### Want to learn more?

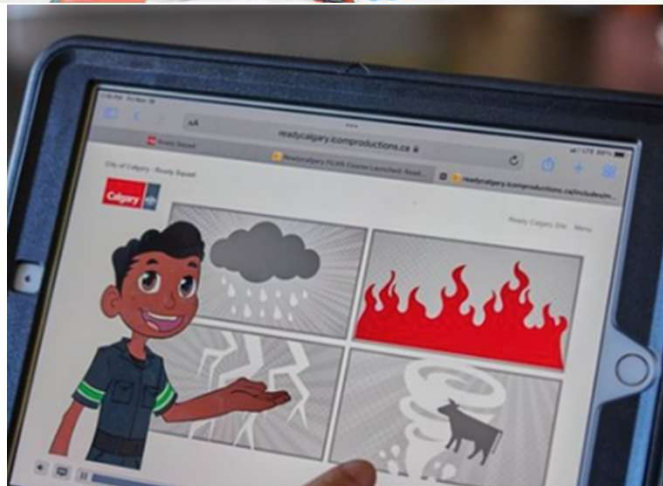
CEMA has resources available on-line for kids, households, and businesses to better understand risks and hazards and prepare for emergencies. For more information, see [CEMA's emergency preparedness resources](#).

# RESILIENCE IN THE COMMUNITY



## Junior Weather Forecasters:

Ready Squad is a youth focused emergency preparedness program. It teaches kids about which emergencies occur in Calgary and how to prepare for them. This type of training empowers kids to be more resilient and knowledgeable about what to do during an emergency or disaster. In addition to other Ready Squad resources and training, the Junior Weather Forecasters program contains activities for children, families, and classrooms to learn more about the weather and how to prepare, all while having fun and being creative.




**3,238**

Participating  
students



**61**

Schools  
reached



**672**

Junior Weather  
Forecaster kits  
provided



**73**

Completed  
teacher requests

## 2026 Community Survey:

In December 2025, CEMA launched its Community Survey to better understand how prepared Calgarians are for emergencies, and how they access and act on information when emergency events occur. Available in multiple languages, the results of the survey will be available in 2026. These results will help the Community Preparedness team know what types of programming, engagement, and supports to focus on in the years ahead to increase community resilience and disaster preparedness.

# RESPONSE IN PROFILE: Preplanned Events

In addition to emergency response, the EOC plays another, less well-known role in the coordination of The City's response to major pre-planned events. This could be everything from major sporting events to large conferences to visiting dignitaries. These events require considerable coordination to avoid potential incidents that could escalate into emergencies.

The EOC is being requested more often to assist with events because CEMA has the capacity and experience to provide:

- Effective coordination of multiple agencies.;
- Aligned communications;
- Proactive contingency planning.;
- Pre-event exercises and training;
- Immediate escalation for issues that arise; and
- "One-window" access to The City and Agency members for assistance.

In 2026, the EOC was open for eight days to support preplanned events:



**Stampede  
Parade**



**G7 Leaders'  
Summit**



**Municipal  
Election**



In emergency management, our best work often goes unseen. In a preplanned event, if nothing goes wrong, it's almost like we were never there in the first place – but we know that the work that goes into prevention, mitigation, and planning is what makes these types of events take place without major issue. Thanks to the tremendous efforts from numerous partners all working together, in 2025 Calgary brought the world together and showcased Calgary's capacity to be a great host city for major events.

# RESPONSE IN PROFILE: G7 Leaders' Summit

*Image courtesy of the Government of Canada*

## G7 Leaders' Summit:

From June 16 to 17, 2025, G7 leaders gathered in Kananaskis, Alberta as Canada held the 2025 G7 presidency. CEMA supported federal partners and the Calgary Police Service with emergency management planning, preparing, and response within Calgary. The G7 Summit was one of the highest profile and most significant events Calgary and Alberta have hosted in recent memory, due to: the prominence of the attendees, the number of agencies and jurisdictions involved, complex coordination considerations, and potential security risks.

CEMA dedicated months of planning resources and hundreds of hours readying for the event to arrive in Calgary.

### Key activities included:

- Coordinating a Safety & Security Working group of key partners and agencies;
- Developing contingency plans for escalating incidents;
- Supporting planning for protest and demonstration activity;
- Developing and supporting exercises and information sessions; and
- Building relationships and establishing links with dozens of Federal, Provincial, Municipal, and private sector entities.

During the Summit, the EOC was open around the clock for six days.

### Key activities included:

- Coordinating representatives from 32 different Agencies;
- Supporting requests and needs from CPS;
- Contingency protest management plans;
- CEMA representation at the federal government's operation center in Calgary;
- Activation of the Municipal Emergency Plan;
- Briefings to senior leadership and other partners; and
- Coordinating City communications related to the event.

# RESPONSE IN PROFILE: Emergency Incidents

From day-to-day supports through the 24/7 CEMA On-Call position, to three separate deployments for Canada Task Force 2, to a significant hazardous materials response, CEMA supported Agency members, Calgarians, and other communities through several incidents and challenges.

The year ended with another major response to a feeder main break, which extended into January 2026.



## CEMA On-Call:

CEMA On-Call provides 24/7 escalation point for Agency members and other partners. CEMA On-Call

- Provides advice or guidance;
- Makes connections to other resources or contacts;
- Attends incidents to provide Emergency Social Services or other site supports; and
- Escalates to an EOC opening if needed.

In 2025, CEMA On-Call actioned:

- 36 calls for assistance;
- 13 of those calls coming in after-hours;
- 3 deployments to scene;
- January: Condominium fire and evacuation;
- July: Condominium partial roof collapse and temporary displacement; and
- August: Condominium fire and evacuation.

## Did You Know?

The CEMA On-Call is also the first point of contact for emerging incidents that need to escalate up to coordinated EOC response, such as the Hazardous Materials incident that took place in late-August 2025 or the Bearspaw South Feeder Main Break that happened on December 30, 2025.

# RESPONSE IN PROFILE: Emergency Incidents

## Disaster Consultation Group

The Disaster Consultation Group (DCG) is an ad-hoc group, convened at the request of the Director of Emergency Management to provide additional political, financial and resource advice and support for the Incident.

This incident marked the first meeting of the DCG since it was established in the 2025 update to the Municipal Emergency Plan:

In the HAZMAT Response incident, the Director of Emergency Management called the DCG together with CPS as the Lead Agency to seek advice and input about potential risks and issues related to different options for dealing with the hazardous materials.

## HAZMAT Response

At 4:50pm on August 28, 2025, the CEMA On-Call representative received a call from the Calgary Police Service (CPS) about a hazardous materials situation involving improperly stored picric acid, an extremely volatile chemical that had the potential for explosion if moved.

CPS requested CEMA's support through the EOC, and by 5:30pm the EOC was open and CEMA had activated the Municipal Emergency Plan.

The EOC, with the participation of 20 Agency members, supported CPS and the Incident Command Post in navigating numerous challenges and needs. These included:

- Evacuation of businesses and 12 residences in the area;
- Planning and resource acquisition for safe on-site detonations;
- Road closures and transportation disruptions;
- Public communications;
- Requests for airspace restrictions;
- Specialized equipment and resources; and
- Contingency planning for possible additional impacts and risks.



# RESPONSE IN PROFILE: Canada Task Force 2

## Canada Task Force 2

Canada Task Force 2 (CAN-TF2), is a national 'all-hazards' disaster response team comprised of approximately 180 highly-specialized members from the Calgary area. Members volunteer their time to train and prepare so they can respond to a variety of disaster situations across Alberta, Canada, or here at home.

While the team is often deployed to other jurisdictions, it also brings incredible value to the city of Calgary, as CAN-TF2 offers additional response capabilities, expertise, and specialization to address complex issues locally or to support other communities. Requests in 2025 highlighted the team's ability to provide specialized supports and response capacities. In 2025, CAN-TF2 deployed 30 members on three different deployments, representing more than 2,200 personnel hours.

### Revitalizing: Advancing Canada's National Urban Search & Rescue Program

In April 2025, CAN-TF2 hosted an "Internationally Recognized National Accreditation Program" leadership course, the first of its kind in North America. This course, which the federal government requested CAN-TF2's support to host and help organize, is a major milestone toward Canada achieving a national Urban Search and Rescue program accredited through the United Nation's international certification process.

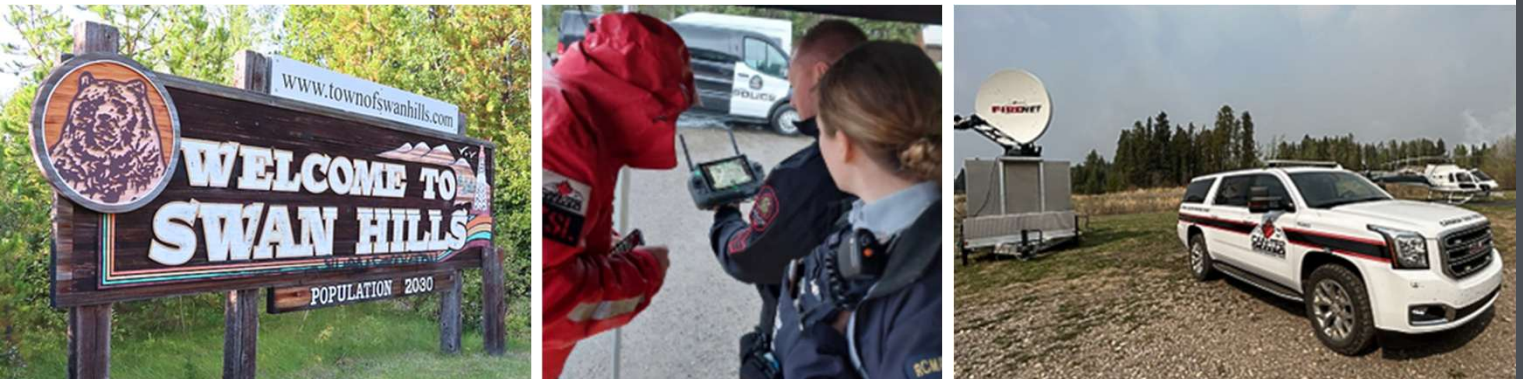
In 2026 and beyond, CAN-TF2 will continue to work with partners from the federal and provincial governments, as well as the other five national Urban Search and Rescue teams, to advance the national program and improve Canada's disaster response capabilities.



# RESPONSE IN PROFILE: Canada Task Force 2

## Deployment 1: Swan Hills Wildfire Support

In 2025, CAN-TF2 deployed members to support Alberta Wildfire on the Swan Hills wildfire complex. This was an eight-day deployment in key support roles that helped our Provincial partners manage a significant wildfire that forced roughly 1,300 residents to evacuate and threatened critical infrastructure.



## Deployment 2: Bow Glacier Rockslide

On June 19, 2025, a significant rockslide occurred at Bow Glacier Falls in Banff National Park, while approximately 20 people were present in the area below the slide. CAN-TF2 was requested to support Parks Canada and the Town of Banff. The response demonstrated strong relationships and effective communication, with immediate integration of CAN-TF2 into local response, collaboration with CAN-TF1, and partnership with CPS that secured critical resources quickly. It also marked significant milestones in CAN-TF2's deployment history, as the first technical search deployment outside of exercise scenarios, and the first time collaborating with another national Urban Search and Rescue team in a live event (CAN-TF1).



## Deployment 3: Crowsnest Search Support

On September 21, 2025, a 6-year-old boy went missing while camping with his family near Crowsnest Pass. Search efforts continued over the following days, and CAN-TF2 was requested by the RCMP to provide critical support for the search. The team's responsibilities included logistical coordination, communications, and Incident Management Team support. In total, CAN-TF2 contributed over 1,750 member hours to support this incident. The deployment demonstrated CAN-TF2's ability to integrate into complex, multi-agency events, and flexibility and adaptability to meet changing needs and demands during an incident.



# THE YEAR AHEAD

After an active and productive year that offered the chance to recalibrate and revitalize emergency management programs in Calgary, the focus for 2026 will be continuing forward momentum and bolstering our impact. CEMA will continue to build towards a safe, secure, and resilient Calgary through our strategic priorities:

## ➤ Understanding disaster risk in all sectors of Calgary

Through the new 2027-2030 Disaster Risk Report, implementing the new Emergency Management Committee Engagement Strategy and updating evaluation and shelter-in-place plans.

## ➤ Enhancing disaster risk reduction governance, policy, and practice

By developing a Wildland Urban Interface Fire strategy for Calgary, updating the Municipal Recovery Plan, and implementing lessons learned from past events.

## ➤ Strengthening community preparedness

With analysis to identify community needs and delivering the Junior Weather Forecaster Program to children and youth.

## ➤ Improving disaster response capacity and coordination

With onboarding new CEMA staff, recruiting and training additional Canada Task Force 2 members, implementing new Agency training programs, and developing a four-year capital plan and budget.

## ➤ Strengthening City service resilience

By supporting The City's Cyber Resiliency program, increasing coordination with Tactical Operations Centres and City services through emergency exercises and scaling up training opportunities for City partners and Agency members.

## ➤ Supporting and developing staff

By enhancing the employee wellness strategy to support CEMA and welcoming an EOC facility support dog to support mental health during EOC openings.

**Calgary**

