

EMERGENCY MANAGEMENT DEFERRAL REPORT

EXECUTIVE SUMMARY

On 2015 January 01, the Calgary Emergency Management Agency (CEMA) became its own business unit within the Community Services & Protective Services Department (CS&PS). This report requests the deferral of consequential changes to the Emergency Management Bylaw 25M2002 resulting from CEMA's structural change, as well as the related review of the Emergency Management Committee's role. This report also requests the deferral of the Conference Board of Canada's independent review of The City's Recovery Operations Centre to allow additional time for the findings to be collated by the Conference Board of Canada.

These deferrals are requested to allow additional time to ensure the work and changes are coordinated and aligned.

ADMINISTRATION RECOMMENDATION(S)

That the Emergency Management Committee recommends that Council:

1. Approve the deferral of consequential changes to the Emergency Management Bylaw 25M2002 that may arise as a result of CEMA's transition to a separate business unit, from 2015 April to 2015 June.
2. Approve the deferral of the review of the Emergency Management Committee's role, from 2015 April to 2015 June.
3. Approve a deferral of findings of the Conference Board of Canada's independent review of the Recovery Operations Centre from 2015 April to 2015 June.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2014 October 29, Council directed that Administration return to Council no later than 2015 April with consequential changes to the Emergency Management Bylaw 25M2002 that may arise as a result of the transitional work associated with the 2015 January 01 CEMA structural change (Report EM2014-0824, Emergency Management Bylaw 25M2002, Amending Bylaw).

On 2014 July 21, Council approved the report, EM2014-0414, "2013 Flood Internal and External Debrief Reports", and directed CEMA to return in 2015 April with a review of the Emergency Management Committee's role and the coordination of an independent review of the Recovery Operations Centre.

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

On 2003 October 06, report APA2003-53b, "Bylaw Changes for Implementation of the Management Accountability Enhancement Project", was approved by Council amending several bylaws, including the Bylaw 25M2002.

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

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BACKGROUND

The Recovery Operations Centre model was implemented for the first time as a result of the June 2013 flood. For continuous improvement purposes in 2014 July, CEMA recommended that a comprehensive assessment be conducted on the Recovery Operations Centre. This is consistent with reviews that have been conducted for other aspects of the comprehensive emergency management continuum.

CEMA officially became its own City of Calgary business unit on 2015 January 01. The agency provides The City with leadership, support, and coordination in the areas of emergency management and business continuity. The organizational change involved transitioning CEMA, previously a division within the Calgary Fire Department, to its own separate business unit, reporting into the General Manager of CS&PS. In addition to the business process transition, the recruitment of a director of CEMA is currently underway.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In 2014 July, CEMA initiated an independent third-party review of the Recovery Operations Centre structure, process and practices to identify any efficiencies and opportunities for improvement. A draft of the report findings and recommendations is anticipated to be provided to The City in early 2015 April. The Conference Board of Canada has indicated the final report will be ready by 2015 June.

A CEMA Transition team also continues to work collaboratively with stakeholders on various components of the structural change. As transition activities unfold and the CEMA strategic business plan is developed there may be implications for other CEMA processes. The recruitment of a director is critical to the future vision of CEMA. It is anticipated that the Emergency Management Bylaw revisions will include the review of the Emergency Management Committee's role. If approved these reports will be addressed at the Emergency Management Committee on 2015 June 03.

To that end, the deferral request will provide additional time to provide a coordinated approach to the Conference Board of Canada report findings regarding the Recovery Operations Centre review and the revisions to the emergency management bylaw. In addition to the business process transition, the recruitment of a director of CEMA is currently underway. Furthermore, it is strategic for the revisions of the Emergency Management Bylaw to link with the review of the Emergency Management Committee's role. Additional time will also ensure the alignment of these two reports with a coordinated strategic business plan for CEMA.

Stakeholder Engagement, Research and Communication

A communications strategy has been developed to support the CEMA transition. Employees, stakeholders and agency members and partners are being kept informed of transition developments and communications will continue throughout the transition process.

The Conference Board of Canada is continuing to review The City's performance regarding recovery from the 2013 June flood against other large-scale emergencies. Key stakeholder

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interviews are underway with officials from the public and private sectors as well as from non-governmental organizations. These interviews will be completed early 2015. Insights shared by those interviewed will allow the Conference Board of Canada to make recommendations for best practices, and improvements to assist The City in continuing to build resiliency for a myriad of emergencies.

Strategic Alignment

The review of the Emergency Management Committee's role and changes to the Emergency Management Bylaw are strategically linked. Additional time to complete these reports will allow the CEMA director, once appointed, the opportunity to ensure their direction, vision and strategy are reflected in both documents. Additional time will also ensure the alignment of these two reports with a coordinated strategic business plan for CEMA.

Social, Environmental, Economic (External)

Social

Communities are well served when emergency event responses are effectively coordinated. Public awareness and education in many forms, coupled with multi-agency coordinated responses, will support citizens and guests as Calgary's population grows and demographics continue to become more complex.

Environmental

Protecting lives, property and the environment is of the highest importance to The City. Environmental impacts can be disastrous to a community and CEMA is committed to preparedness through hazard risk identification, analysis and mitigation. The Emergency Operations Centre built to a LEED® Gold standard.

Economic (External)

Managing emergency events and disasters is fundamental to municipal, provincial and national economic stability and resiliency. The City of Calgary has demonstrated the ability to quickly respond to and recover from such events, and preparedness efforts will continue to minimize response and recovery costs in future.

Financial Capacity

Current and Future Operating Budget:

None

Current and Future Capital Budget:

None

Risk Assessment

Not deferring the reports would result in the potential to underestimate linkages between the consequential changes to the Emergency Management bylaw and the review of the Emergency Management Committee's role. Additionally, these items are fundamentally linked to the overall renewed vision and strategy for CEMA. Proceeding without a complete Conference Board of Canada report may result in incorrect or incomplete information.

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REASON(S) FOR RECOMMENDATION(S):

The deferral request allows more time for an approach which ensures transition work and changes are coordinated and aligned.

The deferral request allows the director of CEMA, once appointed, to provide input into the direction for the Emergency Management Committee's role which has implications for the Emergency Management Bylaw.

The deferral request of the Conference Board of Canada report related to the assessment of the Recovery Operations Centre will provide the organization additional time to complete the review.

ATTACHMENT

None