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CEMA 2013 Annual Report

Calgary Emergency Management Agency

EM 2014-0721
2013 Annual Report of the Calgary
Emergency Management Agency
ISC: Unrestricted

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THE CITY OF
CALGARY

EMERGENCY MANAGEMENT
AGENCY

Onward! By 2020, more than 86 per cent of citizens will report that Calgary is a safe city in which to live.



EM2014-0721

2013 Annual Report of the Calgary Emergency Management Agency - Attachment

ISC: Unrestricted



CEMA 2013 Annual Report

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VISION

Calgary is recognized as the North American leader in emergency management.

MISSION STATEMENT

Enable Calgary to better manage an expanding crisis through risk assessment, prevention, mitigation, preparedness and recovery while facilitating a collaborative multiple agency response to both natural and man-made disasters.

EMERGENCY MANAGEMENT PRIORITIES

The priorities of the Calgary Emergency Management Agency are:

People – Save lives and reduce suffering while maintaining responder safety.

Property – Protect critical infrastructure and property.

Environment – Uphold/maintain environmental integrity.

Economy – Reduce social and economic losses.

DIRECTOR'S MESSAGE

2013 saw the largest natural disaster in Calgary's recorded history: the June floods.

Over 80,000 people in 32 communities were evacuated. The Bow and Elbow Rivers saw flows up to 12 times their normal rate. Thirty parks across Calgary were flooded. Parts of the downtown core were closed for a week. A State of Local Emergency – the second ever in Calgary – was declared.

Throughout, the Calgary Emergency Management Agency (CEMA) and its members and partners worked tirelessly to ensure Calgarians' safety and well-being. Nine reception centres were set up by CEMA's Emergency Social Services team, assisting over 3800 affected Calgarians with the immediate needs of food, clothing, and shelter.

The challenges presented by the flood are many, but CEMA continues to work to serve the citizens of Calgary. Ongoing training and development are crucial to ensuring we have the skills to handle any large emergency or disaster. By continually conducting training with our members and partners, we ensure our capacity to respond.

The new Emergency Operations Centre (EOC), opened in late 2012, saw its best test of the building and its systems during the flood. An average of 200 people worked out of the EOC on a daily basis every day, 24 hours a day, until the State of Local Emergency expired on July 4, 2013.

It would be very easy to allow the impact of the flood to overshadow the incredible work that CEMA does, day in and day out. However, it was solely because of this every day work that The City of Calgary was able to get back on its feet and resume providing services to the citizens of Calgary.



W. (Bruce) Burrell
Director, Calgary Emergency Management Agency



W. (Bruce) Burrell

HISTORY

In the event of an emergency or crisis situation, the Calgary Emergency Management Agency's (CEMA) role is to facilitate a coordinated response of multiple agency members and external partners. CEMA also provides various levels of support and direction in the mitigation and preparedness of potential risks in Calgary.

CEMA was formed in 2009 as a result of Section 11.2 of the *Emergency Management Act* which directs that a municipality will establish an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under the Act.

"There shall be a Director of the Emergency Management Agency, who shall prepare and co-ordinate emergency plans and programs for the municipality; 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; and perform other duties as prescribed by the local authority."

Calgary City Council approved one significant strategy in 2011 to take forward into the priorities of 2012 – 2014, specific to the efforts of CEMA, in the Community Services and Protective Services (CS&PS) business plan that supports Council's Fiscal Plan for Calgary and the 2020 Sustainability Direction:

2C – Public safety services are responsive and proactive.

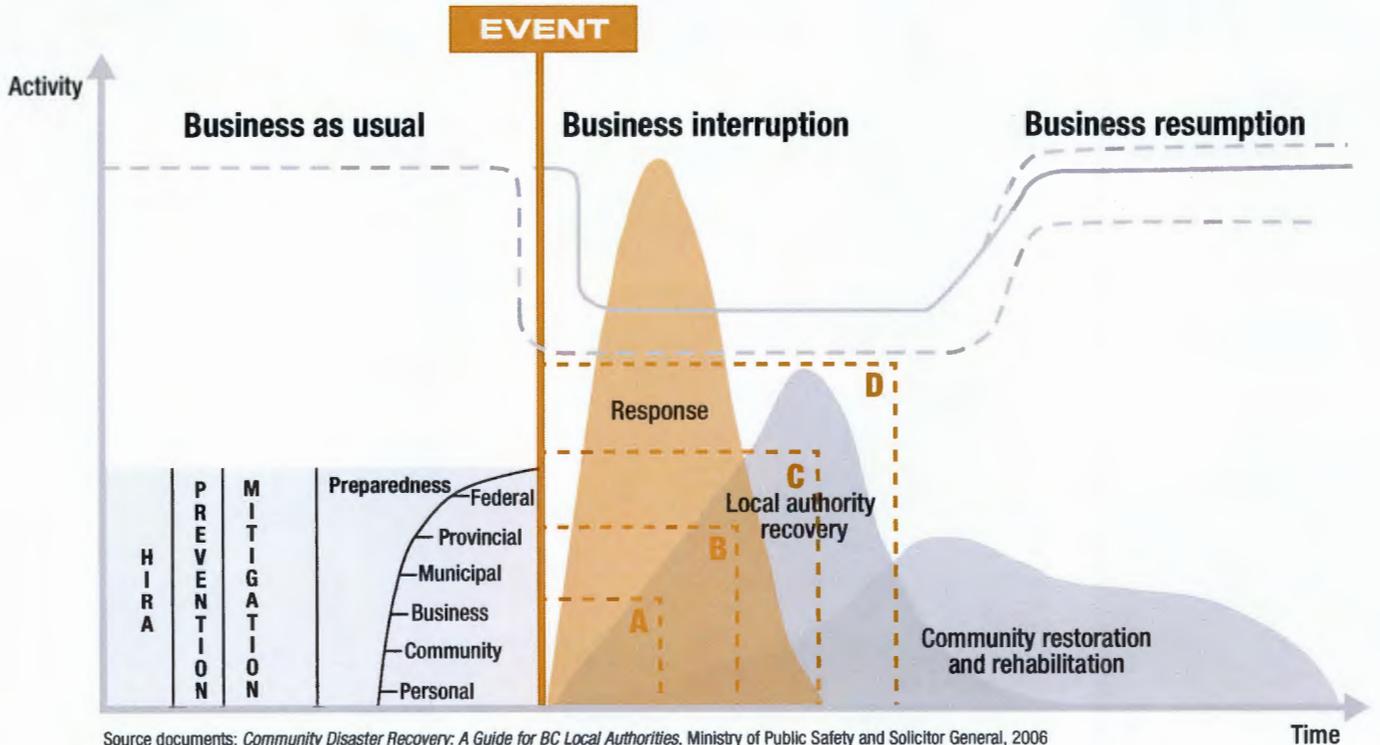
2C1 – Maintain and improve service response performance.

2C1.2 – Develop a comprehensive Emergency Management plan.





Comprehensive Emergency Management Model



Source documents: *Community Disaster Recovery: A Guide for BC Local Authorities*, Ministry of Public Safety and Solicitor General, 2006
Federal Policy for Emergency Management, Public Safety Canada, 2009

CORE SERVICES

CEMA has built on an existing model and further refined the Comprehensive Emergency Management Model which provides a framework to structure all emergency management activities. This model illustrates that emergency management is a continuum that includes non-response activities (risk assessment, prevention, mitigation and preparedness) as well as response, recovery and rehabilitation.

Additionally, the model illustrates that regular business can be interrupted due to an emergency event, and the ultimate goal of all emergency management efforts is to return to a routine state of business quickly and effectively.

The model is not specific to any one risk, but instead takes an "all-hazards" approach which can be used for any situation.

The phases of the model are described as follows:

Hazard identification and risk assessment

Risk assessment helps to provide an understanding of the hazards that threaten a community, the most vulnerable elements, and the likelihood of specific consequences if hazards are realized.

Prevention

The development and approval of policies, programs, arrangements or measures intended to avoid the occurrence of negative consequences associated with a given threat.

Mitigation

Apply and implement changes, as well as collaborate with stakeholders to implement changes, based on lessons learned and best practices derived from conducting training and exercises as well as response and recovery experiences.

Preparedness

Securing and sustaining capacity and developing action plans, gathering the equipment and facilities outlined in the plans, training the right people in the plan and with the equipment, and exercising the elements with rigorous tests.

Response

Coordinated response includes all actions taken during an emergency event to save lives, protect property, and limit damage to the environment and economy.

This can include two levels of response:

1. Site Response - the immediate task of eliminating hazards or moving people out of harm's way. If residents have been evacuated, re-entry activities to return evacuees are considered response activities.

2. Site Support – Activities at the EOC that provide resources, information and direction to site(s) and ensure that business units remain operational (business continuity).

Local Authority Recovery

Activities aimed at restoring normal conditions after an emergency. While a local authority is responding to an emergency, the challenge of internal recovery/ business continuity may be required to ensure:

1. Restoration of damaged infrastructure.
2. Continuation of public services.

Community restoration and recovery

The community (i.e. individuals, families, business owners, non-profit groups, community groups etc.) consciously and collectively act to limit losses and reduce suffering. This includes attention to the psycho-social viability and economic health of the community and its inhabitants.



STRATEGIC RESULTS

1. Reduce risk and mitigate hazard and vulnerability in Calgary

Effectively respond to emergency/disaster events

Respond and support emergency events in a timely and efficient manner

CEMA provides coordination and support for emergency events. CEMA also frequently staffs the Emergency Operations Centre with CEMA personnel and key members and partners for pre-planned events. In 2013 these included the Ralph Klein memorial, the annual Dashmesh festival, the Calgary Marathon, Lilac Festival, the Calgary Stampede Parade and "Tour of Alberta".

CEMA is frequently called upon to provide assistance to smaller-scale events including evacuations due to

fire, hazardous materials incidents, and more.

In 2013, CEMA responded to over 100 incidents and provided coordination and assistance for emergent events, including the Idle No More movement, security threats at Old City Hall and the courthouse, and gas leaks.

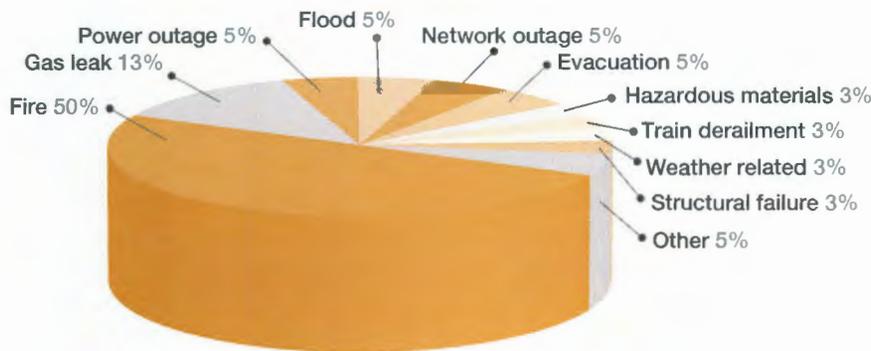
June 2013 saw the largest flood in Calgary's recent history. The Emergency Operations Centre was staffed 24/7 for three weeks as hundreds of representatives from over 40 organizations, members and partners worked together to respond to and begin recovery from the most expensive natural disaster in Canadian history. A Municipal Emergency Plan (MEP) activation was quickly elevated

to a declaration of a State of Local Emergency (SOLE) – the second such declaration in Calgary's history.

The SOLE was already declared on June 20 for the 2013 flood when a train derailed over the Bonnybrook Bridge on June 27. The operation to secure the train and offload the products on the cars took many hours and necessitated the closure of Deerfoot Trail.

The MEP was still activated in 2013 for the Calgary Stampede Parade and in December for a natural gas line break in Kensington. Up to 370 residents and businesses were without gas for several hours and several road closures affected traffic in the area. No injuries were reported and residents were allowed to return within four hours.

CEMA incident responses



NOTE: These percentages are of number of incidents. They do not represent the duration of each event.

Understand and assess risk, hazard and vulnerability in the city of Calgary

The Hazard Identification and Risk Assessment (HIRA) for the city of Calgary is designed to assess hazards that pose a threat to public safety, infrastructure, the economy and the environment. This assessment aids in the prioritization of resources to develop prevention, mitigation, preparedness, response and recovery plans.

The steps taken by CEMA to conduct the HIRA were:

1. Hazard Identification
2. Risk Assessment
3. Risk Analysis
4. Monitor and review of the process

CEMA has collected historical data from its Agency members and partners combined with extensive research on best practices and trends. In addition to CEMA members and partners, the following organizations provided guidance: Emergency Management Ontario, the Government of Canada (The Canadian Disaster Database, Environment Canada, Statistics Canada and the Transportation Safety Board) and the government of the United States (The Internal Disaster Database).

Develop Emergency Management Policy and Governance

Develop the CEMA business plan and budget

2014 will mark the end of a three-year business cycle. CEMA continues advancing its strategic direction that was outlined previously with increased focus on building resiliency within

City business units and the greater Calgary population.

Research and develop policy and process on evacuation

The 2013 flood was a pinnacle moment that tested The City’s evacuation plans and procedures. Over 80,000 people in 32 communities were evacuated from their homes, and remained evacuated for three days to a week or more. The evacuation of 80,000 people is not an easy task, and it was accomplished in approximately 10 hours.

The media were exceptionally responsive during the flood. Evacuation orders were given through traditional and social media and Alberta Emergency Alerts, followed by emergency responders and other personnel going door-to-door to ensure citizens had evacuated safely.

Nine reception centres were set up in all quadrants of the city. Over 3800 people registered for services at the centres, with 2900 requiring shelter. Four dormitories at Calgary post-secondary facilities were opened and staffed by Emergency Social Services (ESS) members and City employees. One hundred and thirty ESS members were supported by

an additional 1,000 City of Calgary staff to provide services to evacuated Calgarians. Almost 70,000 meals (breakfast, lunch and dinner) were provided at the reception centres for evacuees, staff and volunteers. In all, ESS members and City staff provided 18,000 personnel hours to support evacuees from June 20 to July 10, 2013. ESS services were provided primarily to vulnerable evacuees from homeless shelters, women’s shelters, nursing homes, and elderly residences. These evacuees needed significant physical, emotional and mental health support. The provision of longer-term support to evacuees was transferred to The City of Calgary’s Community and Neighbourhood Services (CNS) after July 10.

As part of “lessons learned” about the flood evacuation, CEMA is developing systems and processes for the establishment of Community Support Centres in an event.

CEMA is continuing to work closely with the Calgary Police Service on a city-wide flood-specific evacuation plan. As CEMA uses an “all-hazards” approach to evacuation, this flood-specific plan is one of several that are undergoing compilation and revisions.

Pandemic Planning and Seasonal Flu Campaign

The last pandemic was the 2009 H1N1 pandemic. Part of CEMA's business continuity and resiliency strategy includes plans for increased employee absenteeism due to illness or caring for ill family members during a pandemic. For several years, including 2013, CEMA in conjunction with Human Resources has conducted a Seasonal Flu Awareness campaign to educate staff about influenza and what they can do to prevent contracting and spreading the disease. Building awareness of influenza, including seasonal influenza, contributes to prevention, mitigation and resiliency when a pandemic occurs.

A resurgence of H1N1 in late 2013 caused concern, although the virus did not cause a pandemic as it did in 2009. The seasonal flu campaign focused on lowering employee risk of contracting H1N1 or a seasonal flu strain by encouraging regular and thorough hand washing, immunization and establishing healthy eating, exercising and sleeping habits. The campaign was voted Best Internal Marketing Campaign by City of Calgary communications staff.

Contribute to land use development decisions and promote resilience

Promote civic interests in resource development in urban areas

CEMA co-chairs The City's Gas and Oil committee. This group is cross-divisional with representatives who review and make recommendations about oil and gas development in the city of Calgary. Regulatory matters are a provincial responsibility through the Alberta Energy Regulator (AER) but oil and gas development affects civic matters such as planning and development, and emergency response. CEMA continues to work to establish oil and gas policies as they relate to urban development.

CEMA continues to comment on land use planning development proposals throughout the city to promote and encourage new and existing communities to be prepared for, and more easily recovery from, emergencies and disasters. CEMA encourages developer education and promotes emergency management best practices through response to development proposals.





2. Build community capacity and resiliency

Identify and engage community partners to monitor and prevent risk

Participate in pre-planning public events

CEMA and its partners continue to be involved in public events. This includes participation on The City's Interdepartmental Events team, contributing to response plans for large events, and monitoring these events.

Enable our communities and citizens to be prepared for and resilient during an emergency event

Improve community education

CEMA participates in educational initiatives such as the annual Safety Expo. This annual March event educates children in grades four to seven about safety at home, school, and play. In 2013, CEMA presented emergency preparedness information to almost 500 children during the two-day event, which attracted more than 3000 children, teachers and parent volunteers.

CEMA's signature public event is Disaster Alley. More than 25 exhibitors, including CEMA members and

partners such as the Calgary Fire Department, Calgary Police Service, Canada Task Force 2, ATCO Gas, Enmax, Alberta Health Services, Calgary Transit, Animal and Bylaw Services, participated in the fourth annual Disaster Alley in 2013. Over 4,000 guests attended Disaster Alley at a new location – McMahon Stadium.

CEMA continues to be a source of information for citizens. In 2013, over 100 requests received by 311 came to CEMA. Almost 20 per cent of those calls were for information on emergency and disaster preparedness. The June 2013 flood certainly impacted all Calgarians and caused a dramatic increase in CEMA's contact with citizens. In the months post-flood, calls to 311 increased exponentially. Requests for CEMA collateral material also increased dramatically (Important Document bags, Household Emergency Action Plan, Plain Language Household Emergency Action Plan, 72-hour kit checklist, and Flooding Frequently Asked Questions).

CEMA was featured at the Alberta Urban Municipalities Association (AUMA) tradeshow in November 2013 (which also has a conference component). The tradeshow and

conference are held alternating years in Calgary. CEMA distributed informational pieces such as the Household Emergency Action Plan and Important Documents bags to elected officials, emergency management personnel and senior administrative officials from across the province.

Develop educational outreach programs

CEMA is committed to providing education to citizens wishing to self-organize in their communities and businesses wanting more information about how they can prepare for a disaster as well as business continuity plans to help them get through an interruption.

In late 2013 CEMA began developing a community guide (Preparedness, Learning, Action in Neighbourhoods – PLAN) for individuals and communities who wish to self-organize to prepare for a disaster. The community guide will lead into a community preparedness course that will be provided to interested communities. The course will be self-administered and supplies available to those who wish to teach the course in their communities.

Developed Emergency Social Services and CEMA protocols

A comprehensive review of existing service agreements began in 2013. These service agreements include locations for reception centres, accommodation and food providers for displaced residents, and other valuable services. Reviews are undertaken to ensure that the facility or provider continues to meet the standards required by CEMA.

A recruitment campaign that began in late 2012 was extended into 2013, with the goals of increasing Emergency Social Services (ESS) membership and diversifying the member base. Overall, more than 40 additional members were recruited.

A new expression of interest and approval process was created and implemented through 311, allowing applicants to obtain information and self-qualify, thus streamlining the application process for CEMA staff.

The June 2013 flood provided hands-on training for new ESS members as well as existing members. More than 230 spots in courses such as basic emergency management, staff management, reception centre operations, orientation modules and Incident Command System (ICS) were provided to members in 2013.

CEMA ESS staff belong to the Emergency Social Services Network of Alberta (ESSNA) and participate

in the development of the yearly ESS forum. Sponsored by ESSNA, the Alberta Emergency Management Agency (AEMA) and Government of Alberta Human Services, this forum brings together ESS representatives from across Alberta to learn best practices and share municipal plans.

Twenty-two Emergency Social Services members volunteered their time at Disaster Alley 2013, handing out preparedness information to the more than 4,000 attendees.





3. Build operational readiness

CEMA Members

As per the Emergency Management Bylaw 25M2002, membership of the Calgary Emergency Management Agency is comprised of appointed members and those invited by the Director. The following Members lists identify the current appointed Agency membership. The Invited Partners list provides examples of those agencies and organizations that work in collaboration with the Agency.

Internal Members: City of Calgary

Animal & Bylaw Services
 Calgary Fire Department
 Calgary Police Service
 Calgary Transit
 City Manager's Office
 City Solicitor
 City Treasurer
 Community & Neighbourhood Services
 Corporate Security
 Customer Service & Communications
 Planning, Development & Assessment
 (formerly Development & Building Approvals)
 Fleet Services
 Human Resources
 Information Technology
 Infrastructure & Information Services
 Public Safety Communications
 Roads
 Waste & Recycling Services
 Water Services / Water Resources

External Members

Alberta Emergency Management Agency (AEMA)
 Alberta Environment and Sustainable Resource Development (AESRD) (formerly Alberta Environment)
 Alberta Health Services - Administration
 Alberta Health Services - EMS
 Alberta Health Services - Medical Officer of Health
 ATCO Gas
 Calgary Board of Education
 Calgary Catholic School District
 ENMAX Power Corporation
 Environment Canada
 Alberta Energy Regulator (AER) (formerly Energy Resources Conservation Board)
 TELUS

Invited Partners

Invited partners include agencies and organizations that work in collaboration with the Agency at the invitation of the Director of CEMA. These include non-governmental organizations (NGOs), government agencies, private companies and subject matter experts.

Develop and manage plans, policies and procedures for incident preparedness and response

Conduct training and exercises for Agency members and partners and CEMA staff

CEMA holds an average of three exercises with members and partners every year. One exercise was held in March 2013; however, the June 2013 flood and its aftermath interrupted the normal exercise schedule. Because of prior exercises held, members and partners were prepared to respond to the challenges of the flood.

CEMA offers ongoing and continual training, primarily in its Calgary Emergency Management Suite (CEMS). The software suite has several components, and Agency members and partners are expected to have some proficiency in its operation. In 2013, 18 training events were held for 500 personnel from Agency members and partners.

CEMA staff participated in a three-day Emergency Operations Centre training course from the Justice Institute of British Columbia (JIBC). New CEMA personnel were also trained in the issuance of Alberta Emergency Alerts (AEAs) from the Alberta Emergency Management Agency.

Increase agency capacity and capability

Enhanced operational readiness for the Emergency Operation Centre

The relatively new Emergency Operations Centre, which opened in October 2012, was the hub for June 2013 flood coordination. For a three-week period, more than 200 representatives from over 40 Agency members and partners staffed the EOC around the clock.

Enhancements were made to the Common Operating Picture (COP) by Information and Infrastructure Services (IIS). Functions added to the COP included an ortho slider to compare imagery and a spotlight tool used for higher resolution imagery of smaller areas; replacement of the Twitter social media widget for crowd-sourcing data; emergency road closure and evacuation map export tools that provide more accurate mapping and easier export; and cluster symbology for multiple markup points providing better readability.

Post-flood improvements include updated flood polygons, a new address locator, addition of building repository information (addition of Special Care Facility layer, hotel and motel information), addition of City of Calgary Corporate Properties

owned and occupied data layer, IT critical infrastructure layer and census blockfaces update. These updates provide more accurate information in an emergency or disaster –in particular the census blockfaces, which provide more accurate information about numbers of residents.

IIS and The City's Planning, Development and Assessment department are working closely with CEMA to integrate building inspection information from 311 into the COP.

The data collected by IIS post-flood will greatly enhance the COP and allow CEMA and Water Services to generate more accurate inundation and evacuation mapping.

Undertake post event review

Many post-flood debriefs were undertaken. With a smaller event, a single debrief with engaged partners might occur, but due to the magnitude of the flood event, several debriefs were held. A member-wide debrief was held in September 2013 with participation from 120 individuals across all 29 City of Calgary business units. A similar debrief was held with CEMA staff whose primary functions during the flood were emergency management and emergency social services planning, response and



recovery. A debrief regarding the actual building functionality was also completed, with representation from internal partners, external agencies and media outlets.

Workshops were conducted with The City's Administrative Leadership Team (ALT), City business unit directors and

managers, and senior management from CEMA member and partner agencies to identify the successes, challenges and issues encountered during the flood response and early recovery efforts.

Several independent third party reports were commissioned regarding

the response and early recovery efforts to the flood. Two reports relating specifically to CEMA are the Conference Board of Canada and the Jacobs reports. The Jacobs report is expected to be released in early 2014, and the Conference Board report in summer 2014.





4. Plan for business continuity and recovery

Develop and test continuity and recovery plans to prepare for business interruption

Business continuity – continued business operation during an interruption and recovery after an interruption – was a major focus in the latter half of 2013. Many City operations and buildings were affected by the flood, including the whole Municipal complex, which houses a large percentage of City staff. Business continuity plans already in place provided alternate work locations and, where necessary, alternative duties for staff.

CEMA business continuity planners worked in conjunction with other business continuity staff across every City of Calgary business unit to ensure their plans were updated, sufficient for their needs and allowed for a number of possibilities. Each business unit is responsible for their own plan; however, CEMA's expertise can be of assistance.

Develop a Recovery Operations Centre Plan

CEMA provides learning opportunities to the Recovery Operations Centre (ROC) Steering committee.

In May 2013, a ROC training session focused on community resilience and recovery. A third party expert in emergency management discussed activities communities can undertake to enhance recovery efforts through the development and sustainment of community resiliency. This was followed up by a live video conference presentation from the Canterbury Earthquake Recovery Authority (CERA). CERA presented a case study on New Zealand's recovery from their devastating 2010 and 2011 earthquakes.

The ROC Steering Committee was activated very early in the response to the 2013 flood in order to establish an effective recovery organization and identify key priorities. The official

transition from EOC flood response to ROC flood recovery began when the State of Local Emergency (SOLE) expired on July 4, 2013.

Research indicates that successful recovery is realized when a holistic, community-based approach addresses issues in the built, economic, natural, and social environments. As a result, a cross-departmental Flood ROC Taskforce was convened to manage flood recovery activities in five priority areas: Funding, Housing & Property, Infrastructure, People, and Services. The taskforce provides citizen centric service to the public, monitors and supports staff in recovery, optimizes resource and process efficiencies, manages financial impacts including recovery to flood related expenses, and aligns cross-departmental interests.

Effective recovery also takes into consideration reducing the risk of future disaster events in order to build a more disaster-resilient community. To that end, the taskforce has identified strategic opportunities to develop and sustain long-term resiliency in order to prepare The City for the next emergency event. The taskforce continues to coordinate The City's rebuilding and recovery efforts and liaise with other levels of government and partners on a broad community-focused approach. The Recovery Operations Centre is expected to remain operational through the end of 2014 with some aspects of the flood recovery work on-going within City business units for several more years.

Strengthen supply chain and critical infrastructure

Identified supply chain partners and interdependencies

In 2013, CEMA continued its product review, strengthening The City's supply chain and pandemic stocks. Efforts included a City-wide product review with key business units, purchasers and vendors. This resulted in an increased ability to store and rotate critical products. The 2013 flood served to identify several key items

that were needed on short notice. Those items have been included in pandemic and emergency stockpiles. CEMA and The City's Supply unit continue to develop procedures to reduce on-hand stale stock.

Build and strengthen relationships to support business continuity and recovery

Engage partners in business continuity and recovery planning

CEMA works in conjunction with the Alberta Emergency Management Agency on Disaster Recovery Program (DRP) support. In the past, CEMA has facilitated a registration centre for DRP application for the public, as well as coordinated the DRP application for City of Calgary business units.

The Disaster Recovery Program is provided by the Province to offer financial assistance for extraordinary weather event damage that is typically not insurable. The Province committed funding for the DRP program for damage sustained by City infrastructure, citizens and small businesses during the June 2013 flood.

CEMA staff coordinated the registration centres and the redeployment of displaced City staff

from various affected facilities to intake initial registrations from affected citizens. The DRP registration centre at McMahon Stadium was opened from July 2 to 7, and the centre at Mount Royal University from July 2 to 25. After the closure of the sites, the Province continued to take applications through their service offices and online.

Over 2700 applications were received from residential homeowners, small businesses and condominium corporations. More than \$20 million in financial assistance has been paid out with more expected as files are concluded.

Identified interdependencies and opportunities for strengthening relationships

CEMA has hosted several workshops with other business units to identify areas where plans and dependencies overlap, as well as areas where weaknesses exist in order to increase corporate resiliency during business disruptions. Relationships between business units were strengthened as common vulnerabilities were addressed centrally and cross-functionality was built into plans.





5. Strengthen the Agency

Engage and develop the skills of our Agency members

Canada Task Force 2 support, training and deployment

During the June 2013 flood, Canada Task Force 2 (CANTF2) ran a fully functioning Tactical Operations Centre (TOC) for more than two weeks. In collaboration with the Calgary Fire Department, the TOC coordinated all the pumping operations and rapid building inspections. Over 120 personnel were involved, including four external agencies: the Edmonton Fire Department (150 members), Calgary Search and Rescue Association (CALSARA) (50 members) and Canada Task Force 1 (53 members) from Vancouver and Vancouver Emergency Management (two members). All logistical support for members and those from other agencies was provided; including the supply and set-up of sleeping quarters, waters, kitchen, mess hall, washroom and shower facilities, and a communications and IT network.

CEMA staff and CANTF2 members supported High River after the State of Local Emergency in Calgary was rescinded. Assistance was provided for three weeks to section chiefs in the High River Emergency Operations Centre. High River, although smaller, was heavily impacted by the June flood. The vast majority of High River's 13,000 residents were evacuated, and many homes across all areas in the town sustained damage. More than a year after the flood, some residents remain out of their homes.

Funding for 2013 and part of 2014 for CANTF2 (including the High River deployment) was provided by the Province through the Alberta Emergency Management Agency (AEMA).

Each year, CANTF2 partners with Alberta Health Services to provide emergency medical support services and a field hospital during the Calgary Stampede Parade. As well, CANTF2 supported the Calgary Police Service with several smaller deployments.

CANTF2 members participated in other training activities throughout 2013 including Incident Management, Incident Command System (ICS), Advanced Medical, Critical Incident Stress Management (CISM), Canine, Logistics, and National Fire Protection Association (NFPA) training.

With the exception of a small administrative staff, all CANTF2 members are volunteers. In 2013, the 130 CANTF2 members have contributed almost 14,000 personnel hours of time into the program.



LOOKING FORWARD

CEMA is a full-spectrum emergency management agency that is recognized as a leader in Canada and North America, particularly for its performance during the June 2013 flood. As The City of Calgary moves into the next business cycle (2015 – 2018), CEMA is poised to take on a larger leadership role, particularly in preparedness, business continuity, hazard identification and risk assessment, recovery and resiliency for The City of Calgary.

CEMA's Strategic Results Areas support Council initiatives: Public safety services are responsive and proactive; maintain and improve service response performance; and develop a comprehensive Emergency Management plan.

SR1. Reduce risk and mitigate hazard and vulnerability in Calgary

While it is not always possible to prevent emergencies or disasters, there is much that can be done to mitigate the effects of them. With Agency partners, CEMA constantly re-evaluates risks, hazards and vulnerabilities in Calgary. Better data, specifically from external partners and members, serves to better understand probabilities of events and resulting impacts.

SR2. Build community capacity and resilience

CEMA has and will continue to embark on new ways to increase the capacity to respond to and recover from a disaster on a community level. Resilient communities understand the risks they face, can do much for themselves during a disaster, can rebuild after a disaster in such a way that vulnerabilities are reduced, and understand that creating resiliency is a long term process. CEMA aims to ensure that "By 2020, communities will have demonstrated the resiliency to self-activate to respond to a disaster." This will be completed through the continued development of CEMA's Preparedness, Learning, Action in Neighbourhood (PLAN) program.

SR3. Build operational readiness

The Emergency Operations Centre, the emergency management suite (including the Common Operating Picture) and the expertise of CEMA staff, members and partners are the foundations on which CEMA is built. Ongoing training and exercises for new and existing members, partners and staff build competencies and efficiencies. The lessons learned from the June 2013 flood will be put into operational plans of all CEMA members and partners.

SR4. Plan for business continuity and recovery

A key focus for CEMA in the upcoming business cycle is to increase resiliency across City business units, support Calgary businesses in creating their

own business continuity plans, and support economic recovery after a disaster. Further understanding of risks and potential impacts are key to a functional business continuity plan. CEMA will be engaging with key business partners in the community including the Chamber of Commerce and Calgary Economic Development in the creation of business continuity resources for small businesses in the city.

The Recovery Operations Centre steering committee and task force continue to coordinate The City's recovery efforts, including Disaster Recovery Program submissions to the Province, and liaise with other levels of government to increase resiliency through a broad community-based approach.

SR5. Strengthen the Agency

CEMA's performance during the June 2013 flood was widely hailed as exemplary emergency management. However, to become complacent or static is a risk that CEMA and The City of Calgary cannot afford to take. To ensure continued strength of the Agency, training for new and current members will be increasingly important. Cross-training of staff will ensure that even for a prolonged event, CEMA staff can fulfill the roles required in the Emergency Operations Centre during a disaster. Finally, Emergency Social Services continues to enhance their recruitment and training for members to better serve the needs of displaced Calgarians.



