

# Emergency Management Governance and Risk Assessment

## Audit Recommendations

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### Recommendation

That the Municipal Emergency Plan, as set out in Attachment 1 of the July 6, 2021, Citizen Services report CS00677, be approved.

### Executive Summary

In 2019, the Office of the City Auditor completed an Emergency Management Governance and Risk Assessment Audit and made three recommendations to improve the governance and hazard identification and risk assessment capacity of the City's Emergency Management Program. Administration has since completed the recommendations contained within the Emergency Management Governance and Risk Assessment Audit. The Strategic Plan and Hazard Identification and Risk Assessment have been approved by the Emergency Management Agency and are provided for information, while the Municipal Emergency Plan requires approval by the Emergency Advisory Committee, as per Bylaw 19091 Emergency Management Bylaw.

### Report

In June 2019, the Office of the City Auditor completed a review of the City's emergency management program. The audit made three recommendations regarding the program. These were initially planned to be completed in December of 2020; however, due to the impacts of the COVID-19 pandemic, the completion date was revised to June 30, 2021.

#### *Recommendation One: Develop a Strategic Plan and Performance Management Framework for the City's Emergency Management Program*

Administration developed the new strategic plan (Attachment 2) and performance management framework in alignment with ConnectEdmonton and The City Plan. The plan revolves around four strategic goals, each with its own objectives, activities and tasks.

The four strategic goals are to:

- build a stronger emergency management program framework;

- identify and communicate hazards and risks;
- increase focus on emergency capacity, coordination, and recovery; and
- foster coordination and capacity building with external partners

### *Recommendation Two: Review, Update, and Adhere to Emergency Management Program Governing Documents*

The emergency management program governing documents refer to the City's Emergency Management Bylaw and City Policy C508 - Municipal Emergency Plan.

On February 3, 2020, City Council approved Bylaw 19091 Emergency Management Bylaw, which replaced the previous bylaw. The updated bylaw appoints the City's Emergency Advisory Committee and Emergency Management Agency and prescribes roles and responsibilities for the City's emergency management processes.

As part of the updated Emergency Management Bylaw, City Policy C508 Municipal Emergency Plan was repealed, allowing for the development and approval of an updated municipal emergency plan.

The Municipal Emergency Plan (Attachment 1) describes the City's overall strategy for managing and coordinating its emergency management prevention, mitigation, preparedness, response and recovery activities. The Municipal Emergency Plan includes the City's emergency management governance, framework and roles and responsibilities.

### *Recommendation Three: Develop and Implement a Process to Create and Update a Hazard Identification and Risk Assessment Based on Best Practices.*

A hazard identification and risk assessment is used to determine which disasters and hazards pose the greatest risk to the City in terms of how likely they are to occur and how great their potential impacts are. Administration developed the Hazard Identification and Risk Assessment (Attachment 3) in alignment with the City's Enterprise Risk Management program. It complements the City's Enterprise Risk Management processes and procedures, it doesn't replace them.

The Hazard Identification and Risk Assessment process adheres to accepted international risk management principles and standards of practice but focuses on risk assessment related to disaster events rather than the broader practice of risk management.

## **Public Engagement**

Public engagement was not undertaken for Administration's response to the Emergency Management Governance and Risk Assessment audit as the emergency management program is an internal-facing program.

**Corporate Outcomes and Performance Management**

<b>Corporate Outcome(s):</b> Edmonton is a Safe City			
<b>Outcome(s)</b>	<b>Measure(s)</b>	<b>Result(s)</b>	<b>Target(s)</b>
Emergency Management is enabled by sound governance	Number of regular Emergency Advisory Committee meetings	2020 YTD: 6	One per year as set out in Bylaw 19091
	Number of regular Emergency Management Agency meetings	2020 YTD: 2	One per year as set out in Bylaw 19091

**Risk Assessment**

<b>Risk Element</b>	<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Score (with current mitigations)</b>	<b>Current Mitigations</b>	<b>Potential Future Mitigations</b>
<b>If recommendation is approved</b>						
Corporate Governance	Emergency Advisory Committee guidance and direction not clearly defined	2 - Unlikely	1 - Minor	2 - Low	Regular meetings of the Emergency Advisory Committee and Emergency Management Agency	Regular review and updates to Emergency Management governing documents
<b>If recommendation is not approved</b>						
Corporate Governance	Emergency Advisory Committee guidance and direction not clearly defined	3 - Possible	2 - Moderate	6 - Low	Regular meetings of the Emergency Advisory Committee and Emergency Management Agency	TBD

**Attachments**

1. Municipal Emergency Plan - 2021
2. Emergency Management Program - Strategic Plan, 2021-2023
3. Hazard Identification and Risk Assessment

**Others Reviewing this Report**

- G. Cebryk, Deputy City Manager, City Operations
- C. Owen, Deputy City Manager, Communications and Engagement
- K. Armstrong, Deputy City Manager, Employee Services

- M. Persson, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- S. McCabe, Deputy City Manager, Urban Planning and Economy
- K. Fallis-Howell, Acting City Solicitor