Community
Services

Edmonton

**Municipal
Emergency
Plan 2025
Version 2.4**

Updated January 2025

Office of Emergency Management
edmonton.ca/**emergencymanagement**

FOREWORD

An Emergency Management Program is a system that provides for the management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. The Municipal Emergency Plan (MEP) provides the strategy for the City of Edmonton to meet these objectives.

Activation of the MEP means that the City has made the decision to shift to the emergency governance structure, which allows for rapid decision making in a fast-moving emergency situation. The MEP was created to support the goals of risk reduction and to provide a framework for City Council, City Administration and partner stakeholders to prepare for likely events based on current hazards, risks and municipal vulnerabilities. The MEP also includes an overview of the City's Emergency Management Program.

Capacity building prepares the City of Edmonton and its partners for when emergencies, disasters or business disruptions occur. Training and exercising build the knowledge and skills of City staff who function in operational emergency management roles, and help to build relationships with clients and stakeholders, like local utility companies and not-for-profit organizations.

Through the Municipal Emergency Plan, City Council and City Administration provide a level of assurance for Edmontonians that potential events impacting them will be mitigated, responded to, and recovered from in the most effective and efficient manner possible.

MAINTENANCE AND REVISION HISTORY

The City of Edmonton Municipal Emergency Plan is reviewed at least once each year. This may be a scheduled review, or after an exercise, emergency or disaster. The review will be documented below, including whether changes were made and by whom.

Review date	Revision number	Revisions made	Review or changes by
July 2020	1.0	Complete update	Rob Squire
June 2021	2.0	Comprehensive update	Rob Squire
July 2022	2.1	Review and Update	Rod Koshowski
November 2023	2.2	Review and Update	Rein Tonowski
January 2024	2.3	Review and Update	Rein Tonowski
January 2025	2.4	Review and Update (Sections 2.1.1 & 2.1.2)	Rein Tonowski

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1. INTRODUCTION

1.1. Purpose

An Emergency Management Program provides management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. It encompasses all internal and external organizations, agencies, departments and individuals having responsibility for these activities.

An effective Municipal Emergency Plan (MEP), in conjunction with a robust Emergency Management Program, helps to make Edmonton resilient to situations and events that emerge by:

- Ensuring the protection and preservation of life, safety, health and property.
- Minimizing the effects of the incident on the city and its inhabitants.
- Minimizing loss or damage to property and the environment.
- Maintaining and restoring essential services.
- Facilitating the earliest possible coordinated response, mitigation and equitable recovery efforts.

The MEP works on the premise that the City's normal operations can be altered and resources diverted to lessen the impact of a major event. In a true major emergency or disaster, no single department or branch has enough resources to allow the City to provide comprehensive disaster response and recovery activities. The City relies on a coordinated response from integrated teams drawn from all departments, as well as our external partner agencies.

1.2. Scope

The MEP includes an overview of the programs and strategies used to prevent, prepare for, respond to, and recover from hazards and threats to the City of Edmonton and its residents, property, environment, and economy. It also identifies the legislation and guiding documents that provide the framework for these strategies and programs.

The MEP does not include a specific direction for managing incidents in the normal course of business or at the scene by the appropriate first responding agencies.

1.3. Activation of the Emergency Plan

When normal operations won't provide an adequate emergency response, the MEP may be activated. Activation means that the City has made the decision to shift to the emergency governance structure, which allows for rapid decision-making in a fast-moving emergency situation.

Edmonton Municipal Emergency Plan Response Decision Tree
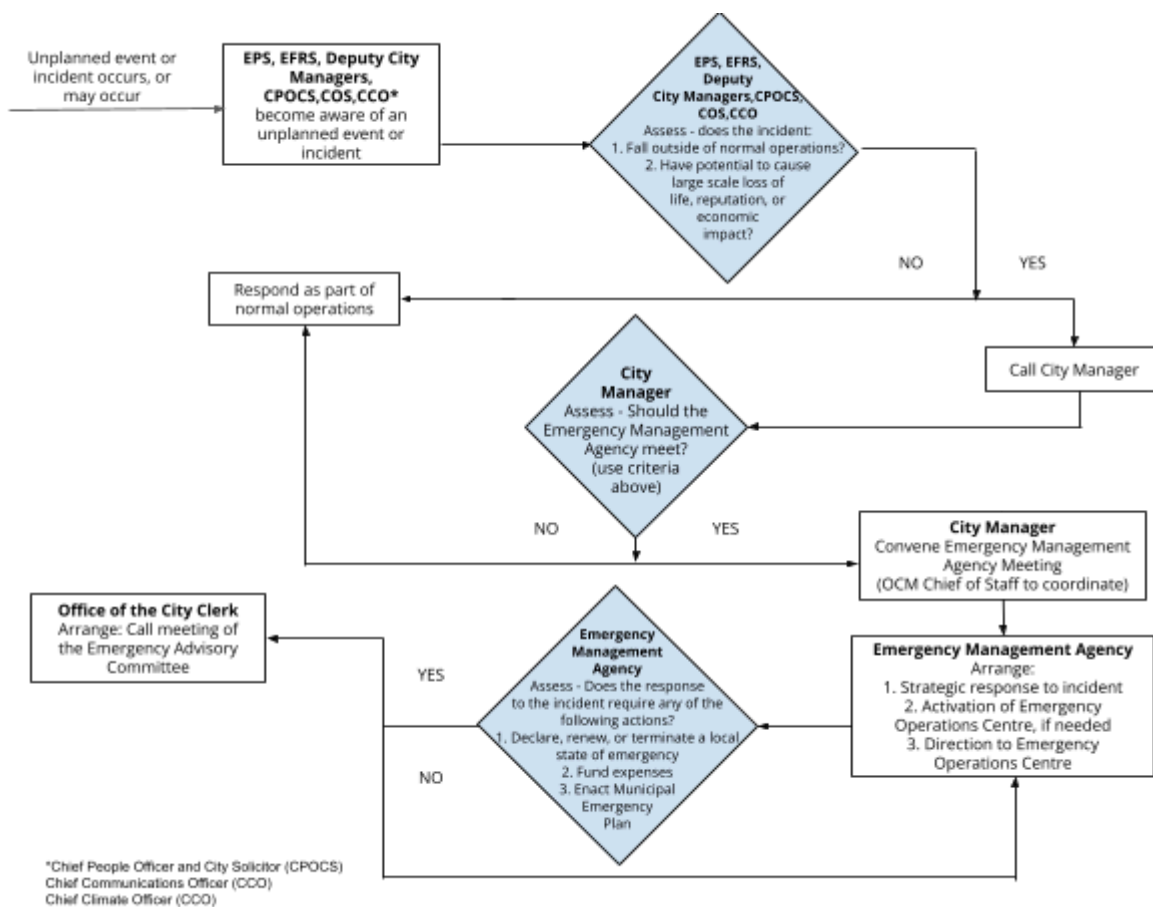
The decision tree above is used to determine the City's response, including whether the MEP is activated. Contact information for applicable staff, elected officials, and external agencies is maintained by the Office of the City Manager and the Office of Emergency Management. This information is available to

assist with information sharing and decision making when managing emergency situations and is not shared beyond those who require it. Revised lists are emailed out as updates are made.

1.4. Distribution

While the most up to date version of this document will be the electronic form, hard copies may be distributed to people (upon their request) in the following positions for their ease of reference during an emergency situation. The Municipal Emergency Plan will also be made available electronically on the City's external website.

The Emergency Management Agency

- Director, Emergency Management Agency (City Manager)
- Chief of Police, Edmonton Police Services
- Fire Chief, Edmonton Fire Rescue Services
- Deputy Fire Chief, Community Safety and Risk
- Deputy City Manager, Community Services
- Deputy City Manager, City Operations
- Deputy City Manager, Financial and Corporate Services
- Deputy City Manager, Integrated Infrastructure Services
- Deputy City Manager, Urban Planning and Economy
- Chief People Officer and City Solicitor
- Chief Communications Officer
- Chief of Staff, City Manager's Office

1.5. Review and Revision

The MEP is prepared by the Office of Emergency Management through delegation from the City Manager. The Office of Emergency Management is responsible for ensuring that the MEP is current and effective in the event of a major emergency, disaster or disruption.

The MEP is reviewed at least once each year, with input from the Emergency Management Agency and other stakeholders. This may be a scheduled review, after an exercise, emergency or disaster, or as opportunities for improvement

occur. Additional requests for amendment should be submitted to the Office of Emergency Management.

Reviews and changes to the MEP are logged at the beginning of this document. Updated versions of the MEP will be presented to the Emergency Advisory Committee for approval.

2.   EMERGENCY MANAGEMENT GOVERNANCE

2.1.   Structure

The provincial legislation provides guidance for the governance structure of municipal emergency management programs that allows for a flatter organizational hierarchy during a major emergency or disaster.

When the City's MEP is activated, there is a shift in governance structure to allow for expedited decision making related to the emergency situation. This shift includes:

- The Emergency Management Agency becomes the decision-making body for the organization and the Emergency Advisory Committee takes on an advisory role.
- The City Manager is the Director of the Emergency Management Agency (DEM) and chairs the Emergency Management Agency.
- The Assistant Deputy Chief of Emergency Management and Communications is the Director of the Emergency Operations Centre, and reports directly to the Director of the Emergency Management Agency.

2.1.1.   Emergency Advisory Committee

The *Emergency Management Act* requires each Local Authority to have an Emergency Advisory Committee. The Emergency Advisory Committee is inclusive of the Mayor and City Council. Under *Emergency Management Bylaw 19091*, the Committee must meet at least once annually.

2.1.2.   Emergency Management Agency

The *Emergency Management Act* requires each Local Authority to have an Emergency Management Agency to exercise the City's powers and duties under the *Act*.

The *Emergency Management Bylaw* 19091 makes the City Manager the Director of the Emergency Management Agency, and identifies the members which includes the Deputy City Managers, Chief People Officer and City Solicitor, Chief Communications Officer, Chief Climate Officer, Police Chief, Fire Chief,

and the Assistant Deputy Chief of Emergency Management and Communications. The Emergency Management Agency is required to meet annually, or more frequently if required.

2.1.3.   Director of the Emergency Management Agency (City Manager)

At the City of Edmonton, the City Manager is the Director of the Emergency Management Agency. The Director is responsible for ensuring that the Agency meets its obligations under the *Emergency Management Act* and to the residents of Edmonton.

The Director of the Emergency Management Agency reports to the Emergency Advisory Committee on behalf of the Agency at least once every year to provide updates on its activities and fulfillment of its mandate. The Director of the Emergency Management Agency may decide that an emergency situation is of sufficient scope that a task team is warranted to provide strategic support to the Emergency Management Agency.

2.1.4.   Director of the Emergency Operations Centre (Assistant Deputy Chief of Emergency Management & Communications)

The Director of the Emergency Operations Centre (EOC) is responsible for the effective operation of the EOC and coordinating EOC and Emergency Support Response Team activities.

The Director of the EOC provides the Emergency Management Agency with program and real-time emergency updates, as well as preparing and reviewing the MEP annually and presenting it to the Agency for their review.

Governance Structure for Emergency Response Operations

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┌──────────────────────┐          ┌──────────────────────┐
│  Emergency Advisory  │ -------- │ Emergency Management │
│      Committee       │          │        Agency        │
└──────────────────────┘          └──────────────────────┘
           │                                 │
┌──────────────────────┐          ┌──────────────────────────────┐
│   Mayor and Council  │ -------- │  Director of the Emergency   │
│                      │          │ Management Agency (City Mgr)  │
└──────────────────────┘          └──────────────────────────────┘
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Fire Chief	Chief of Police	Director of the EOC (Asst. D/C of Emerg Mgt & Comms)	Executive Leadership Team
Edmonton Fire Rescue Service	Edmonton Police Service	Office of Emergency Management	City Departments
		Emergency Operations Centre	
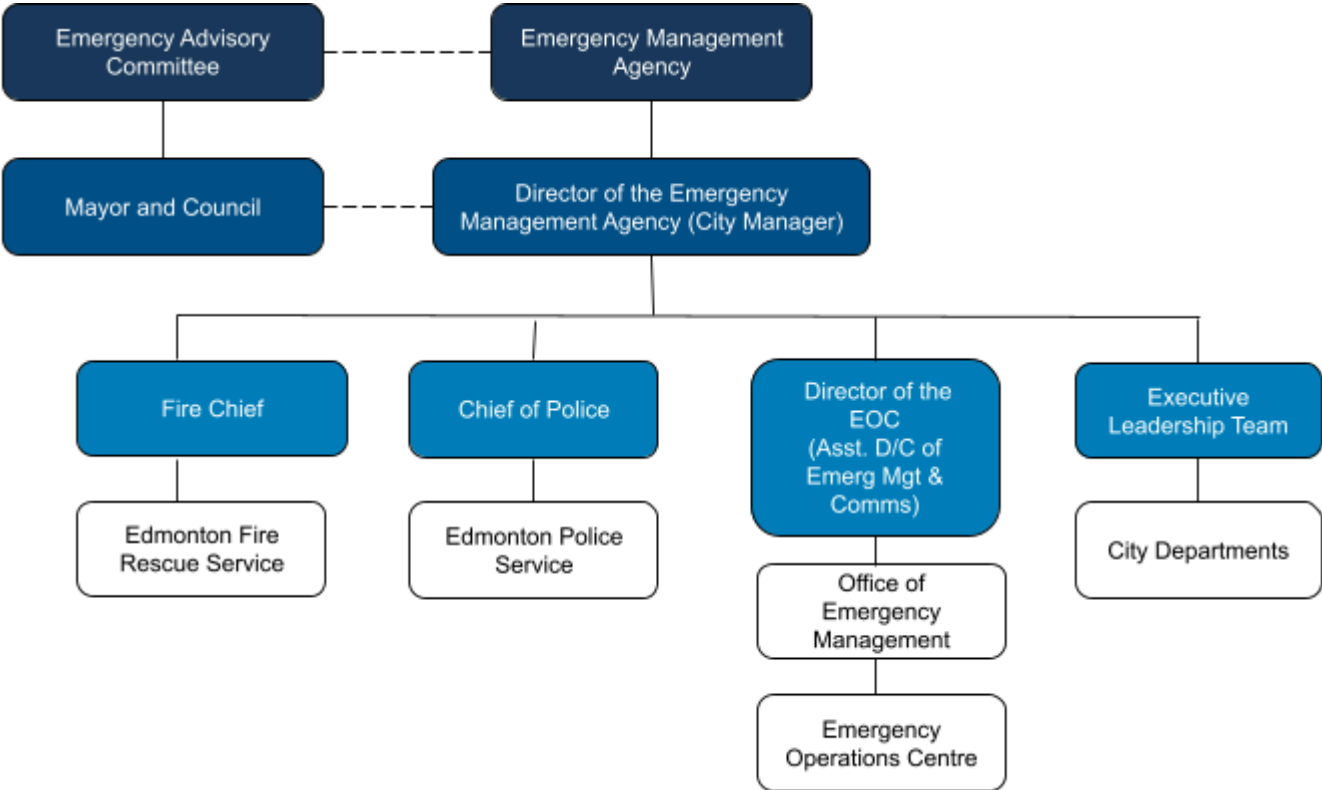
3.   THE EMERGENCY MANAGEMENT FRAMEWORK

3.1.   Guiding Documents

The MEP is built within a framework of legislation and guiding documents. The City's Emergency Management Strategic Plan, developed in response to the 2019 Emergency Management Governance and Risk Assessment Audit and in alignment with the Corporate Business Plan, provides high level guidance to the direction of the Emergency Management Program.

Emergency Management Plan Guiding Documents
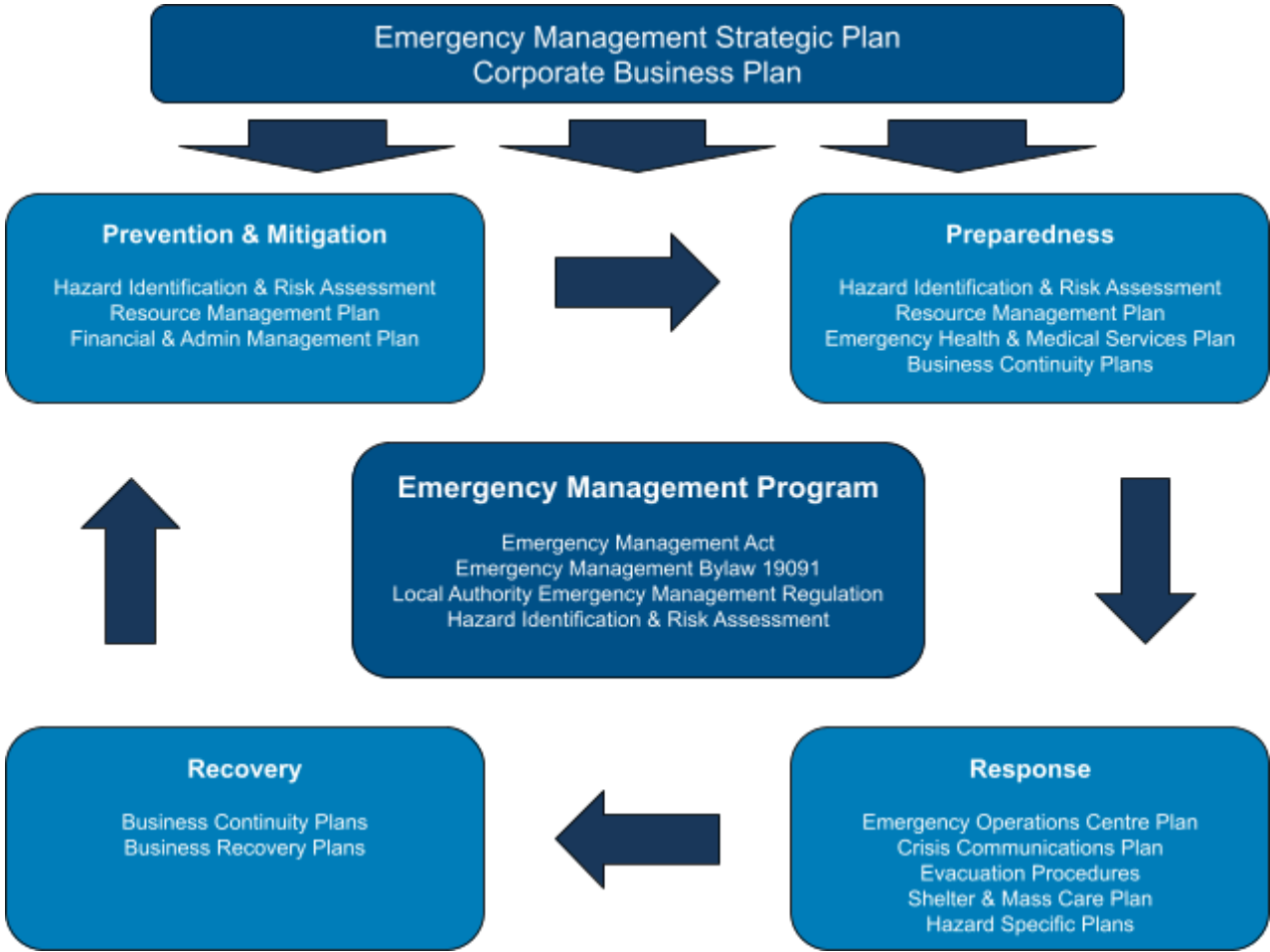
3.2. Legislation and Authority

The provincial *Emergency Management Act* is the legal authority for all municipal emergency plans in Alberta. The *Act* also clarifies roles between local and provincial response to emergencies. Amendments to the *Emergency Management Act* came into effect in the spring 2020 and allow local and provincial states of emergency to exist concurrently during emergencies and disasters.

The *Emergency Management Act* is accompanied by the *Local Authority Emergency Management Regulation*, which provides further direction on emergency management roles, as well as municipal responsibilities to plan and prepare for the safety of the community.

The *Regulation* ensures that:

- Municipalities have current emergency plans and programs that are regularly reviewed and exercised.
- Responsibilities and functions of municipal emergency advisory committees and emergency management agencies are clear.
- Elected officials and municipal employees are trained for their roles and understand their responsibilities.
- Regional collaboration agreements with other municipalities are clear.

Legislative and Corporate Documents

Provincial Legislation	• Emergency Management Act • Local Authority Emergency Management Regulation
Municipal Legislation	• Emergency Management Bylaw 19091
Corporate Documents	• Corporate Business Plan • Emergency Management Strategic Plan

City of Edmonton's *Emergency Management Bylaw 19091* establishes the Emergency Advisory Committee and Emergency Management Agency. It also prescribes specific roles and responsibilities further to the *Regulation*.

Also note these documents:
- *Audit Committee Bylaw 16097*, which specifies that the Audit Committee reviews the City's reports about disaster recovery procedures and Business Continuity plans.
- *City Administration Bylaw 16620*, which provides the authority for emergency expenditures.

3.3.   The Elements of Emergency Management

There are four interdependent elements of emergency management that provide the foundation for the City's MEP.

1. **Prevention and mitigation** to eliminate or reduce the risks associated with disasters. Using prevention and mitigation methods before hazards and disasters happen reduces the City's vulnerability and increases our resiliency.

2. **Preparedness** allows the City to be ready to respond to a hazard and manage its consequences through measures taken prior to an event.

3. **Response** is about managing the consequences of a disaster, immediately before, during, and immediately after the event.

4. **Recovery** is repairing or restoring conditions to an acceptable level after a disaster.

Ensuring strong relationships between each of these elements across the organization and with the City's partners is critical to effective emergency management.

3.4. Prevention and Mitigation

3.4.1. Hazard Identification and Risk Assessment

A systematic assessment of hazards, threats, risks and vulnerabilities in the Edmonton area must be carried out to ensure effective emergency management measures are in place. There are hazards and threats to the city because of its geographical location, climate, industries, and other factors. Threats are also presented by people, both inside or outside the city, either accidentally or with intent.

The Office of Emergency Management identifies hazards and threats that present the risk of harm to the city. These hazards are ranked according to probability, impact, and changing risk by using a process called a Hazard Identification and Risk Assessment (HIRA). This tool is not intended to predict which threats and hazards will cause the next emergency. Instead, the HIRA provides an overview of the collection of risks most likely to cause damage in our community.

Risk is the effect of uncertainty on objectives. For purposes of the MEP, this means the uncertainty of hazards on the public, Critical Infrastructure, and property. The HIRA is used to assess which threats and hazards pose the greatest risk, in terms of how likely each is to occur and what the severity of impact may be. The results are used to prioritize mitigation and hazard specific strategies. The process includes four steps: hazard identification; risk analysis; risk evaluation; and a review, approval and communication process.

3.4.2.   Risk Mitigation

Mitigation is about reducing the risk of loss resulting from an emergency or disaster. Some risks can be mitigated to reduce the impact on the community. There are two types of mitigation measures:

1. **Structural mitigation** refers to physical changes that may be made to reduce the impact of hazards on the community. For example, the City employs flood mitigation measures, including underground storm tunnels and stormwater management ponds.

2. **Non-structural mitigation** refers to mitigation measures that do not require new or changes to infrastructure. Examples include public education by Fire Rescue Services, employee training and exercises, regulating land use next to heavy industry, and the Municipal Emergency Plan.

3.5.   Preparedness

Preparedness activities increase the capacity plus resilience of the City and public. Preparedness involves a continuous cycle of planning, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during a response. All levels of government, businesses and residents are responsible for preparing for an emergency.

The Office of Emergency Management uses an All-Hazards approach by addressing vulnerabilities exposed by both natural and human-induced hazards and disasters. This approach increases efficiency by recognizing and integrating common emergency management elements across all hazard types, and then supplementing with hazard-specific plans to fill gaps as required. The All-Hazards approach also improves the ability of emergency management activities to address unknown hazards or risks.

3.5.1.   Business Continuity Management Program

The Business Continuity Management Program is an inward-facing service that involves the strategic and tactical capability of the City to plan for, and respond to, incidents. The goal of this corporate program is to provide the framework by which the City delivers critical services during an incident. The City's Business Continuity Management Program is aligned with *ISO 22301 Business Continuity Management Standard*.

Due to the size and complexity of the City, the Business Continuity Management Program uses a decentralized model. The Office of Emergency Management sets the overall framework and provides oversight at the corporate level, including training and exercising.

The objective of a Business Continuity Plan is to identify and document the strategies, actions and resources that will enable the business area to:

- Respond quickly to a business disruption.
- Communicate efficiently and accurately, both internally and externally.
- Continue to provide critical or vital services within the specified timeframes.
- Direct staff and other stakeholders towards the people, facilities and resources needed to help the business area provide their critical or vital services during a business disruption. The services provided will be the ones that have a time-sensitive impact on:
  - Occupational health and safety;
  - Public perception (reputation);
  - Customers and the public (services);
  - Legal and regulatory;
  - Financial.

The Corporate Business Continuity Plan is the governance document that is activated for large scale disruptions. It provides a structured process which assists Emergency Management Agency members with implementing an effective and coordinated response. The severity of the disruption will determine the corporate impact and activation of appropriate plans. Plan activation can either be strategic, tactical or both.

Each branch is responsible for developing their own Business Continuity Plan, maintaining it, and reviewing it at least once a year and any time there is a change within the City or branch that impacts plan details. A Branch Business Continuity Plan is activated by the branch manager for disruptions within the branch.

3.5.2. Aid Agreements

There may be occasions when the City's resources or capacity are insufficient to manage the scope of an emergency event. In such cases, the City can request additional assistance from other municipalities, agencies, and the provincial government - and those organizations can request Edmonton's help as well. Increasing the capacity of the region's emergency response is identified as an opportunity in the Fire Rescue Services Strategic Plan. Aid agreements are in place to define relationships and the financial, legal and logistical considerations involved so details do not hamper response.

Aid agreements normally include joint training exercises where possible to ensure that different groups understand roles and responsibilities, equipment availability, and other important logistical considerations. The City of Edmonton does not provide assistance when it will negatively affect our own emergency response or when the safety of employees can not be reasonably assured.

3.6.   Response

The City maintains a number of supporting documents that are utilized during a response. Response actions are carried out immediately before, during and after an event for the purpose of saving lives, preventing further impact to the affected area and protecting property and the environment. Increased detail around response actions and responsibilities are documented in the roles and responsibilities section below.

3.6.1.   Emergency Support Response Team

Emergency social services are provided by the Emergency Support Response Team (ESRT) which is an operationally responsive unit within the Office of Emergency Management. The team of trained City of Edmonton employees assists at an incident scene by supporting anyone who has been displaced by the event to allow the emergency responders to do their jobs.

ESRT provides services essential to the immediate well-being of people displaced by an emergency, including shelter, food and clothing. Depending on the type and the severity of the emergency, ESRT may activate reception centres for people displaced from their homes.

3.6.2.   Crisis Communications

It is vital that important information be presented to Edmontonians during an emergency in a way that is fast, clear and concise. During an emergency, a public information officer will be activated and attached to the work in the EOC. This role is integral to the work of the EOC and a key part of the Crisis Communications Team that is responsible for getting information to affected Edmontonians.

The Crisis Communications Team is responsible for:

- News media relations;
- Social media monitoring and communication;
- Working with stakeholder communication professionals;
- Digital communication, including web;
- Creative production, including graphic design and developing products;
- Internal communication;
- Communications with the City Council.

More information related to communications, public alerts and notifications can be found in the Crisis Communications Plan.

3.7.   Recovery

Recovery refers to the activities undertaken to restore, rebuild and renew what has been affected, following an emergency. Resilience is the capacity of a system, community or society to adapt to disturbances resulting from hazards by persevering, recuperating or changing to reach and maintain an acceptable level of functioning. By planning a strong incident recovery system, which is embedded into business continuity plans, the Office of Emergency Management helps ensure the City is resilient to emergencies.

3.7.1.   Incident Review and Continuous Improvement

Incidents are reviewed to ensure alignment with legislation and policy, as well as to ensure ongoing improvement of procedures. The Director of the Emergency Operations Centre conducts an incident review based on the EOC response. If there has been a corporate response to a large-scale incident, the Director of the Emergency Management Agency is responsible for the review. Most of the lessons learned from EOC activation are at the operational level and improvements can be implemented immediately. When learnings are at the strategic level any resulting changes will be incorporated into the MEP in the next update.

4.   FACILITIES AND SYSTEMS

4.1.   Emergency Operations Centre

When an incident is beyond the capabilities of the City's resources or when a situation requires that the incident site be provided with response coordination and additional support, the City's Emergency Operations Centre is activated. During an emergency, the EOC will have representatives from various branches and agencies to ensure a timely and coordinated response.

The major responsibilities of the EOC include:
- Central coordination and support of all incident sites;
- Implementation of established emergency management procedures;
- Coordinating assistance and resources required to support the response;
- Analyze problems and formulate options for solving them;
- Receive, compile, and display data and information on the emergency situation and resource status as a basis for planning;
- Management and dissemination of warnings and emergency public information.

4.2.   Reception Centre

In the event that an emergency requires the evacuation of residents, a Reception Centre / Evacuation Centre will be established at the request of the Emergency Operation Centre. The primary purpose of the Reception Centre is to preserve the physical and emotional well-being of evacuees affected by an emergency or disaster. The following services are available as needed:

1. **Reception Services** - meet and greet, registration and inquiry, referral and information;
2. **Essential Services** - food, shelter, clothing;
3. **Personal Services** - family reunification, medical assistance, mental wellness support, temporary pet care.

The location of the Reception Centre(s) will be confirmed during an emergency and communicated to the public.

4.3.   Incident Command System

The Alberta Emergency Management Agency prescribes the Incident Command System (ICS) to all local authorities in the province, which is an All-Hazards tool to help manage major emergencies and disasters by providing direction and control over on-scene activities. The Alberta Emergency Management Agency certifies trainers, provides oversight of training standards, and accredits students to ensure a consistent understanding of the ICS across the province.

The ICS is used by the City in the Emergency Operations Centre and at the incident scene during emergencies, disasters, and planned events. The Incident Command System has been tested and proven for decades and is an industry best practice and has become the standard for emergency response across Canada. The benefits of using this system include the safety of responders and others on scene, meeting situation objectives, and the efficient use of resources.

Sometimes emergencies will be too large and complex for one municipality to manage and resource. When partners come in to assist, having a common command and control system is imperative to effective emergency management.

5.   ROLES & RESPONSIBILITIES

During the phases of an emergency (prevention, mitigation, preparedness, response and recovery), all stakeholders have roles and responsibilities. The support and assistance provided by these stakeholders is required to have a coordinated approach to deal with emergencies effectively.

5.1.   Mayor and Council - The Local Authority

5.1.1.   Prevention, Mitigation and Preparedness

- Review the Municipal Emergency Plan and related plans and programs at least once each year;
- Through the budgetary process, provide resources to maintain an essential level of emergency preparedness to support the Emergency Management Program;
- Participate annually in appropriate emergency training and exercise as per legislation;
- Advocate for disaster risk reduction activities and advance preparedness initiatives at an individual, family and community level to create a resilient region;
- Contribute to community education and awareness about local hazards and personal emergency preparedness;
- Create programs and processes to help Municipal Business Units, Agency members and businesses throughout the region to continue to operate following an emergency.

5.1.2.   Response

- The roles and responsibilities of elected officials do not include attendance at the Emergency Operations Centre unless specifically requested by the Director of the Emergency Management Agency;
- Support the Director of the Emergency Management Agency in the management of the emergency response and provide strategic direction as requested by the DEM;

- Declare, renew or terminate a State of Local Emergency as recommended by the Director of the Emergency Management Agency.

In consultation and coordination with the Emergency Operations Centre through the Director of the Emergency Management Agency:

- Keep the community informed of the situation;
- Serve as spokesperson(s) for the emergency;
- Engage with other levels of government for financial and resource support;
- Provide briefings to other levels of government;
- Authorize major expenditures as required.

5.1.3.   Recovery

- Provide advice on the long-term impact of an incident on people, Critical Infrastructure, the environment, finances, operations, business, industry and reputation;
- Work with the Director of the Emergency Management Agency and the Emergency Management Agency on determining recovery/renewal priorities, with associated strategies, and the transition from response to recovery;
- Liaise with other orders of government for potential disaster recovery programs municipalities can access.

5.2.   Director of the Emergency Management Agency (City Manager)

5.2.1.   Prevention, Mitigation and Preparedness

- Ensure emergency plans, programs and measures are developed based on the Hazard Identification and Risk Assessment;
- Sign mutual aid agreements to increase local capacity;
- Participate in training and exercises;
- Prepare and coordinate emergency plans and programs for the municipality.

5.2.2. Response

- Act in a strategic advisory capacity with Mayor and Council;
- Maintain essential and non-essential services outside of the incident site;
- Activate the Emergency Operations Centre Plan and determine which members of the Emergency Management Agency are required to support the Emergency Operations Centre;
- Ensure, on an ongoing basis that the Mayor and Council are advised of the emergency situation and the response actions taken by the Emergency Management Agency or the Emergency Operations Centre;
- Recommend a declaration, renewal and/or termination of a State of Local Emergency;
- Direct emergency operations consistent with the *Emergency Management Act* and with the Municipal Emergency Plan;
- Coordinate all emergency services and other resources;
- Determine if existing City and mutual aid resources are sufficient for the response;
- Work with the Provincial Emergency Coordination Center to secure additional resources if required;
- Serve as spokesperson for technical information for the emergency.

5.2.3. Recovery

- Assess the impact of the emergency/disaster on regular City operations, with the aim of resuming operations as soon as practicable following a response;
- The DEM will determine the course of action relating to resumption of normal operations through employee notification regarding City business closures and recovery actions;
- Work with City Council and the Emergency Management Agency on determining recovery/renewal priorities, with associated strategies, and the transition from response to recovery.

5.3. Emergency Management Agency

The emergency management plans and programs are managed and implemented by the Emergency Management Agency. The agency is also responsible for providing advice to Council on these plans for the City of Edmonton.

5.3.1. Prevention, Mitigation and Preparedness

- Advise Council annually on matters pertaining to the City's Emergency Management Program and the Municipal Emergency Plan.
- Participate in exercises and ensure personnel are trained in emergency management plans and procedures;
- Prepare and maintain emergency related equipment if applicable;
- Recommend risk reduction, mitigation and preparedness measures to the Director of the Emergency Management Agency and/or direct supervisors;
- Support annual updates of business response or recovery plans for their respective department.

5.3.2. Response

- At the request of the Director of the Emergency Management Agency, report to the Emergency Operations Centre;
- Conduct emergency response operations under the direction of the Director of the Emergency Management Agency. If at the Incident Command Post, receive direction from the Incident Commander.

5.3.3. Recovery

- Work with the Director of the Emergency Management Agency and City Council on determining recovery/renewal priorities, with associated strategies, and the transition from response to recovery.
- Deputy City Managers and other senior leadership designates specific representatives of management who have defined roles and

responsibilities for the recovery phase and the transition to normal operations.

5.4.   External Coordination

The City of Edmonton works with other jurisdictions, organizations and levels of government on emergency management priorities. During the Planning, Mitigation, Response and Recovery phases of an emergency, numerous departments and agencies participate. A number of key organizations and agencies have been identified as important participants in all phases. The following provides brief descriptions of various other external agency partners that may be called to the Emergency Operations Centre and their anticipated emergency operation responsibilities:

5.4.1.   Alberta Emergency Management Agency (Provincial Emergency Coordination Centre)

The Director of the Emergency Operations Center will, if required, request a representative from the Alberta Emergency Management Agency to be present in the EOC. The Agency Representative is responsible for updating the Provincial Emergency Coordination Center (PECC). Requests to the PECC should go through the Agency Representative. Other responsibilities include, but are not limited to:

- Acting in a strategic advisory capacity;
- Work with the Liaison Officer to meet requirements of provincial government officials as appropriate;
- Provide information on and access to additional public and private agencies that may assist in the management of an emergency or disaster;
- Direct requests for Department of National Defense emergency response assistance to the Executive Director, Alberta Emergency Management Agency.

5.4.2.   Alberta Health Services

- Provide advice to the EOC on public health matters (water quality, immunizations and epidemiology/disease control);
- Advise on what internal and/or external hospital emergency plans have been activated;
- Advise on conditions of the hospital and other health care facilities in the city, the number and types of available beds;
- Establish and maintain field and inter-hospital medical communications;
- Provide advice and assistance to Emergency Medical Services on issues related to pre-hospital care during disasters;
- Coordinate with Emergency Medical Services, other hospitals, and any medical response personnel at the scene to ensure that casualties are transported to the appropriate medical facility;
- Distribute patients to and among hospitals based on severity and types of injuries, time and mode of transport, capability to treat, and bed capacity;
- Coordinate with local emergency responders to isolate and decontaminate incoming patients if needed.

5.4.3.   Provincial and Federal Elected Officials

In engaging additional levels of government the City must use the appropriate communication channels. The Mayor is responsible for providing formal updates to Provincial and Federal elected officials.

5.4.4.   Government of Alberta

The City may be required to communicate directly with specific Ministers on response or early recovery operations. Formal communication should go through the Mayor, or, if unavailable, the Deputy Mayor or other municipal elected official. If no elected officials are available, this communication should go through the City Manager.

5.4.5.   Government of Canada

Formal communication to request assistance from the Government of Canada must come from the Government of Alberta. This request shall be made through the Provincial Emergency Coordination Centre Operations (PECC). If the request is for assistance from the Canadian Forces, this must go from the Government of Alberta to the Government of Canada.

5.4.6.   Community Partners

Edmonton residents, business, schools and community organizations all play a critical role in the City's comprehensive Emergency Management Program. All levels of government rely on the ability of the entire community to prepare for, respond to and recover from an emergency event. Other responsibilities include, but are not limited to:

- Stay informed about local hazards and take the necessary steps to prepare at a household, business, or organizational level;
- Stock and maintain emergency preparedness kits;
- Sign up for Alberta Emergency Alerts and Environment Canada Alerts;
- Listen to warnings, advisories and follow directions from emergency officials;
- Mitigate potential hazards through regular training and best practices to limit hazards before they occur;
- Avoid hazard areas to protect personal safety and allow for unhindered access by emergency response personnel.

5.4.7.   Utility providers (e.g. EPCOR, Fortis, ATCO, TELUS, Shaw, etc.)

- Provide situation reports on system outages and damages;
- Monitor the status of system outages and customers without services;
- Restore utility supply to critical facilities following an incident;
- Arrange to discontinue utility services to any consumers where it is considered necessary in the interest of public safety;
- Arrange for the clearance of power lines on emergency routes in order that emergency response personnel have safe access to perform their duties.

5.5. Capacity Building

Capacity building provides a base for when emergencies, disasters or business disruptions occur. Work done in advance allows for greater efficiency and understanding. Gaps in knowledge and process can be mitigated through the development of new procedures and joint planning and discussion.

The primary objective of capacity building is to build the knowledge and skill sets of City staff that function in operational roles during Business Continuity incidents, emergencies or disasters. Capacity building also helps to build relationships with clients and stakeholders, like local utility companies and not-for-profit organizations, and encourage role recognition and cooperation in times of emergency.

5.5.1. Training

Training is an important way to introduce staff and others to emergency management to provide theoretical knowledge in various areas. Ongoing training is also essential to maintain and advance knowledge. Training is normally provided by the Office of Emergency Management in these areas:

1. **General**
   - To the Emergency Advisory Committee and the Emergency Management Agency to ensure confidence and competence in authorities, roles and responsibilities.

2. **Emergency Operations Centre Coordination**
   - Incident Command System training is required to work in the EOC during an event or incident;
   - Some staff require position-specific training within the EOC to ensure sufficient depth of knowledge.

3. **Emergency Support Response Team**
   - Employees who are members of the Emergency Support Response Team require ongoing training and participate in annual exercises in order to maintain membership.

4. **Business Continuity Training**
   - All technical specialists receive annual training on their roles and responsibilities.

5.5.2.   Exercising

Exercising is an important part of ensuring the City has the capacity to manage emergencies and disasters that arise. Exercises generally occur on an annual basis to meet these goals:
   - Building role competency in the EOC, the Emergency Support Response Team or the Business Continuity Team;
   - Trained staff are better able to respond to Business Continuity disruptions, emergencies and disasters;
   - Increased relationship building, both internally and with stakeholders, to encourage role recognition and cooperation in times of emergency, disaster or disruption;
   - Provide an evaluative process of the relevant plans and systems in place.

Each year the Office of Emergency Management leads the Emergency Management Agency in a tabletop emergency scenario, in which Agency members discuss how the City would respond to the scenario and resolve any issues that arise.

Unless there is a significant event within the previous four years, every fourth year the Agency participates in an active emergency scenario, in which members carry out actions as if a significant emergency or disaster was actually occurring (without deploying staff or resources).

Exercises are also carried out with those organizations with whom the City has aid agreements. For example 2019, a major exercise was held with the City of Edmonton, Edmonton International Airport, the City of Leduc, and Leduc County. The OEM, representing the City of Edmonton, has also trained (full-scale exercise in Nov 2021) in the oil and gas sector, simulating a mass response to leaks, explosions, and fires. OEM continues to participate as a representative in the SDMAP committee (Strathcona District Mutual Assistance Program).

6.   GLOSSARY

6.1.   Definitions

Alberta Emergency Management Agency

Under the authority of the *Emergency Management Act*, the Alberta Emergency Management Agency leads the coordination and cooperation of all organizations involved in emergencies and disasters. This includes emergency and disaster prevention, preparedness, response, and recovery. The Alberta Emergency Management Agency also works to ensure vital public services, such as government services and first responders, are available during a crisis (*Alberta Emergency Management Agency*).

All-Hazards

The All-Hazards approach to emergency management increases efficiency by recognizing and integrating common emergency management elements across all hazard types, and then supplementing these common elements with hazard-specific sub-components to fill gaps only as required (*An Emergency Management Framework for Canada, Second Edition*).

Business Continuity

The capability of the organization to continue delivery of products or services at acceptable predefined levels following disruptive incidents (*ISO Terms and Definitions*).

Business Continuity Plan

Documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following disruption (*ISO Terms and Definitions*).

Critical Infrastructure

Refers to processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of the government. Critical infrastructure can be stand-alone, interconnected, and interdependent within

and across provinces, territories, and national borders (*An Emergency Management Framework for Canada, Second Edition*).

Emergency Management Program

An Emergency Management Program is a system that provides for the management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. It encompasses all internal and external organizations, agencies, departments and individuals responsible for these activities (*Emergency Management Governance and Risk Assessment Audit 2019, Office of the City Auditor*).

Hazard Identification and Risk Assessment

A risk assessment tool that is used to assess 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 impact may be *(Emergency Management Governance and Risk Assessment Audit, Office of the City Auditor).*

Incident Command System

A standard on site command and control system used to manage emergency incidents and planned events (*Incident Command Systems*).

Local Authority

In this document, the Local Authority refers to Edmonton City Council *(Alberta Emergency Management Act, s.* 1(g)(i)).

State of Local Emergency

A Local Authority would declare a State of Local Emergency when an emergency exists within its jurisdiction requiring access to the extraordinary emergency powers of the *Emergency Management Act* (*Emergency Management Act*, s. 21(1)).

7.   REFERENCES

7.1.   Acts, Bylaws and Documentation

1. CSA Z1600 - 17, Emergency And Continuity Management Program
2. Emergency Management Bylaw 19091, City of Edmonton 02/2020
3. Emergency Management Act, Revised Statutes of Alberta (2000, c. E-6.8)
4. Local Authority Emergency Management Regulation, Alberta Emergency Management Agency 01/2020
5. Canadian Standards Association - ISO 31000:2018
6. An Emergency Management Framework for Canada, Third Edition
7. The Emergency Management Strategy for Canada, Public Safety Canada 2019
8. Emergency Management Governance and Risk Assessment Audit 2019, Office of the City Auditor
9. Incident Command System Canada

7.2.   Supporting Documents

1. Emergency Management Strategic Plan
2. Corporate Business Plan
3. Hazard Identification & Risk Assessment
4. Resource Management Plan
5. Emergency Health & Medical Services Plan
6. Emergency Operations Centre Plan
7. Crisis Communications Plan
8. Evacuation Procedures
9. Shelter & Mass Care Plan
10. Hazard Specific Plans
11. Business Continuity Plans
12. Business Recovery Plans