

Contemporary Building Blocks to a High Level of Preparedness



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Objectives

Objectives

Build Municipal Capacity through Regional Collaboration no matter how long it takes!

Examine the Development and Implementation of a contemporary MEMP and REMP in 3 easy steps!

Council/Leadership - MEMP/REMP Best Practices

Testing the new Municipal Emergency Management Plan

Building blocks of Preparedness

Vision:

Safer communities
through measurable
standards of excellence for
emergency management
plans and programs.

Preparedness! What about Competing Priorities?

Challenges facing Municipal Emergency Managers:

- + EM personnel have extensive knowledge of community needs and capacities equips municipal governments with critical information necessary to design effective emergency management plans and programs.
- + Communities face different hazards and vulnerabilities, so local officials are arguably best positioned to determine the appropriate mix of preparedness measures.
- ✗ On the other hand, municipal governments have a relatively weak fiscal capacity and face numerous competing priorities, so decision-makers are understandably tempted to dedicate their attention and resources to problems they perceive to be more pressing than emergency management. As a result, local emergency managers must often struggle to secure space for this issue on the municipal agenda.
- + This is no longer the case in Medicine Hat, Cypress County and Redcliff due to type 1 and 2 incidents and willingness to regionalize.

Building blocks of Preparedness

❖ Strategic Goals:

1) Ensure continued credibility and viability of EM Plans and Programs.

a) Develop formal preparedness strategies using existing models.

b) CSA Z1600 and local communities provide best practices, policy development, performance measurements, resources and tools.

c) Market the benefits of ongoing self assessment as a continuously improving organization.

e) Petition stakeholders to develop the *Emergency Management Standard* collaboratively.

Building blocks of Preparedness

❖ **Strategic Goals continued:**

2) Ensure *Emergency Management Standard* is current and relevant.

a) Gather and use assessment feedback from current Emergency Management Agency and investigate potential external partner inclusion for training/table-tops and standards improvement.

b) Keep current with doctrine and mandates, in terms of EM language and focus.

c) Review Public Safety Canada Standards

Alberta Community Partnership

- ❖ In Budget 2014, the Alberta Community Partnership (ACP) replaced the Regional Collaboration Program (RCP), and was approved for a total program budget of \$48.8 million in 2014/15.
- ❖ The objective of the ACP is to improve the viability and long-term sustainability of municipalities by providing support for regional collaboration and capacity building activities, including project implementation costs.

Key program outcomes include:

- Significant regional approaches to exploration and/or implementation of new or enhanced municipal services;
- Improved overall municipal capacity to respond to municipal and regional priorities and to build and maintain effective intermunicipal relations through joint and collaborative activities; and
- Strong intermunicipal relations that result in strengthened community identities and improved quality of life.

Regional Collaboration Grant 2013

Lethbridge

- ❖ Partner with the County of Lethbridge to develop an intermunicipal development plan. \$175,000

Medicine Hat

- ❖ Partner with the Town of Redcliff and Cypress County to develop a regional emergency management plan. \$250,000

Alberta Community Partnership

- ❖ The Intermunicipal Collaboration (IC) component retains the partnership requirements of the former Regional Collaboration component, but the individual maximum grant for a project, per year, has been increased from \$250,000 to \$350,000.
- ❖ The IC component will accept applications for multi-year funding for up to three-years.

50% Cost-share beyond \$100,000

- ❖ The Metropolitan Funding (MF) component is a targeted stream of funding for Alberta's largest municipalities with total populations greater than 55,000.
- ❖ A list of eligible municipalities, annual allocations, and future years' estimates will be posted on the Municipal Affairs website each year.
- ❖ The MF component will accept applications for multi-year funding for up to three years.

❖ Website:

[http://municipalaffairs.alberta.ca/
albertacommunitypartnership.cfm](http://municipalaffairs.alberta.ca/albertacommunitypartnership.cfm)

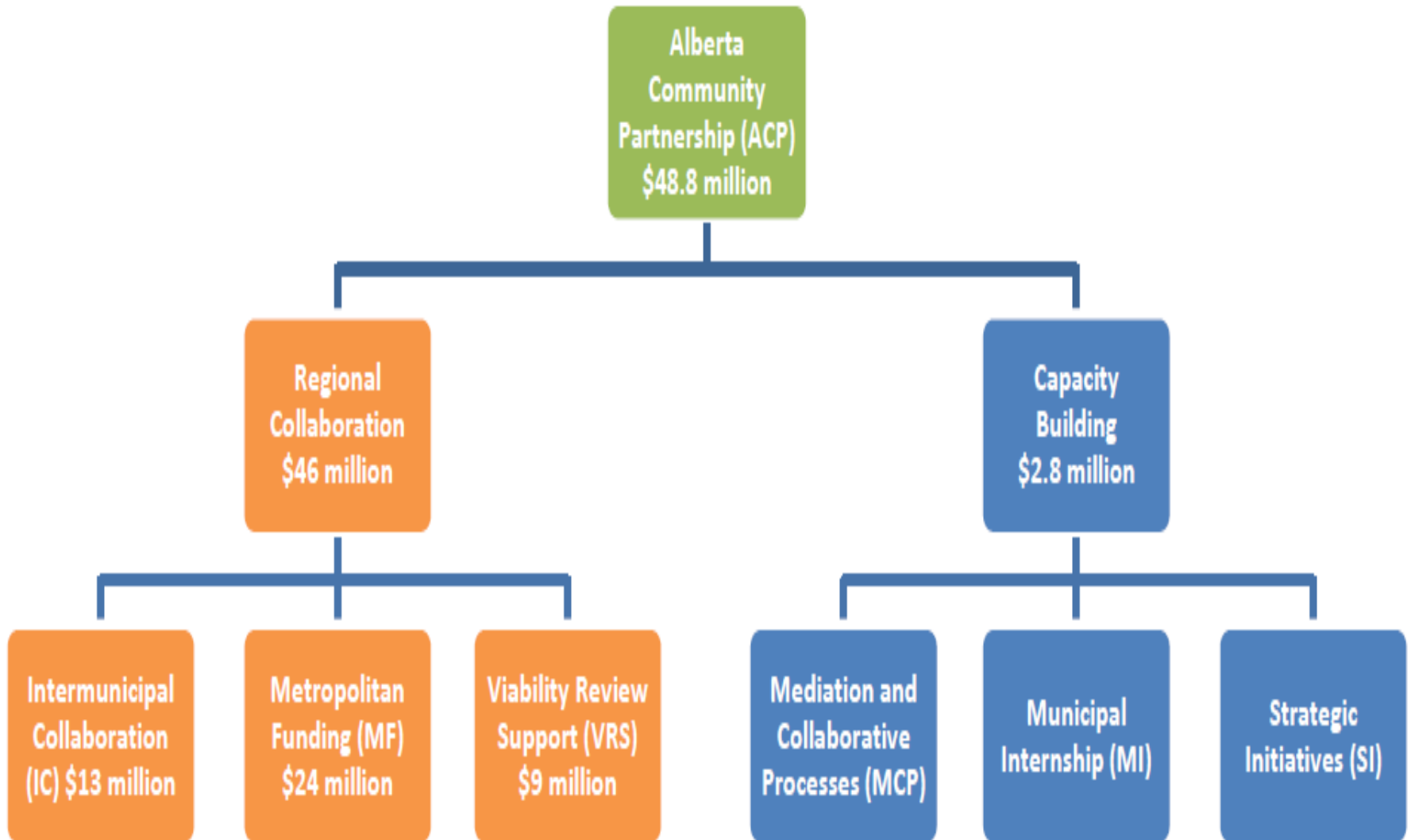
- ❖ For program specific information, ask for a Grant Advisor and for reporting and SFE requirements, ask for a Grant Compliance Advisor. Alberta Municipal Affairs

Program Objectives

Significant regional approaches to exploration and/or implementation of new or enhanced municipal services;

- ❖ Improved overall municipal capacity to respond to municipal and regional priorities and to build and maintain effective intermunicipal relations through joint and collaborative activities; and
- ❖ Strong intermunicipal relations that result in strengthened community identities and improved quality of life.

Available funding for 2015



Phases of Preparedness Planning

- ❖ Phase 1 – Develop and approve the Project Charter
- ❖ Phase 2 – Develop Regional Collaboration Terms of Reference – Council / CAO approval
- ❖ Phase 3 – If using a consultant develop clear expectations through RFP
- ❖ Phase 4 – Hire expert to identify Current Hazards, Risks and Vulnerabilities
- ❖ Phase 5 – Prepare, Present and Approve the Plan
- ❖ Phase 6 – Execute and Evaluate the Plan

REGIONAL EMERGENCY MANAGEMENT PLAN

REGIONAL COLLABORATION PROGRAM GRANT JOINT APPLICATION REGIONAL EMERGENCY MANAGEMENT PLAN

Cypress County, Town of Redcliff and City of Medicine Hat

February 4, 2013

Project Description

❖ Within the project management of the City of Medicine Hat; three participating municipalities agree to employ the appropriate agency if the grant is successful, to assist in the development, testing and implementation of three independent Municipal Emergency Management Plans (MEMP) and Emergency Management Bylaws. Upon achieving approval by the respective municipalities, employ the appropriate agency to assist in the consolidation, testing and implementation of all three MEMP's into a single Regional Emergency Management Plan (REMP) and a Regional Resource Sharing agreement.

REGIONAL EMERGENCY MANAGEMENT PLAN

It is anticipated this entire project will require two years to develop, test, revise where necessary and implement upon approval of the three municipal councils.

As per the attached resolutions and Emergency Management Plan, the three participating Municipalities through their respective Councils, have approved the submission of a joint Regional Collaboration grant application to establish a new regional partnership of which the following development and implementation plan is summarized:

- A)** Jointly apply for grant funding to begin collaboratively working with the Town of Redcliff, the City of Medicine Hat and Cypress County to replace the existing Regional Emergency Response Plan,
- B)** Employ the appropriate agency to complete an all hazards and vulnerability assessment for each of the three municipalities.
- C)** Develop, test and implement a Municipal Emergency Management Plan (MEMP),

REGIONAL EMERGENCY MANAGEMENT PLAN

- D) Each of the municipalities will draft a new Emergency Management bylaw in alignment with the current Emergency Management Act;**
- E) Develop and implement a Regional Resource Sharing Agreement,**
- F) Consolidate the three approved MEMP's into a single Regional Emergency Management Plan.**
- G) Schedule appropriate levels of Incident Command System (ICS) training for all internal and external agencies and implementation of skills and competencies assessment in the use of the Incident Command System, Incident Site Management and Emergency Operations Centre;**
- H) Develop an organizational chart for Emergency Management delivery under the auspices of the Incident Command System;**

REGIONAL EMERGENCY MANAGEMENT PLAN

- ❖ **Currently, Cypress County, Town of Redcliff and City of Medicine Hat are working collaboratively to achieve a Regional Emergency Management Plan. This working group is best defined by the Alberta Emergency Management Agency's, Emergency Management System which provides for a Memorandum of Agreement that governs a Regional model through localized and regional meetings and consolidates independent emergency advisory committees, independent emergency management agencies and independent municipal emergency management plans. There is currently some commonality of training and exercises with no formal written agreements other than current service agreements.**

HRVA – RFP – Terms of Reference

Deliverables:

A detailed report and presentation summarizing the output from the following 7 steps is required within the scope of this “*Regional*” initiative:

- 1. Proponent will identify the methodology they will use to involve key stakeholders to collaboratively research and define the level of risk presented by hazards and vulnerability to produce an *HRVA* report while using varying time, season, location, various key community stakeholders and community factors, affecting the region.**

HRVA – RFP – Terms of Reference

2. Proponent will provide a realistic listing of principal *Hazards Risks and Vulnerabilities* affecting the “*Region*” and a user friendly process of prioritization.
3. Proponent will utilize the *HRVA* to define the level of risk presented by the hazards and vulnerabilities. Proponent will then, provide a corresponding estimate of the consequences that the key *HRV* findings will have on life, property and respective communities.

HRVA – RFP – Terms of Reference

- 4. Proponent will provide S.M.A.R.T. goals and objectives to mitigate principal hazards, risks and vulnerabilities.**
- 5. Proponent will provide an objective user friendly tool to measure the effectiveness of the implemented mitigation strategy.**
- 6. Proponent will provide a formal presentation to Regional EM Stakeholders on the report findings.**

HRVA – RFP – Terms of Reference

- 7. Proponent will provide a workshop with Regional Emergency Management stakeholders to ensure the findings of the report and objective measuring tools are understood.**

HRVA – RFP – Terms of Reference

❖ The following definitions are provided for use in the Hazards, Risks, Vulnerabilities, Analysis/Assessment (*HRVA*):

- 1) Hazard - “an event, condition or circumstance which may lead to a loss” - normally presented as a statement of fact.
- 2) Risk - “the consequences of a hazard measured in terms of probability and severity” - Often indicated by a level, number(s), letter(s), or color code.

HRVA – RFP – Terms of Reference

- 3) **Vulnerability** – Is an extension of probability as measured in the risk assessment and requires a third axis.
- 4) **Principal Hazard Registry** – A list of the principal hazards arranged chronologically by date of identification.
- 5) **Principal** – The primary Hazards, Risks or Vulnerabilities which will be the focus of the Registry and Assessment.
- 6) **Risk Assessment** – The process used to determine the risk the hazard presents

HRVA – RFP – Terms of Reference

- 7) **Active Risk Profile** – A listing of all identified hazards and the risks they presently pose.
- 8) **Risk Management** – Managing the risks by eliminating the hazard, avoiding the hazard, mitigating the potential consequences of the hazard or transferring the risk.

Timelines:

- **April 30, 2013** - Closing date for responses to this RFP
- **May 17, 2013** – Evaluation Committee completes its review / recommendation
- **June 28, 2013** – Report and presentations due.

EXECUTIVE SUMMARY

INTRODUCTION

Completion of this Hazards, Risk and Vulnerability Analysis (HRVA) is part of a larger Tri-Council approved initiative to enhance emergency management in the City of Medicine Hat and the Region (City of Medicine Hat, Town of Redcliff, and Cypress County).

It is important to note that hazards and risks are interlinked, dynamic, subject to change, and may transcend municipal, regional and provincial boundaries. The information contained in this report is current as of the end of the project date and should be updated on a regular basis. New hazards may emerge or evolve over time and emergency management projects and processes may alter the hazards' rating.

OBJECTIVES AND SCOPE

Objectives

Following HRVA leading practices, the main project objectives were as follows:

- Develop and prioritise a list of principal hazards and risks for the City of Medicine Hat. It is understood that the list will grow and evolve over time and this initial HRVA is focused on key risks that should be considered during plan and program development.
- Conduct analysis of the identified hazards in order to provide recommendations to assist with plan development, and potential future mitigation, preparedness, response, and recovery activities.
- Provide user friendly HRVA tools and ensure knowledge transfer occurs. The intent is that Medicine Hat emergency management personnel can update and manage the HRVA on an ongoing basis without external assistance.

APPROACH AND METHODOLOGY

Approach

The HRVA was completed through a four (4) phase approach as outlined in the diagram below. The approach is explained in detail in the Approach and Methodology section of this report. This basic approach can be used for future HRVAs and updates.



HRVA Methodology

Methodology

The methodology used for this HRVA was a five (5) step process outlined below. Each of these steps is explained in the Approach and Methodology section of this report.

- **Step 1 – Hazard Identification**
- **Step 2 – Assess Frequency/Likelihood**
- **Step 3 – List Current Controls**
- **Step 4 – Assess Consequence/Impact**
 - Frequency Rating x Consequence Rating = Risk Rating
- **Step 5 – Assess Trending**

MEMP

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Council/Leadership Support

Council/Leadership are starting to recognize that they best supported and protected by Directors of Emergency Management and Safety Managers.

- ❖ **When presenting the plan to Council/Leadership, best practices and recognized standards are your greatest asset.**
- ❖ **Gain their support through exercises and dialogue.**

Test Your Plan

❖ **Once you have a final draft of your plan, schedule a tabletop to test the plan.**

- Activation
- Response
- Roles and Responsibilities
- Recovery

Use the After Action Report to identify gaps
revise the plan as necessary.

QUESTIONS ???

Thank you!