

Service Business Plan



Service Name	Emergency Management	Service Type	Public
Service Owner Name	Amber Rushton	Budget Year	2019
Service Owner Title	Community Emergency Management Coordinator		

Service Description

Emergency Management is a public service that provides the coordinating and integrating of all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual emergencies, or disasters.

Current State

Customers & Their Expectations	<p>This service is delivered to residents, visitors, and municipal employees with the following rationale / customer expectations in mind:</p> <ul style="list-style-type: none"> • Establishing unity of purpose and direction during an emergency / disaster and throughout the recovery phase post emergency / disaster; • Providing various education platforms for community engagement to create a readiness culture comprised of competent, empowered residents and employees; • Successfully employs a focus on service improvement through learning from past emergencies / disasters and ongoing stakeholder engagement; • Managing relationships with interested parties for sustained program success and increased partnerships.
Existing Service Delivery	<ul style="list-style-type: none"> • Establishment, implementation, and continuous improvement of a municipal emergency plan, which ensures the continued provision of necessary services and the procedures to be followed in an emergency / disaster and during recovery activities; • Training programs and exercises to ensure the readiness of employees and local stakeholders, building on collaborative interdepartmental / inter-agency engagement; • Public education to raise awareness of the possible risks to public safety and on public preparedness for emergencies; • Conducting a hazard and risk assessment and infrastructure identification which outlines the hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies; • Business Continuity Planning / Continuity of Governance and Operations – ensuring survivability of the organizational leadership; ensuring capability to continue essential program functions and to preserve essential processes and functions, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential emergencies/disasters.

Existing Customer Engagement Tools / Methods	<p>1. The municipal emergency preparedness web site features Halton Region’s Emergency Preparedness Guides, Family Emergency Kits, Direction on ‘what to do’ during emergencies or disasters most likely to affect the City of Burlington, as well as specific emergency preparedness instructions for vulnerable persons, parents of small children and pet owners www.cityofburlington.ca/prepare;</p> <p>2. Emergency Preparedness Week, which occurs annually the first week of May, is a Canada-wide initiative to increase awareness of individual and family preparedness. The City of Burlington, in cooperation with local stakeholders, hosts events that help inform residents in Burlington on how to prepare for emergencies and disasters;</p> <p>3. The City of Burlington has hard copy Emergency Preparedness Pamphlets / Guides available at Station 1 on Fairview St. at the front desk for residents, including:</p> <ul style="list-style-type: none"> o Chippy the Preparedness Chipmunk – Emergency Preparedness Guide for Kids o Halton Region – Emergency Preparedness Guide o Halton Region – Hazard Specific Emergency Preparedness Sleeves o Burlington Lighthouse Program – Awareness Pamphlets <p>4. A general email address is assigned for customers to communicate with the Community Emergency Management Coordinator – CEMC@burlington.ca .</p>
Is this Service Provincially Legislated?	<p>Yes This service is legislated under the Ontario Ministry of Community Safety and Correctional Services: Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9, and Section 2.1 sets out the minimum requirements for a municipality and their respective emergency management program.</p>
For this Service are there Approved Service Standards?	<p>Yes Emergency Management and Civil Protection Act, R.S.O. 1990, c.E.9 Ontario Regulation 380/04 Standard, and Canadian Standards Association (CSA) Z1600 – Standard on Emergency and Continuity Management, and National Fire Protection Association (NFPA) 1600 – Standard on Emergency and Continuity Management (sister standard to CSA Z1600), and Emergency Management Accreditation Program (EMAP) - 2016 Emergency Management Standard</p>

Sub-Services

<p>Whole of Government emergency management program</p>	<p>Maintain a municipal emergency plan that uses an all-hazards approach to emergency management.</p> <p>Use the Ontario Incident Management System (IMS) to direct, control and coordinate operations during and after an emergency.</p> <p>Maintain primary and alternative emergency operations centres (EOCs) capable of managing continuity, response and recovery operations.</p> <p>Develop and conduct an annual training and exercise program for municipal responders and partner organizations.</p> <p>Conduct an annual Hazard Identification and Risk Assessment.</p>
<p>Continuity of Operations Planning</p>	<p>Lead a planning process for the purpose of developing and maintaining a corporate continuity of operations plan.</p> <p>Conduct a Business Impact Analysis (BIA) that identifies time-sensitive critical functions and applications, associated resource requirements and inter-dependencies.</p> <p>Facilitate the development and continual improvement of the following plans:</p> <ul style="list-style-type: none"> • Operational continuity of operations plans (COOP) for each of the corporation's services. • Tactical COOP plans for key corporate facilities (e.g. City Hall). • Strategic COOP plans that mitigate risks that may affect the whole corporation (e.g. blackout, loss of human resources). <p>Develop annual exercises that test elements of the COOP.</p>
<p>Whole Community Emergency Management</p>	<p>Whole Community Emergency Management is a holistic approach to increasing individual preparedness and engaging with members of the community as collaborative resources to enhance the resiliency of our community.</p>

Recent Continuous Improvement Initiatives

- Establishment of a Primary Emergency Operations Centre (Warm Site)
- Establishment of an Alternate Emergency Operations Centre (Warm Site)
- Establishment of Information Technology (IT) Boxes for Continuity of Operations purposes
- Implementation of the Municipal Emergency Management Program
- Establishment of Emergency Management Program Committee
- Roll out of After-Action Reporting / Improvement Planning for Emergency Incident Debriefs and Annual Exercises
- Increased Public Engagement by implementing physical platforms for face to face engagement (i.e. 2018: Emergency Plan Week partnerships with retailers, Fire Prevention Open House Booth, Finalize Partnerships with Faith Based Organizations, Booth at OneBurlington Interfaith Festival, etc.)
- Strengthened partnerships with local stakeholders (Halton Region, local businesses/retailers, faith-based organizations, etc.) and leveraging efficiencies in shared services, i.e. establishing temporary sites for refuge during an emergency and sharing software applications to augment interoperability)

Emerging Opportunities and Anticipated Risks

Emerging Opportunities

Expand partnerships with local agencies, service groups, neighbouring municipalities, Halton Region and private sector associations / groups to build response capacity and improving how agencies and various sectors work together;

- Develop and implement a recovery plan to support short-term and long-term priorities for recovery of functions, services, resources, facilities, programs and infrastructure. The recovery plan shall be based on the results of hazard identification and risk assessment, continuity of operations strategies, program constraints, operational experience, and cost-benefit-analysis. The recovery plan shall include measures to reduce vulnerability of the City during the recovery period, including a municipal emergency resource repository;
- To assess the City's current state using the United Nations Office for Disaster Risk Reduction Disaster Resilience Scoreboard and utilize the outputs to continuously improve and build out ten (10) essential program areas. This shift in focus will aid in the rolling wave of planning to establish a more robust program driving a disaster resilient city.
- Continue to leverage Halton Region's purchase of DisasterLAN Software which can be used to create a permanent record of all events associated with the activation of the City's Emergency Operations Centre. The record of events is an up-to-date information tool that can be accessed by the city staff and neighbouring municipalities throughout an incident;
- Roll out Homeland Security Emergency Evaluation and Exercise Model which will provide a "common approach to exercise program management, design and development, conduct, evaluation, and improvement planning" (FEMA, 2013, p.1); and
- Additional component to the HIRA – Vulnerable population mapping to align with new NFPA Community Risk Assessment requirements and Consequence Analysis.

Anticipated Risks

Limited staff for partnership sustainability and continuous engagement that may be required to uphold relationships.

Majority of resources required to build a municipal recovery plan and an emergency resource repository are not owned by EM.

Foretasted efficiency for the City and serves as a collaborative situational platform during an emergency; not owned by the City of Burlington – subject to licensing from the Region.

May meet minor resistance due to implementing a change in how emergency exercises are delivered; anticipate positive reception.

May have to outsource a portion pending internal capabilities.

Service Objectives

Target Completion

<p>Enhanced Elements of Preparedness – The Emergency Management Program builds capacity for preparedness through planning, education and exercising.</p> <p>Measurable Initiative 1 – Development and Implementation of Homeland Security Exercise and Evaluation Program to provide a “common approach to exercise program management, design and development, conduct, evaluation, and improvement planning” (FEMA, 2013, p.1)</p> <p>Measurable Initiative 2 – Establish a public education campaign focused on partnering with schools: Grades 6-8</p>	<p>Dec 2019</p>
<p>Establishment of Multi-Faceted Engagement Platforms – The Emergency Management Program engages with internal and external stakeholders to ensure the municipal program is implemented in coordination, collaboration and integration with others.</p> <p>Measurable Initiative 1 – Actively participate in private / public committees / advisory groups and create joint training opportunities:</p> <ul style="list-style-type: none"> ☑ Host a Trans CAER Event – Awareness and Transportation Industry Workshops ☑ Training – Position Specific Training (ICS Canada Learner Competencies) ☑ Expansion of the Burlington Community Awareness and Emergency Response Association (CAER) – Include neighbouring Halton municipalities <p>Measurable Initiative 2 – Develop a Standard Operating Procedure for the Burlington Lighthouse Program in collaboration with the Advisory Group and Operations of the Program</p>	<p>Oct 2018</p>
<p>Increased Effectiveness and Capability – The Emergency Management planning, education and exercise programs build organizational capability to respond to and recover from emergency and disaster events.</p> <p>Measurable Initiative 1 – Roll out a more comprehensive capabilities-based training platform (align with HSEEP identified above)</p> <p>Measurable Initiative 2 – Focus on department specific training opportunities and test knowledge acquisition and ability to apply through staggered drills</p>	<p>Oct 2019</p>
<p>Consequence Reduction – The Emergency Management Program initiatives reduce the consequences of emergency and disaster events.</p> <p>Measurable Initiative 1 – Resource Management: Build a Resource Management Policy, Supporting Standard Operating Procedure and an Emergency Resource Repository</p> <p>Measurable Initiative 2 – Develop a Lessons Learned Repository</p>	<p>Dec 2018</p>

Continuous Improvement – The Emergency Management Program engages in a process of continuous improvement to learn from experiences in emergency exercises and events.

Dec 2019

Measurable Initiative 1 – Complete detailed level assessment using the United Nations Disaster Resilience Scoreboard as a continuous improvement initiative.

MEASURING SUCCESS

How much did we do?

Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
% of city services that have reviewed and/or updated their Business Impact Analysis (BIA) annually.	0%	30%	40%	40%	40%	100%	100%	100%
% of city departments that have reviewed and/or updated their Continuity of Operations Plan (COOP) annually.	0%	14%	21%	21%	36%	70%	100%	100%
% of available training platforms used to meet regulatory compliance and tailor to the four learning	25%	25%	25%	25%	50%	75%	88%	100%

How well did we do it?

Performance Measurement	Emergency Management Program							
Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
# of public education initiatives conducted to prepare families and businesses of the city to prepare and recover from an emergency and/or disaster.	1	1	1	1	6	8	10	10
% of council that have completed their training to understand of their role during an emergency and/or disaster.	100%	100%	100%	100%	100%	100%	100%	100%
% of city staff that have completed their training specific to their roles and responsibilities during an emergency/disaster.	80%	80%	80%	80%	85%	100%	100%	100%
Story behind the data	Results from the 2012 Business Continuity Planning Disaster Recovery Audit findings and in conjunction with disaster incidents' in that occurred in the City of Burlington in 2013 and 2014, in 2015, a decision was made to have a dedicated role for emergency and continuity planning in the City of Burlington. This position, known as the Community Emergency Management Coordinator, is tasked with building an emergency management program as a public service that makes the protection of lives and property a continuing priority. This involves the coordination and integration of all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual emergencies or disasters.							

Is anyone better off?

Performance Measurement	Emergency Preparedness							
# of public education initiatives conducted to prepare families and businesses of the city to prepare and recover from an emergency and/or disaster.	1	1	1	1	6	8	10	10
% of council that have completed their training to understand of their role during an emergency and/or disaster.	100%	100%	100%	100%	100%	100%	100%	100%
% of city staff that have completed their training specific to their roles and responsibilities during an emergency/disaster.	80%	80%	80%	80%	85%	100%	100%	100%
Story behind the data	Ontario Regulation 380/04 establishes the minimum standard for emergency management programs required by municipalities and provincial ministries, supports the requirement in the Emergency Management and Civil Protection Act for mandatory emergency management programs. The city strives each year to not only meet regulatory compliance but also research national / international standards to continuously improve the current program and align with current and future trends in emergency preparedness.							
Where do we want to go?	<ol style="list-style-type: none"> 1. Expand partnerships with local agencies, service groups, neighbouring municipalities, Halton Region and private sector associations / groups to build response capacity and improving how agencies and various sectors work together; 2. To continue to build the municipal Emergency Management Program toward a disaster resilient community model using international frameworks as a benchmark for success. 							

Training hours completed by Municipal Emergency Management Team

