

Service Business Plan



Service Name Emergency Management

Service Lead Name Amber Rushton

Service Lead 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.

Strategic Alignment with Vision to Focus Plan

Building more citizen engagement, community health and culture

Delivering customer centric services with a focus on efficiency and technology transformation

Service Goals

This service is delivered to residents, visitors, and municipal employees with the following rationale / customer expectations in mind:

- 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.

Current State

Customers & Their
Expectations

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- Managing relationships with interested parties for sustained program success and increased partnerships.

Existing Service Delivery	<p>- 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;</p> <ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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; 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; 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: <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 4. A general email address is assigned for customers to communicate with the Community Emergency Management Coordinator – CEMC@burlington.ca .
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	<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,</p>

Standards?	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
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Programs

Whole of Government emergency management program	<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 Community Hazard Identification and Risk Assessment.</p>
Continuity of Operations Planning	<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 interdependencies.</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>
Whole Community Emergency Management	<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

- Expansion of Community Outreach initiatives to include local schools and public private partnerships
- Development of, implementation and approval of a new by-law integrating Emergency and Continuity Management
- Integrating community risk assessment methodology and the current critical infrastructure sectors with the fire master plan
- Built public education and prevention intervention opportunities with internal departments and external stakeholders, including neighboring municipalities and various colleges
- Established cross-departmental and multi-agency working groups to gather current and relevant community risk data and leverage existing resources

Environmental Considerations

Work toward launching a community led program called "BurlingtonReady" to build partnerships with local residents, organizations and agencies. This program will allow for community hubs and temporary refuge sites across the city during extreme weather events where there are also power outages.

A joint disaster resilience working group has been formed to take a more cross-departmental and cross-agency participatory approach and to build out a data driven foundation to the municipal hazard identification and risk assessment process.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<p>Expand partnerships with local agencies, service groups, neighbouring municipalities, Halton Region and private sector associations and groups to build response capacity and improving how agencies and various sectors work together;</p> <ul style="list-style-type: none"> • Align the City's recovery plan with the region and build out emergency support functions for short-term and long-term priorities for recovery of operations, services, resources, facilities, programs and infrastructure. The recovery plan will be based on the results of the hazard identification and risk assessment (HIRA), 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; • Build out an integrated risk dashboard to inform future program elements based on data analytics and intelligence gathering
Anticipated Risks	<p>Limited staff for partnership sustainability and continuous engagement that may be required to uphold relationships.</p> <p>Majority of resources required to build a municipal recovery plan and an emergency resource repository are not owned by CEMC.</p> <p>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.</p> <p>Ensuring data is accurately sourced, current and remains relevant; upkeep of dashboard.</p>

Enterprise Risk Considerations	Labour Market and Workforce - Attraction, Retention, Recruitment, Skills Climate Change - Sever Weather Events Technology - Cyber Attacks, Data Breaches Capacity and Volume of Work - Work Plans, Projects, Technology Changes Growth and Affordability - Demographics, Position in GTHA Transportation - Position in GTHA Legislative Changes - Provincial and Federal Legislative Changes Disruptive Technology Election in Council- Massive Policy Shifts, Strategic Planning
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Service Initiatives	Target Completion
Integration of Community Risk Outreach Programs, including: Prevention Intervention Education Public Private Partnerships - Joint Program Outreach Initiatives	Dec 2020
Data analytics and intelligence gathering platform for emergency and continuity management, including: Integrated business impact and risk assessment dashboard and heat mapping, incorporating the business intelligence tool	Dec 2020
Municipal Recovery Plan – updating to align with the Region Recovery Plan and building out Emergency Support Functions surrounding: Community hazards and risk mitigation Community faith based organization partnerships Community business partnerships program	Dec 2020

MEASURING SUCCESS

How much did we do?

Performance Measurement	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
% of city services that have reviewed and/or updated their Business Impact Analysis (BIA) annually.	30%	40%	40%	40%	40%	65%	85%	100%
% of city departments that have reviewed and/or updated their Continuity of Operations Plan (COOP) annually.	14%	21%	21%	36%	40%	65%	85%	100%
% of available training platforms used to meet regulatory compliance and tailor to the four learning	25%	25%	25%	50%	75%	88%	100%	100%

How well did we do it?

Performance Measurement	Emergency Management Program							
Performance Measurement	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 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	6	8	10	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%	85%	100%	100%	100%	100%
Story behind the data	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	6	8	10	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%	100%
% of city staff that have completed their training specific to their roles and responsibilities during an emergency/disaster.	80%	80%	80%	85%	100%	100%	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

