

STRATEGIC INITIATIVE AND UPDATE**Parkade Incident After Action Review Progress Report Q3-2020****Report Purpose**

To provide Priorities Committee a third quarter progress report on the Parkade Incident After Action Review (AAR) recommendations adopted by Council December 10, 2019

Our Prioritized Strategic Goals

Goal 6 - Provide facilities and services that are available and accessible to residents

Goal 8 - Foster an environment for safe communities

Continuously improving the way we work, as one organization, in an agile and sustainable manner

Report

The After Action Report for the November 6 Parkade Incident was presented to Council on December 10, 2019. The findings and recommendations contained in the "**Strathcona County Parkade Incident After-Action Review: Report**" constructively formed the basis of a multi-year Emergency Management improvement program. These findings fell into 4 main categories:

1. Plans and Readiness
2. Incident Management
3. Crisis Communications
4. Business Continuity

Successes

The Strathcona County Emergency Management Agency (SCEMA) has acted to implement these recommendations. This included first quarter accomplishments of Emergency Advisory Committee training, Incident Management Team (IMT) roster reviews, updates to our crisis communications processes and updates to the Emergency Social Services manual and Public Alerting manual. Strathcona County also participated in a provincial-wide emergency management exercise that tested and validated these updated components of our program framework. While the response to COVID-19 disrupted continued implementation, it has also afforded an opportunity to update the Emergency Management program in areas which have been beneficial to the overall advancement of the program.

COVID-19 preparations and response were leveraged to update and review departmental Business Continuity Plans (BCP) and the Municipal Emergency Plan (MEP) which is a major step in modernizing our Emergency Management Program. Our approach to continuous improvement, guided by the AAR recommendations, fortified our response to the pandemic.

Throughout our pandemic preparations and response, SCEMA formed a critical communications link between Alberta Health Services and the County. Simultaneously, they prepared the organization for continued operations should conditions deteriorate.

When our community entered the mitigation phase of our response, immediate successes were observed with both our external and internal crisis communications processes as well as activation of our Incident Management Teams, including our Emergency Social Services

Priorities Committee Meeting_Oct06_2020

team. These elements worked to ensure uninterrupted critical and vital service delivery to our community.

Guided by our Business Continuity Plans, we were able to effectively transition our Emergency Operations Centre into a largely virtual platform. Information Technology Services developed a reporting tool that would prove invaluable during the proceeding phases.

Refined processes and tools supported our successful relaunch of services and continue to serve us today during the adaption phase of our response to the pandemic.

Challenges

AAR recommendations not tied to critical or vital services have been delayed. This includes delaying the recruitment of the Business Continuity position which was approved for 2020. In-person training and a Unified Command workshop with Strathcona County and the RCMP, have also been deferred.

Additionally, although extensive work has been completed in terms of risk assessment, service prioritization and business continuity planning, more remains to be done and continues to be a challenge within the limitations of our ongoing COVID environment.

Conclusion

The updated MEP, the County's strategic guiding document for the EM program, has been re-drafted and is currently undergoing an administrative review process. Supporting our MEP includes complimentary operational and tactical guides that define our municipal emergency management framework. This framework follows a CSA Z1600 format and addresses directly the recommendations outlined in the Parkade AAR with clear processes for implementation, testing and review.

While COVID-19 presented some challenges and continues to influence timelines around preparedness for the County, it has also offered a unique opportunity to leverage some of the required work that needed to be addressed. Over the course of the second and third quarter of this year a significant amount of work has been completed towards our goal of implementing program improvements as outlined in the AAR. Additionally, relationships with AHS and regional municipalities were strengthened through sustained dialogue. The collaborative approach that SCEMA and all County departments have taken to date has been fundamental in forming a foundation for continuous improvement of the Emergency Management program that will support the organizational readiness and the safety of Strathcona County residents.

Council and Committee History

April 28, 2020	Priorities Committee provided with the Parkade Incident After Action Review progress report for Q1-2020.
December 10, 2019	THAT Administration develop a multi-year implementation plan, with all relevant departments, based on the recommendations of the December 10, 2019 Emergency Services After Action Report and the Local Authority Emergency Management Regulation set by the Province of Alberta, to be delivered to Council by the end of June 2020; and

Priorities Committee Meeting_Oct06_2020

THAT Administration provide progress reports, by the end of each quarter commencing March 2020, on the status of implementation under the plan.

April 16, 2019 Priorities Committee provided with an approach and next steps for an After Action Report (AAR) on the response to the County Hall/Community Centre Parkade Incident.

Other Impacts

Policy: N/A

Legislative/Legal: *The Emergency Management Act (EMA)* provides the legislative framework for local and provincial management of emergencies and disasters. It outlines the roles and responsibilities of the Minister of Municipal Affairs, the provincial government, and local authorities. Strathcona County has an Emergency Management Bylaw (bylaw 17-2018) in place.

Interdepartmental: All County Departments

Master Plan/Framework: N/A

Enclosure

1 Parkade Incident After Action Review Progress Report Timelines Q3-2020