

# Alberta Emergency Management Agency Regional Tours 2009

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**Raymond, June 1, 2009**

**Group One**

**How can the Alberta Emergency Management Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

**Other Stakeholders Sectors:**

- Health, utilities, public works
- Inter-municipal, town, county
- Police, municipal, RCMP, Sheriffs
- Sustainable Resource Development
  - Municipalities with agreements
- Fire – First Responder
- Search and Rescue
- Emergency Medical Services (EMS)
- Volunteer Organizations
  - Church, Citizens on Patrol
  - Seniors
  - Service club
  - Citizens
- Elected Officials
- Industry
- The Agency
- Media
- Hazmat
- Parks – Federal Provincial
- Federal, International, USA

**What Programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

- Training/education
- Increase warning system (need a one window approach)
- Strong movement on leadership
  - Model set by Agency
- Regional gathering of Directors of Emergency Management
- Increase Emergency Preparedness Week
- Funding from municipality
- Groups working with emergency management
- Coordination with urban versus rural

- Regional coordinator
  - Emergency management, fire, protective services
- Shutdown of local television
- Location of Major Event Support Apparatus (MESA). Taber, County of Lethbridge
- G.P.S. Response Coordination

## **Group Two**

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- Timing
- Up to date data lists
- (Mark's) Monthly update is great; how widely distributed is it?
  - Information, schedules, operations exercises
  - Local, provincial, federal information
  - Some use of his distribution list for their own use
- Electronic copy of "On Scene" can be forwarded
- Strong reliance on contact to/from field officers
- Agency Response Readiness Centre (ARRC) daily situation reports
- Websites
- Information on seasonal risks
- Some services that are organized, share; others remain hidden
  - Who is there
  - How do we know when they need help
  - Planning
- New radio system compatibility questions remain
  - Health services should also be a part of this
- Workshop to bring regional providers together

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Local face to face meetings of all sectors
- Table top exercises (small and large)
  - More and more frequently
- Real versus paper
- Share history of events
- Be inclusive (i.e. First Nations)
- Share best practice

**Future:**

- Timeline for First Responders Radio
- More funding for training
- What regulations/standards are coming
- Provide information on seasonal risks (i.e. flood/tornado/fire/bugs)
- More personal preparedness initiative
  - Apathy – understanding – action
- Does “system” include hospitals?
- Add specific contact information on the website about Agency staff and roles.

**What programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

**Strengths:**

- Contact with field officer
- More visible than in the past
- Strong reliance on known partners

**Weaknesses:**

- Field officers busy elsewhere, not available
- Training
- Local courses
- Number of options, frequency
- Federal training needs to be closer (more to be trained)

**Panel Discussion:**

- Television stations will be shut down? Is the Agency in contact with Canadian Radio-television and Telecommunications Commission (CRTC) regarding impact on Emergency Public Warning System?
- Funding for training
- Can the ARRC information be more easily accessed without a “registration” requirement?

## Redcliff - June 1, 2009

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Legislation must be required to build capacity
- Communicate better with Health and Wellness
- Link all stakeholders to new health services
- Need large scale exercise “mock disasters”
- Need tabletop exercises, quick and easy
- Quarterly and annually meetings of all emergency managers
- Common GPS system
  - Cross border
  - Cross jurisdictional
  - Common dispatch
- Create awareness of emergency management
  - Funding is important

**What programs and services provided by the Alberta Emergency Management Agency are you aware of? What do you see as the strengths of the Agency?**

**Strengths:**

- ARRC
- Future Centre of Excellence
- Field officers
- Responsiveness
- Provision of training
- Weaknesses
- Insufficient grant funding
- Fire accreditation
  - Why should a community be accredited?
- Communicate:
  - Funding (fire) was cut but no reasons were given
  - Accreditation to elected officials
- Not every stakeholder is at the meetings
- Alberta Emergency Management Agency is not totally involved at grassroots level
- Get out to the fire halls

**What programs and services provided by the Agency are you aware of? What do they see as strengths of the Agency? The weaknesses? How can they better serve and support you?**

- Wildfires/grassfires volunteer firefighters return to firehalls, hotspots remain, Sustainable Resource Development does not stay to fight hotspots unless they are in the Green Zone
- Capital expenditures for larger equipment purchases
  - EOC
  - Mobile support command posts
  - Hazmat vehicles
- Provide more funding
- IT concerns

**Panel Discussion:**

- Face to face is vital from to all stakeholders
- “On Scene” not read by majority
- No communication unless there is a need
- Need an “auditor” to provide feedback to an emergency Agency during and after tabletop exercise
- Use tabletop exercise as a means to communicate with others.

## Fort Saskatchewan - June 3, 2009

**The emergency management system requires understanding, cooperation, and communication between all sectors. How can this be better achieved?**

- Consistent and timely information
- One source of information
- Pushed to all emergency management partners
- Consider all information valid

**What programs and services provided by the Alberta Emergency Management Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

### **Programs:**

- Emergency Public Warning System
- Major Event support and Assistance (MESA) vehicle
- Training

### **Strengths:**

- Agency Response Readiness Centre (ARRC)
- Experience
- Move forward
- Resources
- One collection point for all emergency services/partners

### **Weaknesses:**

- Standards
- Training
- Coordination of all emergency services/partners (Directive 071)
- Freedom of information and protection (FOIP)

**How can the Alberta Emergency Management Agency communicate with you? How can the other stakeholders communicate with you? How can you better communicate with them?**

### **Agency:**

- Organizational Chart
- Link with local and regional groups (i.e. Northeast Region Community Awareness Emergency Response)

**Other Stakeholders:**

- Capacity/Resources

**All:**

- Website –current information
- Relationship
- Share resources (i.e. posters, electronic)
- Education

**Leduc, June 3, 2009**

**Group One**

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Become part of the day to day operations
- Alberta Emergency Management Agency consistent download of information about their available services.
- One stop shopping/one message
- Trust between the Agency and the communities
- Get more people involved

**What programs and Services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve you?**

**Strengths:**

- The Agency has improved it's services
- Easier to contact (field staff)
- Improved tip assistance
- More visual
- Refocused back to the basics
  - Resources and services
- Crossing ministries
- Getting into communities, open sessions

**Weaknesses:**

- Lack of trying - Disaster Recovery Program
- After incident support and resources (training – what is needed)
- Growing fast/political whim?
- Online courses – more
- Need to get to all levels
  - Chief Administration Officers
  - Administration
- Better support
  - Grassroots level interaction

**How can they better serve you?**

- More frequent updates
  - What is happening in government? – email

- Quick emails refer to website etc
- Face to face contact – pick up the phone and talk in person
- Table top exercises - good
  - More and different
- Assistance to smaller communities that acknowledges lack of load capacity
- The people who are not here?
  - Communication – better connections with stakeholders
- Visit Councils – ongoing contact
- Provide information on what we do and can provide
- Better communication about Agency community sessions

## **Group Two**

**What programs and Services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve you?**

### **Strengths:**

- Better communication than before
- Training back in field
- Visual. Easier to contact, response better
- Back to basics providing resources and services
- Cross ministry and government communication
- Fire and emergency management have good blend, positive reception across province

### **Weaknesses:**

- Recovery services could do better.
- Poor understanding of emergency management phases
- Disaster recovery, reception
- Funding, disaster recovery
- Sustainability of Alberta Emergency Management Agency
- Promoting emergency preparedness literature
- Promoting emergency preparedness education throughout the year
- More online courses. Use of multimedia. Balance is required
- Could do more among province administrators
- Communicate at all levels of government
- Communicate among municipalities large and small

### **How can they better serve you?**

- Interact with local government
- Keep communication open and current
- Central place for assistance
- Resource databases

- Coordinate resource allocation
- Duplication
- Build trust (including industry)
- Understanding of different Agency roles, facilitation
- What does “industry” mean? Engagement with stakeholders
- Effective pre-planning in municipality
- Resource management

**How can the Agency communicate better with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

**Agency:**

- More frequent reports
- Emails. Update reports, short, refer to website. ARRC details?

**Stakeholders:**

- No problem
- Two way communication process
- Table top exercises

**Panel:**

- Understanding Alberta Emergency Management Agency is a meaningful Agency.
- Assistance in planning, small municipalities
- On the right track.
- Who is not here, narrow representation for area.
- Information continues to come out. Inform all (elected officials)
- Information out to municipalities, two way communication
- Should be more municipalities stronger message for stakeholders
- Challenge executive team to build regional approach. Emergency Management structure in Alberta
- Expectations of the Agency are growing.
- Support the Agency by attending. On the right track

## Nanton - June 4, 2009

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Strong leadership from one (Alberta Emergency Management Agency)
- Networking between other provinces (i.e. Best Practices)
- Get message out to broader audiences
- Database sharing
- Break down each partners responsibilities
  - Gaps, overlap, proper fit
  - Do what you should; do not ask them to do something they can not
  - Know services, programs (i.e. roles) before a crisis
- Better communication to leadership regarding roles (i.e. Agency to council)
  - Include what each should not be asked to do
- Ditto for changing public expectation
- Reinforce messages being sent by partners
- Connect better to non-government organizations, discuss connections and options
- Information fan out
  - i.e. newsletters from field officers
    - Include community input

**What programs and services provided by the Agency are you aware of? What do you see as strengths of the Agency? The Weaknesses? How can they better serve you?**

### **Strengths:**

- Agency Response Readiness Centre (ARRC) 24/7 call number
- Duty Managers calling out to partners (making calls for information)
- Training, exercises and funding
  - Reality of role playing
  - Sponsorship to Ottawa
  - Support/advice from field officers
- Good, approachable staff
  - Understanding of government
- On site response by field officers
- Top down leadership

### **Weaknesses:**

- Visibility in industry (low or none)
- Better advocacy is needed on behalf of smaller partners to garner support during an emergency
  - i.e. Telus could be influenced to provide a small community with temporary telephone lines for an EOC, by the influential Agency

- Delay in getting out Municipal Emergency Plan template, etc.
  - Also timeline is not known for this project overall
- Difficulty in getting trainers out
  - i.e. trainer for elected officials course
- Lack of qualifications to fit position
- Lack of information communicated regarding stockpiles, content, inventory

### **How can the Agency better serve you?**

- Better use of technology for communication to partners
- Questions to field officer, headquarters answer instead, on web
- Links between EOC and Government Emergency Operations Centre (GEOC)
- Direct link up with field officers (i.e. teleconference link) versus the field officer having to deploy
- Single point of entry (one call) for industry, too.
- Government reports (i.e. flood reports)
  - Send out
  - Use in developing local plans
    - Consequences of doing it without information
- Fuzzy lines between government ministries
  - Internal to Municipal Affairs (Safety Codes, us)
  - Interdepartmental
  - Current knowledge of the Agency by other Government of Alberta staff.
- Awareness of need for connection; we do not need to do everything but we should have influence/knowledge

### **How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

#### **Agency:**

- Emails, mass distribution, publication “On Scene”
  - Include submitted articles from partners email link to it
- Field officer newsletters
- Field officers coordinating regional meetings
- ARRC situation reports, very few get it
  - Email input to the ARRC

#### **Stakeholders:**

- Invites and sharing information about groups that people are in. (network connections)
- Develop post event evaluation; let the Agency analyze things.

- The Agency does communicate and respond well, often.

**Open Discussion/Panel:**

- Field officers were involved in exercises and after, showed council awareness. This was appreciated
- Field officers used to ask municipality to host course. Now local staff must do it all. Has the budget for field officers changed? Can we go back to this?
- Certificates not issued by Agency recognized institute. Status?
- How can industry be more involved? What does the Agency want/need?

## Grimshaw - June 8, 2009

### Group One

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Train together (i.e. Interaction)
- Written documentation (i.e. Memorandum of Understanding)
- Top-down approach for implementation side to side
- Standard operating procedures
  - Flow back through Emergency Operations Centre (EOC)
  - Connectivity

**What programs and services provided by the Alberta Emergency Management Agency are you aware of? What do you see as strengths of the Agency? The weaknesses? How can they better serve you?**

#### **Strengths:**

- Regional services
- Bring training to the region
- Fire investigation assistance from field officer (region may be too large)
- Regional Forums

#### **Weaknesses:**

- Availability of field staff (region too big)

#### **How can they better serve you?**

- Encourage municipalities to update emergency plans
- Assist with updating; a different viewpoint
- Keep the two existing MESA vehicles – Remember the north!

**How can the Agency better communicate with you? How can the other stakeholders in your group better communicate with you? How can you better communicate with them?**

- Field officer – regular email messages
  - Some risk of not reading – too many emails
- More inter-municipal cooperation (full participation)
- Administrators meetings - Opportunity for partners to participate
- Splitting courses into smaller sections – Fire and Emergency Management Training Initiative

## **Group Two**

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Clear understanding of what each agency provides in an emergency
  - Municipal plans/contracts/memorandum of understanding's
- Cooperation between two ministers (Health and Wellness, Municipal Affairs) government ministry to government ministry
- Talking with municipal partners
- Contacts more current – not a specific person, but rather a general contact for each municipal partner
- Area meetings to bring together municipal partners – update on what is happening

**What programs and services provided by the Alberta Emergency Management Agency are you aware of? What do you see as strengths of the Agency? The weaknesses? How can they better serve you?**

### **Strengths:**

- Information – 72 - hour kits etc.
  - Field officers good source of information
- Field officers are needed in regions
- Information (daily situation report) are great (from ARRC)

Both a strength and weakness - Flow of information and cutting through red tape

### **Weakness:**

- Amount of work field officers are doing and reevaluate whether we need more staff

### **How can they better serve you?**

- Once a year contact between Agency managers and elected officials at council meetings
  - Field officer should attend more frequently so he is seen as a known resource (2 - 3 times a year)
- Get public's attention – They need to be prepared for an emergency
- Have management attend mock disasters
- Strategies to inform the public of disaster seasons – upcoming events

**How can the Agency better communicate with you? How can the other stakeholders in your group better communicate with you? How can you better communicate with them?**

- “On Scene” – Hard copy/get lots of links
- Need to build better relationships between government (Sustainable Resource Development, ERCB) and municipalities

## Sexsmith, June 8, 2009

**The emergency management system requires understanding, cooperation, and communication between all sectors. How can this be better achieved?**

- Strategic objectives need to be stakeholder driven
- More lobbying - Alberta Urban Municipalities Association (AUMA) and Alberta Association of Municipal Districts and Counties (AAMD&C)
- Keep working on what cooperation means. Who do the messages come from (H1N1 – Health and Wellness or Agency)
- Uniqueness of smaller communities
- Everyone needs to be on the same page. (Education)
- Link emergency system to the reality of the communities
- Bring in players who have been left out in the past (Ground Search and Rescue, ham radio operators)
- Many stakeholder groups missing: Rotary, Chamber of Commerce, Kinsmen
- New technologies (i.e. facebook)
  - How do we get the message to them
- The challenge is who do not we talk to (industry)
- Cooperation from everyone.
- Different cultural groups – translators, immigration services
- Disaster Social Services needs to be integrated

**What programs and services provided by the Alberta Emergency Management Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can the Agency better serve and support you?**

### **Strengths:**

- Field officer – information provider/done timely fashion
- Connection and understanding of community – improving
- Current training – better now that is going regional
- Response of Agency during emergency
  - Field officer – Invaluable (no holidays)
  - ARRC is working well
- Situation reports – Appreciated
- Field officer planning/regional meetings

### **Weaknesses:**

- Continue to bring players voices to the table
  - Look at our model of how we do this
- Careful not to empire build

- Agency limited resources – be up front when Agency can not do something
- Do not over promise/under deliver
  - Generic standard operating procedures – Were promised but have not appeared
- Clarify key focus – maybe somebody else can help with other projects.

**How can the Agency better serve and support you?**

- Disaster Social Services
- Involvement needs to be applicable to small towns.
- Not enough is done to prepare people emotionally (we prepare for them physical, 72-hour kit etc.)

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- “On Scene” – Copy emailed to individuals (can be forwarded)
- Field officer
  - Good communication
  - Sends what is relevant
  - Partner knows that messages from field officers are important
- Emergency response plans from industry
  - Need them electronically or on CD (Health refuses paper copy)
  - Face to face meeting still the best (conferences)
- Contact lists
  - Do all partners share? A county server that will be available regionally would be a tremendous asset.
  - ERCB will not share database
  - Voluntary database maintained by the Agency may need to be required

## Stettler - June 16, 2009

### Group One

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Correspondence and distribution of On Scene to elected officials to define the Agency (via administration office)
- Personal visits to council or table top exercises
- Update through AUMA, AAMD&C
- Red Cross make a presentation regarding their services at meetings with regional directors
- Elevate awareness of Non-Governmental Organization Council (profile)
- Update resource inventory/contact lists (database) – Possibly by the Agency? Through the field officers
- Invite all resources to regional training sessions
- Training calendar in On Scene or through fire department
- Do not stop what you are doing (the Agency)
- Peer evaluation of Plans
- Post exercise/incident reviews
  - Protocol
  - What went well, what did not etc
- Organizational chart of regulatory regime and emergency management (federal/provincial/territorial)

**What programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

#### **Programs and Services:**

- Red Cross (Red Deer) not aware of Agency programs.

#### **Strengths:**

- Support of training programs (financial and personnel)
- Communication around training
- Support from field officers
- Support structure getting better
- Agency visibility (vehicles, uniforms, etc)
- Agency Response Readiness Centre (ARRC)
- Fire News to On Scene
- Field officer flexibility

## **Weaknesses:**

- The Agency needs to expand its partnership connections in all other areas of emergency management to the level it has with the Fire Service
- Public education/prevention
  - Outreach programs
- Need to make municipalities aware of the priority of emergency management
- Better communication
  - Risk analysis to councils
- Not enough field officers (message bearers)
- Investigation/arson task force support
- Raise awareness of the Agency (logo, branding)
- Provide publications (consistent messaging)
- More online courses (i.e. Federal Emergency Management Agency)
- More support for disaster social services
  - Training and networking opportunities
- Better connection to local health services and to family and community support services
  - Clarification as to who does what

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- Providing opportunities/forums (Agency)
- Making an effort at local level

## **Group Two**

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Field officers more visible/accessible
- Especially outlying communities
- We have to go to them
- Exercises should be made mandatory and be funded
  - Industry models
- Field officers monitor (i.e. at exercises) activities of the municipality
- Systems, resources, coordination, training, top down, RCMP
- Local cogs in big wheels – fit?
- City/county/regional roles and responsibilities
- Travel/time cost barriers
- Identify all the players in the system
  - Resources

- Sectors
- Partners

**What programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

- Training – half of the 13 participants had knowledge
- Disaster Recovery Program (DRP) - one had used this program.
- Situation report – half of the 13 participants had knowledge
- Web – two of the 13 have used the Agency website
- Exercise (field officer) – more than half of the 13 participated in the training exercises

**Strengths:**

- Good response

**Weaknesses**

- Need more prevention
- Need more public awareness
- Ability to access resources
- Training grants essential
- Bring national training here
- Need more field officers
- Volunteers feel regulated but not supported
  - Occupational Health and Safety
- Lack of provincial templates (Standard Operating Guidelines)

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- More field officers and more frequent contact
- Increase visibility/profile
- List of services via website and field officers
- Use of media messaging
- Provincial emergency management bible
- Agency should be marketing it self
  - Pamphlets
  - Organizations
    - Alberta Fire Chiefs Association, AUMA, etc.
- First line for public is the local emergency management system
- Attendance at Agency meetings

- Regional meetings at local level
- Links via field officers to industry/partners

## Hanna, June 16, 2009

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Go back to 911 committees
  - It is a mess
- EMS dispatch causing communications issues
- Police ,fire and EMS should be coordinated in dispatch
- Need more cooperation
- Need directory of all the players in an area
  - Municipal Emergency Plan (MEP) contacts are tough to maintain
- Need common boundaries that match schools, health, political regions
- Need process that considers overstepping boundaries (see last note)
  - Look at zones
- Industry contact improving
- Communications could be improved between organizations

**What programs and services provided by the Alberta Emergency Management Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve you?**

**Strengths:**

- ARRC
  - Situation reports
    - Needs to go to all the players
- People are there when we call
  - Sense of security
- Keeping promises
- More training information and more timely
- Field officers
  - Full staffing
- Fire training grant
  - Grants have caused collaboration
  - Have telephone numbers
  - More face to face

**Weaknesses**

- Better service capacity and definition across Alberta
  - To a standard
  - Careful with standards
    - Cannot take power away from elected officials
- Do more to raise awareness with elected officials
- Information needs to get to the ARRC
- Several field staff changes recently

- Fire grant is oversubscribed due to use
  - Too many restrictions
- Increased awareness required
  - World/public still unaware
  - For security
  - As “support to”
- Not helping explain why emergency management is important to municipalities
- Better definition of a fire department

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

**Agency:**

- Public campaigns (i.e. High Intensity Residential Fire)
  - Notice ahead of campaign for courtesy
- “On Scene”
  - Wider distribution
  - Get electronically
  - Hard copy for office and firehalls
- Website
  - Layer down in Government of Alberta
  - Hard to find
  - Not the best
  - Could be better publicized

**Stakeholders:**

- You need to seek out relationships, they will not come to you
- There is greater interest after an emergency incident
- People are busy, not a top priority
- Need opportunities to get all emergency management partners together
  - Regular meetings
  - Agency facilitation
  - Should include all groups
  - Association of directors of emergency management?
  - Summit: hard feelings as fire lost something

## Rocky Mountain House, June 18, 2009

### Group One

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Have legislation/policy outlining clear mandate/authority (at provincial level, standardize)
- Alberta Emergency Management Agency must legislate/move toward regionalization
  - Formalize response capability
- Provincial emergency management standardized system
  - Roles responsibilities provincially adapted system (government ministries)
  - Common format/standard training
  - Incident Command System must become “system of choice”
  - Communications including municipalities
    - Common messaging
  - Disconnect between municipal, provincial and federal
    - Plans
    - Information dissemination
    - Credibility gap
- Trust the Agency to develop better trust among municipalities
  - Bound to be misunderstandings
  - Do not say you can do something and really they can not
  - Build through practice
- Issue: ARRC can not contact municipality but a field officer can be deployed to the municipality by the ARRC.
  - Inconsistent information
- Communication? How to make it better
  - Link on ARRC daily report for more information
- Would rather have a link on ARRC report and not phone ARRC to get more information
- Information from ARRC distributed in a timely fashion
- Notification from time to time to close the loop, during an incident for critical information
- Notification of health authority/ERCB/Agency/Environment/Municipality
- Awareness for municipality of incidents
- Investigate another concept of operations
  - Training/programs available
  - Do not reinvent a program if there is already one out there with the possibility of tweaking to make it work for Alberta
  - Education of Elected Officials
    - More accessible

- NAIT has a program now (approach/philosophy could be/will be looked at)

**What programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

**Programs/Services:**

- Not a high awareness by locals
  - Limited knowledge
- Familiar with business continuity/education component
- Consequence management
  - Operations versus operations support
- Familiar with grants, courses that could be taken
- Web
  - Field officer map
  - Organizational chart
  - Documents

**Strengths:**

- Seminars/workshops listed on website
- Lots of material on website
- Field officer is great, good support
- Like to see Daily Situation Report from ARRC, good tool
- The Agency is doing a good job considering budget and where it is situated in government
  - Higher awareness now

**Serve/Support:**

- Educate other government department regarding what the responsibilities/roles of the municipality in regards to emergencies
  - Environment, Public Affairs Bureau, ERCB
- Agency needs to be in a position to be able to mandate assistance throughout the government
- Market what the Agency does better
  - What resources are available to municipalities and industry
  - Sustainability of resources
  - How to access
  - What is in it for me?
- Unified competencies for municipalities, organizations and agencies
  - Class/programs/refresh/recertify for Emergency Management/Chief Administrative Officer

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- Rebuild the concept of community
- No document information from the Agency to distribute to interested groups
- Alberta Ambulance Association – get on their agenda
- Messaging “key” where are they
  - Key message areas – categorize
  - Identify key message/audience
- PDF/Downloading best practices
  - Nationally/internationally
- Way to link in First Nations

**Group Two**

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Industry more aware of system but not of resource availability, others not aware of industry – non-governmental organizations (NGO) less aware
- Agency needs to connect to Gap
  - Synergy, etc
- Industry (and all others) need better connections
- Need better contact management system that all can access
  - FOIP can be overcome
- Better sharing of definition of roles and responsibilities that focuses on expectations
- Cross employment by volunteers aids relationship – may be too informal
- Players not always notified of events
- More awareness of events notice to all system partners
- Could be more informal/cold calls
- Sharing information
- Consider attendance at non-traditional trade shows, forums and community events
- The Agency should support partners at local events
- Use tabletop or full scale exercises based on regional scenario, involving all partners. Coordinated by the Agency (best approach)
- Educate Government of Alberta partners on system function and reality
- Better connection with municipality/industry emergency response plan development
- Municipality needs to be involved
- Role playing helps system understanding
- Agency should provide canned exercise material

- Provide certified emergency manager programs in Alberta

**What programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

- ARRC situation reports and initial incident reports
- Good field staff, support and knowledge
- GEOC H1N1 influenza outbreak reports were good/helpful
- Good information from field officers

**Strengths:**

- Communication
- Number of courses and workshops available
- Timely training information
- The Agency is more present – visibility
  - Helps raise awareness
- Good access to Agency field staff
- Field staff access critical, as is access to Government of Alberta
- One-stop shop strategy is developing, good, would be a loss
- Coordination role is good idea

**Weaknesses:**

- Not enough support for investigation and inspection (add staff)
- Emergency Management training schedule needs to be out at least two months in advance, longer if possible.
- The Agency is not visible enough yet but an improvement has been noted
- Need to do a better job of making elected officials aware of roles and responsibility in emergency management system (training, advocacy and enforcement)

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- More information about the NGO Council of Alberta
- Website is “piece of crap” fix it
  - No staff listing
  - Government directory does not list Agency staff
- Agency should work with ERCB to create better communication strategy with system partners
- Need to know who the partners are, Red Cross in MEP does not know this.
- Website could link partner sites

- Website too complicated
- ARRC link must be prominent
- Resource definition of Agency equipment on website

**Panel:**

- Notifications missed
  - Planning of these meetings could have been better
- Deployment
- Fire Commissioner's Office formerly provided information on explosives. Magazine storage facilities

## Edson, June 18, 2009

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- What can larger organizations/ministries provide (resources)?
- Contact list:
  - By geographic area
  - One central place where information is always updated
  - Single assist number and contact information
- What each sector can provide (resources)?
  - Expectations of industry regarding municipal governments during emergencies
- Citizens
  - Marketing 72-hours kits
  - Responsibility of municipal government
  - Citizens need to be mobilized
  - Getting to the citizens, contact when needed
  - Reverse 911 needed
  - Siren based/phone geography?
- Public Education
  - Fire prevention week
  - Emergency Management Week
  - Deliver messaging in all things we do
  - More integration
  - Enhance awareness of the emergency management system by elected officials?
    - Training for elected officials. Be aware of the pressures on elected officials
    - Raise level of priority for learning/training the elected officials
    - Get elected officials awareness training at the conference

**What programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

### **Services:**

- ARRC
  - Easy access, helpful, offer advice
- “On Scene”
  - Prefer electronic versus paper

### **Strengths**

- Training programs are good
- Strong support from field officers, tabletops, exercises
- Need field officers out in the regions face to face

**Weaknesses:**

- Polarization of response agencies
  - Police, ambulance, fire continue to work separately

**What would you miss?**

- Fire service training grants
- Emergency management training grants
- Liaison with different organizations
- Qualified Agency government staff
  - Gets useful information

**Weaknesses:**

- Getting reports out (i.e. FSAC)
- Field officers need to spend more time with stakeholders in the field
- Leave field staff alone
  - Do not pull them back
  - They are field staff
  - Need to do the field work with stakeholders
- When should stakeholders call the Agency – expectations/clarify
- Agency service available/offered
  - Training services available/offered

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- Create stability for stakeholders to the Agency!
- Emails are effective
- Better use of “On Scene” for awareness building
  - Lessons learned articles
- Forums - Good?
  - Help us keep moving forward. Useful.
  - See some delivery that are positive
- Senior staff should give stakeholders a call
  - Like to hear Agency voices, do not wait for forums
- Better communication of Agency to elected officials?
- Mini-forums in specific areas?
  - Include some industry in these forums

- Same faces show up at these meetings
- Relationship and commitment to the partnership
- Partner groups on Agency website
  - Include services they can provide

## **Panel**

- Fireworks – Status of Kevan (Jess)’s work?
- BBQ’s in apartments?
- Safety codes officer versus fire training/certification
- Certification reciprocity
- Regional training facilities
- Attendance at regional chief’s meetings
- Phone numbers, process for Emergency Public Warning System, Alberta Emergency Notification System
- Hazmat agreements in place?
- Other Agency changes?
- Core services being emphasized locally; gaps increasing
- Who finds out industry response capabilities
  - i.e. industry response teams
- Search and Rescue – Are they part of the system?

## **Comments:**

“Encouraged.... Keep up the good work”  
 “Have to support the Agency”  
 “Agency has a vision... for Alberta. A regional model”  
 “Kudos to field staff”  
 “Need to meet with councils”  
 “Good focus on supporting communities”

**St. Paul - June 25, 2009**

**Group One**

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Who can task Search and Rescue (SAR) out?
  - RCMP, fire, EMS, etc
- Not enough knowledge of what SAR is
- SAR's understanding of emergency services
- Improved communication required
- Define emergency service sectors
- Communication technology (blackberry's etc)

**What programs and services provided by the Alberta Emergency Management Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

**Strengths:**

- Communications has improved
- Improved access to resources
- Training (and availability)
- ARRC
- Emergency Public Warning System (EPWS)

**Weaknesses:**

- More face-to-face with field officers
- Incident Command System programs – progress slow
  - Needs to be low cost
  - Focus needs to be on other agencies (other than fire)

**Support:**

- Better access to data/statistics (i.e. flooding – lessons learned)
- Volunteers at emergency operations centres, disaster services etc. Assistance required to find; standard training.
- Sustained response in communities

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

- Technology
- Field officers
- Joining SAR in communities
- Defined roles and responsibilities of all partners
- Alberta Health Services (AHS) seems to be disappearing
  - Concerns regarding EMS & Disaster services
- Ham radio operators need to be more involved
  - Ham radio resource list for communities
- Agency chat room

## **Group Two**

**The emergency management system requires understanding, cooperation and communication between all sectors. How can this be better achieved?**

- Standardized communication language
- Website content
- Connections with communities
  - All on the same page
  - Awareness
  - Involved, consulted, listened to
- Need to know who is in the system
  - Opportunities for face to face interaction, sharing
- Build trusting and trusted relationships in peacetime
- Change tactics: share communications internally (like the invite to this)
- Communication blocks need top-down drivers (i.e. Minister's letter)
- Say what you mean: Clarity

**What programs and services provided by the Agency are you aware of? What do you see as the strengths of the Agency? The weaknesses? How can they better serve and support you?**

### **Strengths:**

- Operational work
  - Response time from field officers
  - ARRC response to loss of phone system in communities
  - Resources available (helicopter)
- Training
  - Courses leave confidence higher
- Communication support for passing messages on
- Common vehicles on scene
- Testing of EPWS; skill maintenance

## **Weaknesses:**

- Flexibility needed in municipal emergency plan structure
  - Very small communities
  - Multicultural needs
  - More contact with First Nations
- Need more exposure; should be understood by every citizen
- No media presence (credibility = trust)
- Support responders by ensuring leaders know; citizens must know and support first.
- How prepared are we for a pandemic?
  - Link with appropriate organizations (i.e. health, locally)
  - Realistic approach
- Stockpiles – Status?
  - Current philosophy?
  - Community activation/role
- Help from the Agency to fill in grant applications
- Where is federal government in the Alberta system?
  - Connection, funding

**How can the Agency better communicate with you? How can the other stakeholder sectors in your group better communicate with you? How can you better communicate with them?**

## **Agency:**

- Broader distribution
- More frequent face to face
  - “How are you?”
  - “What have you been doing?”
- Video conferencing

## **Stakeholders:**

- Use regional offices to coordinate
- Update Alberta Emergency Resource Inventory System (AERIS)

## **You:**

- Know who, why, know goals of each

## Athabasca - June 25, 2009

### **Panel Discussion**

- Joint Emergency Plans (Regional)
  - Assistance to create
- Cross jurisdiction issues at a municipal level
- Training
  - Reduced grants equals reduced training
  - Cost of wild land firefighting
- Bill 49 – Good
- Upgrading Emergency Public Warning System
- Increase effort in prevention
- Change in staff requires more training
  - Emergency operations centre