



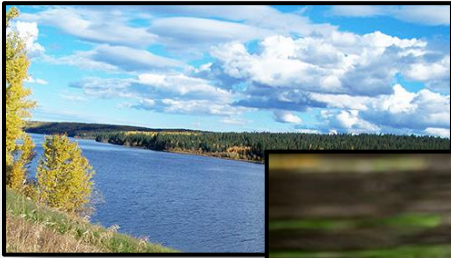
BUILDING RESILIENCY AND RECOVERING FROM DISASTERS: PRACTICAL ACTIONS FOR FIRST NATIONS





OVERVIEW

- Part 1 – Introducing community resiliency
- Part 2 – Key observations from the 2013 Southern Alberta Floods
- Part 3 – Considerations for Financial Officers



PART 1: COMMUNITY RESILIENCE

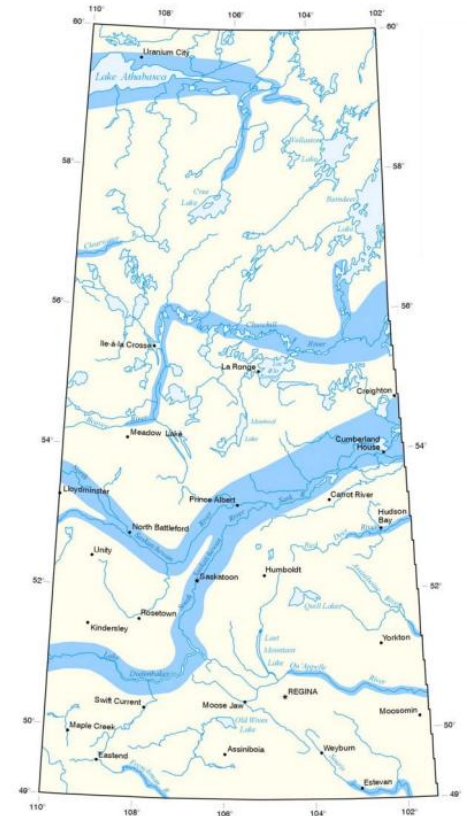
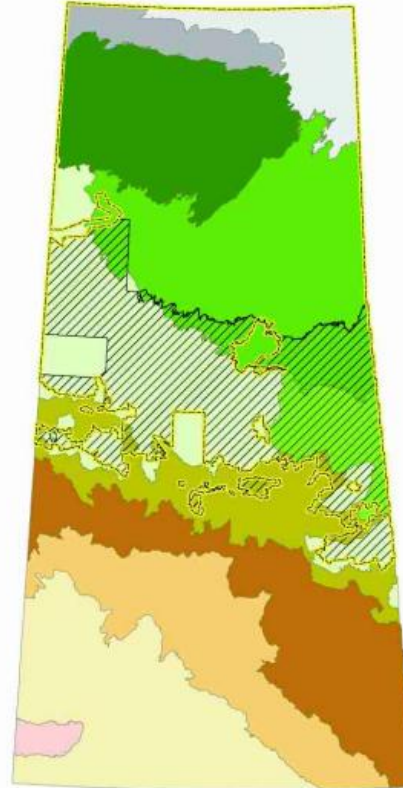




INTRODUCTION

First Nation communities often face significant risks associated with disaster events. Many communities are remote and in close proximity to environmental threats, including flood prone waterways and fire prone forests.

- There are 70 First Nations Saskatchewan, spread throughout the Province.
- Each community faces different threats. Threats are often associated with external environmental factors, but can arise from many sources. Possible threats to FN communities include:
 - Fire
 - Flood
 - Contaminated drinking water
 - Hazardous spills along transportation corridors
 - Infectious diseases/epidemics





RECENT EXAMPLES

In recent memory, First Nation communities have been heavily impacted by natural disasters, from the 2013 floods in Southern Alberta to the 2015 wildfires in Saskatchewan.

2013 AB Floods	2015 SK Wildfires
Siksika FN and Stoney Nakoda FN heavily impacted	10,000+ evacuations, majority from FN
\$200M+ on First Nation Housing	1.7M+ hectares burned
Ongoing recovery efforts	80+ structures lost





WHAT CAN BE DONE – COMMUNITY RESILIENCE

To help minimize the impacts of disaster events, it is paramount that communities work to develop **Community Resilience**.

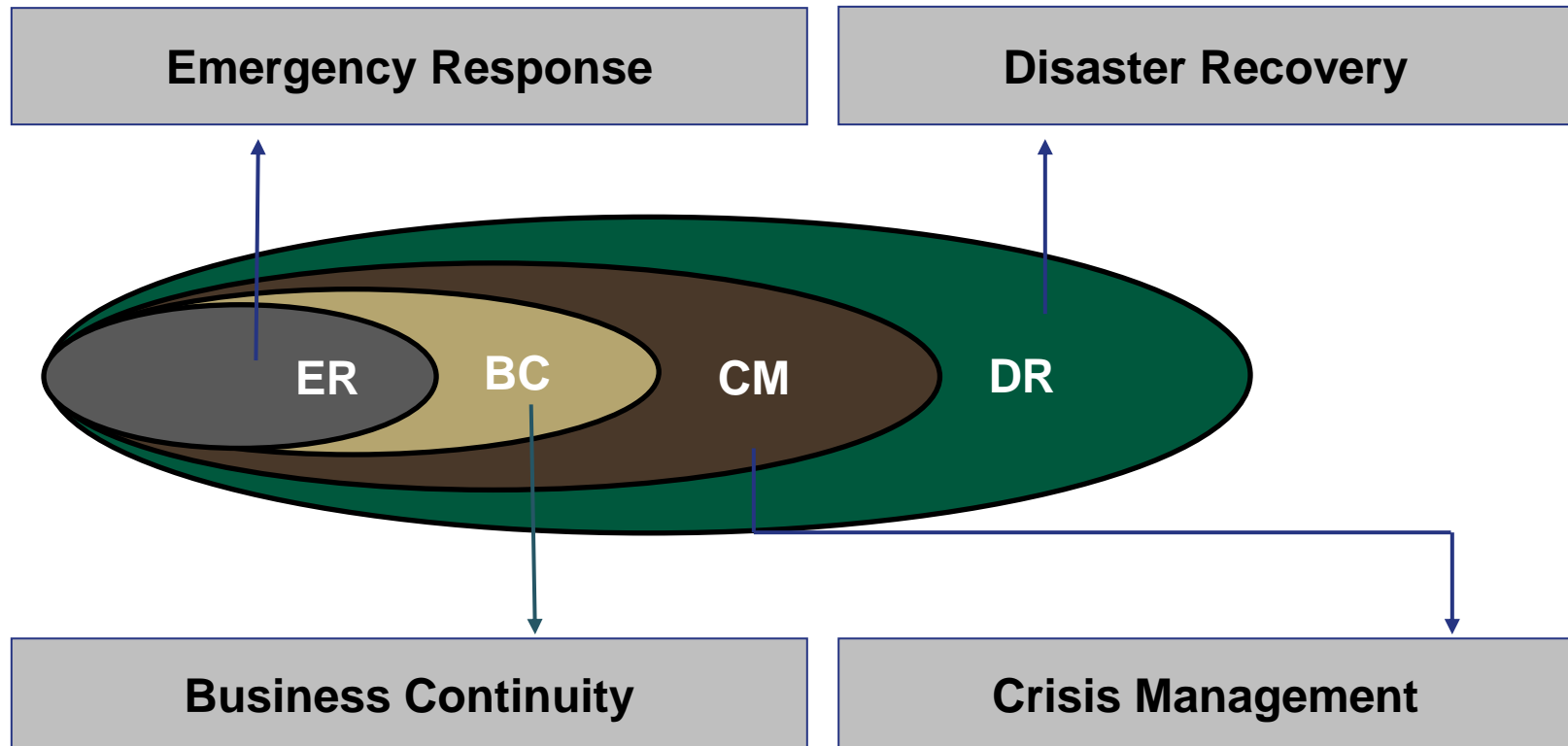
- Community Resilience:
 - Is about enhancing operational effectiveness and mitigating significant community risks
 - Is about the capability to prevent disruption and mitigate risks associated with natural, technological or man-made events
 - Is necessary for communities to safeguard their people and provide continuous, high levels of service to their stakeholders

Community Resilience = Emergency Management + Business Continuity



RESILIENCY - NOT ONLY A PLAN

The Government of Saskatchewan mandates that municipalities and communities have an emergency response plan. This is an important element, but there's more to building resilience. Effective community resilience programs are comprised of a number of **integrated** components. Without all of the elements, communities have a difficult time preparing for, responding to, and ultimately recovering from disaster events.





COMMON OBSTACLES TO PROGRAM INITIATION

Developing an integrated community resilience program requires substantial effort and commitment. Common challenges to developing, implementing and sustaining a resilience program include:

- Lack of coordination between community leadership, emergency management, business continuity, and disaster recovery resources
- Gaps between the resilience programs and the strategic goals of the community
- Struggle to receive the attention and support of senior leaders and decision makers
- During 'peace time' resilience programs are viewed as a purely a cost, not a value driver



WHAT DO YOU NEED TO BE EFFECTIVE?

An **effective** resilience program:

- Requires support from Senior Management
- Is dynamic and flexible
- Aligns with the community's strategy, operations and culture (right-sized for your needs)
- Is updated continuously



BENEFITS OF AN EFFECTIVE PROGRAM

Having an efficient program helps reduce the impacts to your community when disaster strikes. Specific benefits include:

- Protects people
- Protects assets and infrastructure
- Minimizes financial losses
- Reduces the recovery time associated with an event

PREPARATION, RESPONSE, AND RECOVERY

Event

Normal Operations

Normal Operations

Business
as Usual

Proactive Preparedness:

- Program Governance
- Risk Assessment
- Business Impact Analysis
- Plan Development
- Testing / Maintenance
- Mitigation activities



Emergency
Procedures

Disaster Recovery Plan
Business Continuity Plans
Crisis Management
Plan



PREPAREDNESS – STARTS WITH GOVERNANCE

Conducting initial risk assessments

- Involve leadership, securing support for the program
- Identify and involve key internal and external stakeholders
- Align resiliency program to your governments strategic objectives
- Develop policy and identify key roles and responsibilities
- Develop how you plan to measure success (i.e. resilience report card)

Maintaining and updating the existing governance framework

- Review governance as part of your annual review
- Ensure policies and structure continue to align with your governments overall strategy and objectives
- Make changes and improvements as required, incorporating any 'lessons learned' from previous events



PREPAREDNESS – RISK ASSESSMENTS

Conducting initial risk assessments

- Determine how you plan to quantify and qualify risks; common metrics include likelihood and impact
- Take an ‘all hazards’ approach
- Include all relevant stakeholders in the identification and ranking of risks to your community
- Document your hazards and risks

Maintaining and updating the existing risk assessments

- Review and validate your risk assessments with relevant stakeholders as part of the annual resilience cycle
- Update your risk documents with any important changes



PREPAREDNESS – BUSINESS IMPACT ANALYSIS (BIA's)

Conducting initial BIA assessments

- Business impact assessments focus on identifying time critical business functions in your government
- Work with internal stakeholders to document the time sensitivity of your core functions, required IT systems, and any dependencies (both internal and external)
- The results of the BIA will drive your Business Continuity Plan

Maintaining and updating BIAs

- Once you have completed the initial BIAs, updating them becomes much easier
- You should review and update your BIAs annually, or when any major business change occurs
- If you note any changes to the BIAs, you should update your Plans accordingly



PREPAREDNESS – RESPONSE AND RECOVERY STRATEGIES AND PLANS

Identify strategies and develop plans

- Identify appropriate strategies for emergency response, business continuity, disaster recovery, and crisis management addressing people, processes, and technology
- Present the strategies to the appropriate decision makers to secure support
- Develop your plans, involving the stakeholders who will ultimately be responsible for execution (including external organizations and agencies)

Maintaining and updating strategies and plans

- Ensure your plans are updated on an annual basis (minimum)
- Develop procedures to update plans when you experience significant change in your government
- Important to update contact information regularly as people change roles in your organization



PREPAREDNESS – TRAINING, EXERCISES, AND AWARENESS

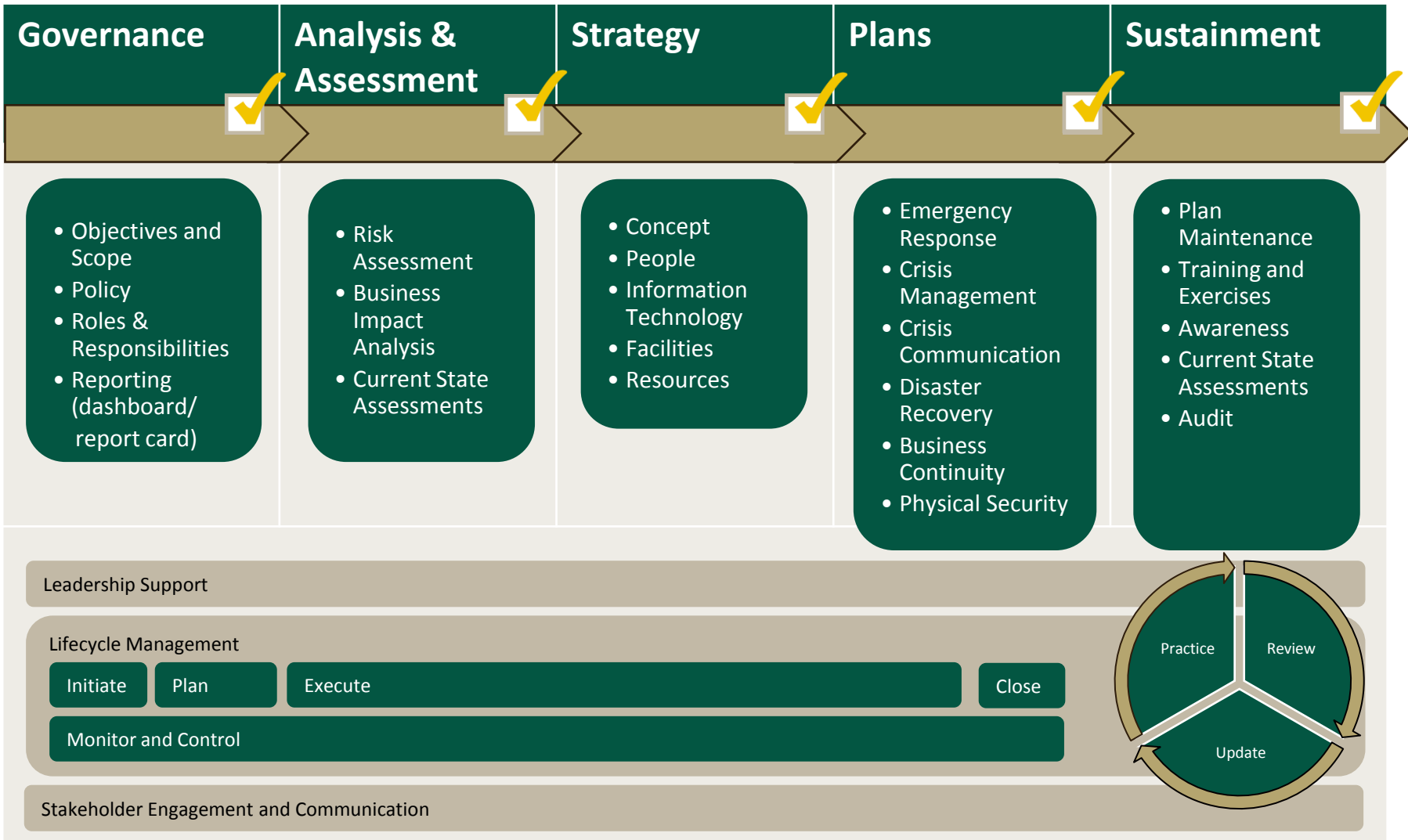
Developing training and awareness

- Identify the training requirements of your people
- Develop a training program to address your team's needs
- Create meaningful exercises and scenarios that will help you prepare for an event
- Develop strategies for generating awareness, both internally within your government, and also with community members

Conducting training and maintaining awareness

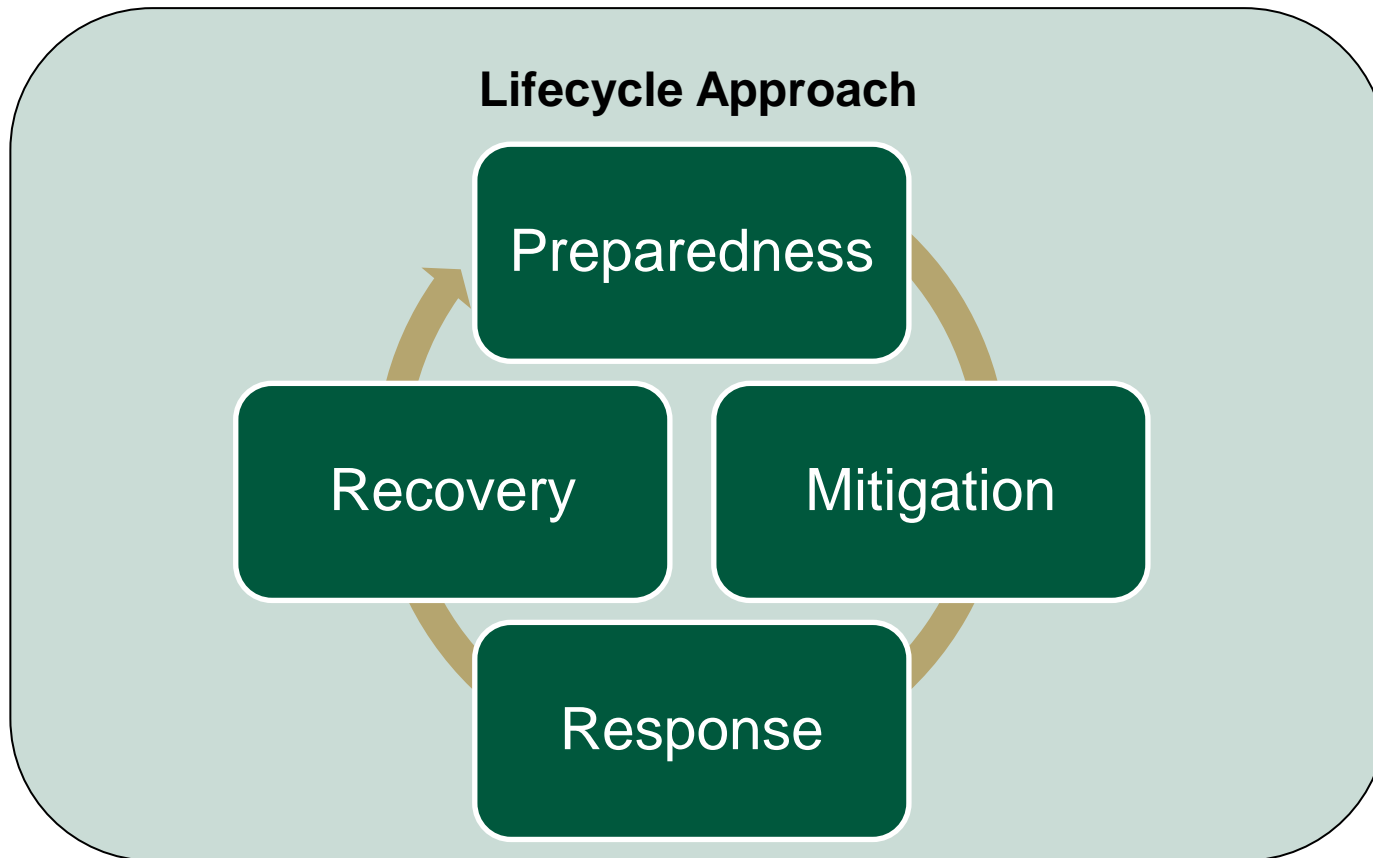
- Conduct training sessions regularly
- Include external agencies in your exercises. This will help foster relationships and build confidence – a source of strength at the time of crisis
- Identify gaps illustrated during your exercises

COMMUNITY RESILIENCE END STATE:





LIFECYCLE APPROACH TO RESILIENCE





MITIGATION

In addition to preparation, there are certain mitigation activities that you can do to help reduce the impact of disasters on your community. Mitigation activities should be linked to the types of risks and hazards you have identified in preparation. Types of relevant mitigation for your community may include:

- Fire smarting in your community
- Housing policy preventing the construction of new developments in flood prone areas
- Adequate insurance (insurable losses)
- Cost tracking processes and procedures (needed for both insurable losses and the Provincial Disaster Assistance Program – PDAP)



RESPONSE

As a local government, you will be responsible for coordinating the initial response to the disruption. The appropriate response will be dictated by the event.

- Activation of resilience plans (ERP, BCP, CMT, and DRP)
- Incident command post
- Emergency Operations Centre activation
- Reception Centre
- Direction and coordination to first responders
- Coordination with external agencies and stakeholders (e.g. Provincial Operations Centre, government ministries and resources, Red Cross, etc., utility companies, etc.)



RECOVERY

Depending on the size of the event, recovery can be a long term process. The more you are prepared for the recovery process, the more effective you will be.

- Recovery activities should start either at the same time as the initial response, or shortly thereafter. The sooner you can begin recovery activities, the better
- Leverage external agencies abilities and resources to help with the recovery efforts
- Response and recovery can have a substantial toll on your people and on the community; be prepared to provide support and assistance for the relative long term



PART 2: KEY OBSERVATIONS FROM LARGE SCALE DISASTERS





LESSONS FROM MAJOR DISASTERS

MNP has worked with a number of Provinces, Municipalities, and First Nations following major disaster events. We often work with our clients to complete after action reviews and help coordinate recovery efforts following major events.

- We often find that results from our findings in after action reviews and client interactions are well aligned to the pillars of emergency management (preparedness, mitigation, response, and recovery)
- Communities experiences during an event and subsequent recovery efforts are substantially affected by the work they do **before** the event
- Our findings are generally consistent with the literature and research on global disaster events



5 COMMON THEMES

Theme	Description
People, Attitude, and Approach	<ul style="list-style-type: none"> The overall attitude and approach and ‘can do’ attitude of individuals and groups involved is extremely important and forms the foundation for community resilience.
Frameworks, Structures, and Plan	<ul style="list-style-type: none"> The efforts of individuals and groups are most effective when guided, informed, and supported by established frameworks, structures, and plans
Emergency Management Capacity	<ul style="list-style-type: none"> Municipalities and First Nations that invest in emergency management capability and capacity are able to maximize the value of the established frameworks, structures, and plans. Capacity is built through training, awareness and exercises.

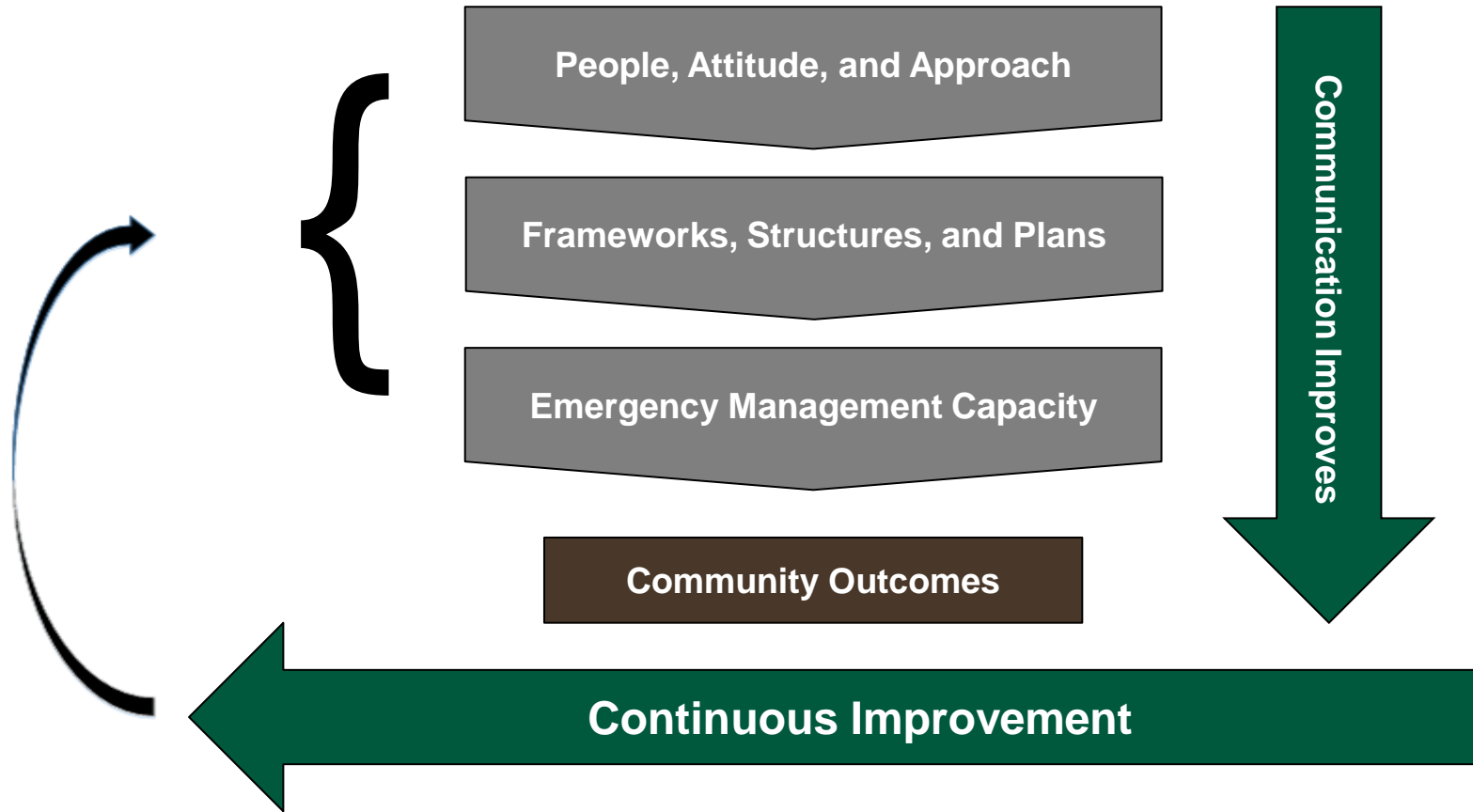


5 COMMON THEMES

Theme	Description
Communications	<ul style="list-style-type: none">• Issues and challenges associated with communications are often symptomatic of gaps with the other the other themes.• The effectiveness of communication increased when it was guided by a framework, structure or plan, and increased further when people were aware of, trained in, and supported by an applicable framework structure or plan.
Continuous Improvement	<ul style="list-style-type: none">• Organizations who foster a culture of continuous improvement are better positioned for future events, incorporating lessons learned into their resilience programs



INTERRELATION OF THEMES

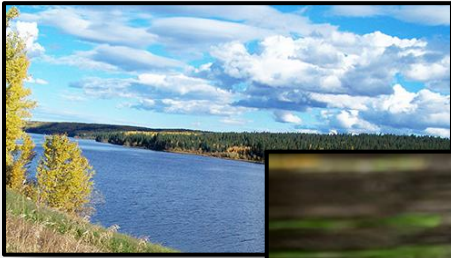




PRACTICAL APPLICATION OF THEMES

Drawing on the key observations from recent large scale events:

- Help foster a service culture in your government.
- Support the development of a resiliency program for your community. Without an effective program, response and recovery will likely be difficult for your community. The long term effects are still being felt in Alberta by a number of municipalities.
- Invest in training, awareness, and build relationships within your government, community, and also with external stakeholders. These efforts will pay huge dividends during the time of crisis.



PART 3: CONSIDERATIONS FOR FINANCIAL OFFICERS





FINANCIAL OFFICERS

If you have an existing resiliency program, there are a number of activities that you can take as financial officers today to help with future response and recovery efforts.

- Understand your communities' reliance framework (or advocate for the creation of a holistic program)
- Know your roles and responsibilities during and following an event
- Understand and document what assets you have – will be helpful during response and recovery (especially housing)
- Familiarize yourself with Government funding programs and understand reporting requirements
- Understand your insurance policies – know what's covered and what isn't in the event of a disaster
- Familiarize yourself with the PDAP program and submission forms
- Formalize processes for capturing expense data, it will be important



QUESTIONS AND DISCUSSION

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“When the tide goes out, we will see who has been swimming without a bathing suit”

- Warren Buffet