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ONTARIO FIRST NATIONS  
TECHNICAL SERVICES  
CORPORATION

## First Nations Emergency Planning in Ontario:

### *The Role of OFNTSC and Recommendations for Improvement*

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#### **Table of Contents**

<b>1. Introduction</b>	2
<b>2. OFNTSC’s Approach to Emergency Planning</b>	3
<b>3. Background</b>	4
4.1 <i>Overview of Federal Emergency Management Policies, Directives and Guidelines</i>	4
4.2 <i>First Nations Emergency Management in Ontario</i>	6
4.3 <i>Federal Policy Direction</i>	7
4.4 <i>Emergency management funding mechanisms</i>	8
4.4.1 Federal funding mechanisms	8
4.4.2 Planned funding for Ontario Region	9
<b>4. Best Practices in Emergency Planning</b>	10
5.1 <i>Understanding emergency management capabilities and outcomes in First Nations organizations</i>	10
5.2 <i>Implementing effective emergency management frameworks</i>	11
5.3 <i>Creating emergency management planning and guidance materials specific to First Nations</i>	11
<b>5. Challenges and Opportunities</b>	12
<b>6. Conclusion &amp; Recommendations</b>	13

## 1. Introduction

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The Ontario First Nations Technical Services Corporation (OFNTSC) provides emergency planning support and training to develop capacity within First Nations to prepare for emergency events. OFNTSC’s Emergency Planning unit has been in place since 2009, and delivers: 1. training workshops (regional and in-community) to educate participants on emergency



management through phases; 2. advisory services to update/develop of emergency master plans; and 3. advisory services to carry out emergency planning exercises.

Emergency management on-reserve has received significant attention in recent years due to the challenges faced by First Nations with flooding, wildfires, and a host of other naturally occurring and human-caused threats. As climate change continues to affect many First Nations in Ontario, it is expected that extreme weather events are likely to become the new normal. While the federal government plays an important role in the delivery of emergency management services to First Nations on-reserve, several gaps exist in both the policy and emergency management delivery framework, which adversely affects First Nations and can have a costly toll on community infrastructure. First Nations are the fastest growing demographic in Canada so it is imperative that comprehensive emergency plans are put in place, sufficiently resourced, implemented, and updated.

The OFNTSC plays a critical role in emergency planning in Ontario, and as First Nations continue to face emergencies, it is essential that the pillars of emergency management (Preparedness, Response, Recovery, and Mitigation) be culturally sensitive and delivered by and for Indigenous communities and organizations consistent with the *United Nations Declaration on the Rights of Indigenous Peoples*.

The following report will explore emergency planning within the context of Ontario First Nations through an overview and analysis of federal emergency management policies as they relate to on-reserve First Nations. It will then explore challenges faced by First Nations associated with emergency planning and provide a list of best practices in emergency planning, in addition to an overview of emergency management regimes in other Canadian jurisdictions. Lastly, the report will highlight recommendations to both improve the service the OFNTSC offers, and to aid First Nations in the preparation of emergencies.

## **2. OFNTSC's Approach to Emergency Planning**

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In 2009, then-Indigenous and Northern Affairs Canada (INAC) (now Indigenous Services Canada (ISC)) approached the OFNTSC to carry out a “Peacetime Emergency Management Training” pilot project. As a result of the pilot’s success, INAC and the OFNTSC established a partnership for First Nation emergency management preparedness and training. The OFNTSC has since been providing emergency management training and one-to-one assistance for plans and exercises to Ontario First Nations. Prior to 2009, emergency planning and response training was undertaken by the Emergency Measure Ontario (EMO) (now the Office of the Fire Marshal



and Emergency Management [OFMEM]). During this time, the Province employed a training model that was neither user friendly nor designed for First Nations. Training was offered online or within municipalities and content was geared towards municipalities rather focusing on the issues of on-reserve First Nations. When the OFNTSC started the program, INAC Ontario Region had identified that they had received Master Emergency Response Plans from 31% of First Nations – 38 communities in total. Since taking on emergency preparedness responsibilities, OFNTSC has worked with First Nations to increase this number, which today stands at 92%. The OFMEM remains primarily responsible for the response pillar of emergency management in Ontario and takes on some preparedness responsibilities in the James Bay area. The OFNTSC plays a role in introducing Ontario First Nations to recovery as it transitions from response.

The OFNTSC offers First Nations emergency management training by First Nation trainers through a phased approach, as follows:

- Phase 1: Hazard and Risk Identification and Introduction to Emergency Management
- Phase 2: Framework of First Nation Emergency Response Plan
- Phase 3: First Nation Exercise Program
- Phase 4: Live Operations-Based Exercise
- Introduction to Recovery
- Evacuation and Reception Centre Overview

The OFNTSC employs a “Train the Trainer” model approach to emergency preparedness, which has been highlighted as a best practice throughout Canada. A further breakdown of OFNTSC training course is available in **Appendix A**.

### 3. Background

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#### 4.1 *Overview of Federal Emergency Management Policies, Directives and Guidelines*

The federal *Emergency Management Act* recognizes disaster management as within provincial jurisdiction, though this has been delegated to municipalities and communities (such as First Nations) in all provinces and territories. As a result, 90% of emergencies are managed by municipalities and communities, with those remaining overseen by provincial governments.<sup>1</sup>

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<sup>1</sup> Bowerman, Charles. (2017): 184-195.



Federal involvement is generally limited to training, public education, and provision of disaster recovery funding.

Canadian policy for Emergency Management embodies a whole-of-society approach, which involves incorporating and using existing knowledge and capabilities within partnerships to strengthen resilience. According to Canada's Emergency Management Strategy (2019), resilience is defined as “the capacity of a system, community or society to adapt to disturbances resulting from hazards by persevering, recuperating or changing to reach and maintain an acceptable level of functioning.”<sup>2</sup>

Canada's *Federal Policy for Emergency Management* (2009) has a stated objective to “promote an integrated and resilient whole-of-government approach to emergency management planning, which includes better prevention/mitigation of, preparedness for, response to, and recovery from emergencies.”<sup>3</sup> These four pillars of emergency management are further outlined in *An Emergency Management Framework for Canada* (2017) and later in the *Emergency Management Strategy for Canada* (2019).<sup>4</sup>

The purpose of the Framework is to acknowledge that emergency management intersects with all sectors of society and that responsibilities are shared across sectors and jurisdictions. Given the complex and overlapping responsibilities related to emergency management in Canada, the Framework aims to improve collaboration between levels of government to ensure comprehensive, complimentary, and coherent actions. The Framework also provides guidance for how governments and partners assess emergency related risks and ways to work together to tackle emergency management.

The Framework is built around four components, or pillars of emergency management: prevention and mitigation, preparedness, response, and recovery. The pillars are independent it is important to recognize that they are not independent of each other and can be developed and implemented together or sequentially. The Framework ensures that these four components are seamlessly integrated, and that there are strong relationships among emergency management partners, including First Nations.

The Strategy builds on the principles set out in the Framework and federal policy in order to clearly articulate federal priorities to strengthen the resilience of Canadian society by 2030.<sup>5</sup>

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<sup>2</sup> Public Safety Canada, 2019.

<sup>3</sup> Public Safety Canada, 2018.

<sup>4</sup> Public Safety Canada 2017, Public Safety Canada 2019.

<sup>5</sup> Government of Canada, 2019



According to the Strategy, building resilience involves being empowered to share responsibilities to prevent hazards from escalating, and increasing capacity (both social and physical – i.e., infrastructure) to cope with and adapt to hazards and respond and recover where necessary.

Both the Framework and Strategy align with key international agreements, including the Sendai Framework for Disasters Risk Reduction 2015-2030, the Paris Agreement, and the United Nations Sustainable Development Goals.

INACs National Emergency Management Plan (2009) describes its responsibilities for emergency management on reserves. These responsibilities include support for emergency management activities on reserves, ensuring that First Nations have access to emergency management services that meet the standards, criteria of services for other provincial residents, and to provide support to Nations in the development and maintenance of emergency plans.<sup>6</sup> Health Canada's role on First Nations reserves includes support for health care services related to emergency, for example, disease outbreaks.

#### 4.2 *First Nations Emergency Management in Ontario*

In 2018, ISC entered into a 10-year bilateral agreement with Ontario granting the province responsibility for the provision of emergency management response services to on-reserve First Nations. Through this new arrangement, First Nations communities have been given access to more training opportunities. For example, training that was previously unavailable can now be taken in a classroom setting. Despite the additional access to training, however, classroom sessions tend to focus on the municipal context, examples from which are largely in-applicable on First Nations. This change was made unilaterally and without consultation with First Nations, but does include a commitment to work with Ontario First Nations and representative organizations in developing a trilateral agreement. This work remains ongoing and has not yet produced any agreement that works for all parties.

ISC maintains a role in emergency management on-reserve, namely through the provision of financial support through the Emergency Management Assistance Program (EMAP) to help First Nations mitigate, prepare for, respond to and recover from disasters.<sup>7</sup> Emergency management plan preparation is the responsibility of First Nation governments and is additionally supported by ISC.

<sup>6</sup> Indian and Northern Affairs Canada, 2009.

<sup>7</sup> Ibid.



Emergency management in Ontario is legislated by the *Emergency Management and Civil Protection Act*, and provincially administered by Emergency Management Ontario.<sup>8</sup> In 2014, the then Minister of Community Safety and Correctional Services was asked to conduct a review of Ontario's emergency management systems. Among the 52 recommendations, seven specifically recommended improving emergency management services available to First Nations to ensure a comparable level of service to that offered to municipalities. If implemented, these recommendations would remove any First Nations involvement in preparedness to place it into the hands of the provincial government, cutting off communities from input into their own emergency management planning. The review report recommended that the then Ministry of Indigenous Relations and Reconciliation be granted formal authority and responsibilities at the provincial level (working with INAC at the federal level) for emergency management issues with First Nations. Due to the change in Ontario's provincial government in 2018, it is unlikely that the recommendations of the 2014 review will be implemented.

### 4.3 Federal Policy Direction

Since the election of the federal Liberals, emergency management has consistently remained on the agenda as evidenced by federal budget allocations.

Budget 2016 provided \$255 million over two years to the First Nations Infrastructure Fund to support investments in a range of infrastructure and to mitigate the effects of natural disasters and fire protection services.<sup>9</sup> Budget 2017 further proposed to integrate traditional Indigenous knowledge to guide adaptation measures and to enhance Indigenous community resilience through infrastructure planning and emergency management dollars.<sup>10</sup>

Budget 2018 committed to maintain direct support to the emergency management organizations that prepare for and respond to severe weather. Specifically acknowledging that First Nations communities experience disproportionate health and safety risks from emergencies and natural disasters and are 18 times more likely to be evacuated as a result of disasters, Budget 2019 committed further dollars, including:

- \$211.0 million over five years, starting in 2019–20, with \$49.4 million per year ongoing to support increased resiliency and emergency management on-reserve; and

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<sup>8</sup> Henstra, Daniel (Ed.) (2013).

<sup>9</sup> Budget 2016, 143.

<sup>10</sup> Budget 2017, 129.



- \$48.0 million over four years, starting in 2020–21, to renew funding for infrastructure projects on-reserve that will protect communities from climate-related hazards.

In addition to budget commitments, Canada committed to the “full implementation” of the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) in Canadian law and policy “without qualification.”<sup>11</sup> With respect to operations and maintenance, the UN Declaration states:

*Article 18: Indigenous peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own Indigenous decision making institutions.*

*Article 19: States shall consult and cooperate in good faith with the Indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.*

*Article 29 (1): Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources. States shall establish and implement assistance programmes for indigenous peoples for such conservation and protection, without discrimination.*

The above articles are relevant to the emergency planning discussion insofar as bilateral emergency management agreements between the provinces and the federal government, in spite of budget commitments and rhetoric, remain in place.

#### 4.4 Emergency management funding mechanisms

##### 4.4.1 Federal funding mechanisms

As of 2014, ISC assumed responsibility for all costs for on-reserve emergency events. The Emergency Management Assistance Program (EMAP), the Capital Facilities Maintenance Program (CFMP), and the First Nations Infrastructure Fund (FNIF) are the key federal funding agents for the four pillars of emergency management on reserve.

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<sup>11</sup> Bennett, Carolyn (2017) “Intervention from the Floor on the 10th Anniversary of the United Nations Declaration on the Rights of Indigenous Peoples.” Speech. United Nations Permanent Forum on Indigenous Issues 16th Session. New York City. April 25, 2017.





EMAP funds non-structural mitigation, preparedness, response and recovery costs. Preparedness and mitigation funding is available to assist communities with training, developing emergency management plans and risk assessments, while response/recovery funding can be enlisted when response/recovery activities are beyond the capacity of the communities involved in the post-event activities. EMAP funding is distributed annually based on both proposals for emergency preparedness and non-structural mitigation projects and also applications for response and recovery costs.

ISC also provides funding to First Nations communities in support of flood preparation and mitigation activities and in support of wildfire prevention and mitigation.

<b>EMAP Contributions to Ontario</b>		
<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
\$17,129,659	\$32,688,134	\$39,185,753
<i>22.4% of total national contributions</i>	<i>31% of total national contributions</i>	<i>35% of total national contributions</i>

Source: INAC, Audit of the Emergency Management Assistance Program

The CFMP and FNIF provide investments to First Nations in structural mitigation infrastructure projects. Funding for these projects is dispersed in accordance with ISC's annual capital planning process, and is prioritized by ISC in line with a First Nations Infrastructure Investment Plan.

#### 4.4.2 Planned funding for Ontario Region

The bilateral agreement between ISC and Ontario (primarily related to the response pillar of emergency management) outlines the financial contributions for the next 10 years. In fiscal year 2018-19, \$1,404,003 was allocated to the province. Each fiscal year after this will see a 3% increase, as displayed below. Note that the funding through the bilateral agreement does not include cost recovery for emergency response.

<b>Proposed program funding by fiscal year</b>	<b>Total Budget</b>
<b>2018-19</b>	\$1,404,003
<b>2019-20</b>	\$1,446,123



2020-21	\$1,489,507
2021-22	\$1,534,192
2022-23	\$1,580, 218
2023-24	\$1,627,624
2024-25	\$1,676,453
2025-26	\$1,726,747
2026-27	\$1,778,549
2027-28	\$1,831,905

## 4. Best Practices in Emergency Planning

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Overall, there is a lack of documentation on best practices for Emergency Management in First Nations communities and governing bodies in Canada. While provincial and federal-level policies and strategies provide objectives, recommendations, and best practice examples in relation to federal, provincial, territorial governments and non-Indigenous organizations, many of these do not specifically address the needs of First Nations.

This section provides an overview of the available recommendations and best practices specific to First Nations in relation to OFNTSC's work in emergency planning and preparedness.

### 5.1 *Understanding emergency management capabilities and outcomes in First Nations organizations*

It is critical for federal, provincial, territorial, and First Nations organizations to understand the existing capacity for emergency management in First Nations organizations. To this end, OFNTSC supports the creation of a central inventory of emergency management capabilities in First Nations organizations as a critical step in understanding capacity and sharing information. It is essential that an inventory of capacity is coupled with sharing information on the outcomes of emergency planning and preparedness activities. Better understanding of outcomes will continue to inform preparedness and planning activities.



In 2017, the federal government and the Assembly of First Nations began work on an inventory of Indigenous capacities towards emergency management. The Indigenous Emergency Management Capabilities Inventory is led by Public Safety Canada and the Assembly of First Nations and will result in a tool that FPT governments and Indigenous communities can use to focus on the emergency management needs of Indigenous communities by identifying what systems are already in place and what is required for the future.

## 5.2 *Implementing effective emergency management frameworks*

As First Nations in Ontario continue to face an increasing amount of emergencies, it is imperative that emergency management frameworks, guidance documents, and concepts reflect the four pillars of emergency management, defined by Public Safety Canada as:

- **Prevention and mitigation:** the actions taken to identify and reduce the impacts and risks of hazards before an emergency occurs
- **Preparedness:** ensuring that the capability and capacity are in place to increase a community's ability to respond quickly and effectively to emergencies and recover from their long-term effects
- **Response:** actions taken during or immediately after an emergency or disaster for the purpose of managing the consequences.
- **Recovery:** actions taken after an emergency or disaster to re-establish or rebuild conditions and services.<sup>12</sup>

While the OFNTSC supports and encourages First Nations in Ontario to develop, implement, and exercise community emergency management plans that are aligned with these four pillars, OFNTSC services are currently only offered in planning and preparedness.

## 5.3 *Creating emergency management planning and guidance materials specific to First Nations*

It is critical that emergency management planning and guidance materials specific to First Nations are available and easily accessible. Materials that are tailored to First Nations needs should consider: geography and remoteness of a community, access to existing emergency services, and the human resources in many First Nations governments. In addition to this, it is

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<sup>12</sup> Public Safety Canada, 2010.



critical that First Nations communities benefit from training that is culturally-relevant and delivered in-community.

## 5. Challenges and Opportunities

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As stated earlier, emergency events disproportionately impact First Nations communities due to their relative remoteness and isolation and limited access to emergency services, which leads to poorer health and safety outcomes for First Nations people. While the federal policies outlined in this paper provide a strong foundation for emergency management in general, these policies and programs often fail to take into account the needs of First Nations communities and individuals.

Specifically, the key challenges and issues identified by reports from federal, provincial, and Indigenous organizations on the topic of emergency management in Indigenous communities, as well as the work that OFNTSC does on the ground, include:

- Funding for emergency preparedness - including developing, implementing, and exercising emergency plans - in First Nations communities is largely inadequate, and many Nations find these costs prohibitive;
- Mainstream models of emergency preparedness and response do not leave space to integrate First Nations culture and tradition, on-reserve realities and jurisdictional processes;
- The knowledge and expertise of First Nations people is not taken into account during federal and provincial emergency response and planning;
- Training models designed for the province of Ontario and Ontario municipalities do not integrate First Nations culture and tradition, nor do they consider the population, geographic, ecological, and infrastructure realities and resulting challenges that many nations face;
- Leadership changes within First Nations combined with stretched human resources in First Nations communities impacts the continuity and sustainability of emergency management plans;
- Leadership changes on the federal and provincial level results in the need for First Nations representatives to advise on sometimes repetitive initiatives;
- The OFNTSC has excelled in providing emergency management training on reserve in Ontario. Despite this, the Government of Ontario continue to advocate for this responsibility, despite the fact that service agreements for on-reserve emergency management agreements are currently created bi-laterally between federal and provincial governments which creates service delivery and knowledge gap for First Nations.



- While the Emergency Management Assistance Program has a consistent allocation in the federal budget, the current funding process is not efficient, requiring ISC to make annual funding requests to fully address the costs associated with emergency management on-reserve and leading to a lack of clarity on the funding process within the emergency management community;
- The OFNTSC is limited in the scope of emergency management training it can offer. (OFNTSC assists with developing Master Emergency Response Plans.)
- While the OFNTSC is able to offer preparedness training, it often cannot offer assistance to First Nations in responding to emergency situations;<sup>13</sup>
- The OFNTSC's funding is renewed annually by ISC and is proposal-based. The absence of a multi-year funding agreement makes it difficult to plan for expanding services; and,
- Qualified trainers are difficult to attract due to OFNTSC's inability to hire them full time. Trainers are hired for on a fee-for-service model which is not cost-effective.

In spite of these challenges, First Nations possess the best knowledge of their community needs and their residents. Moreover, perhaps the greatest opportunity is the large workforce First Nations represent that should be harnessed for the purposes of emergency preparedness and management.

Another opportunity exists for the OFNTSC to be more involved in the response pillar of emergency management. In Alberta, for example, First Nations emergency management is integrated into the Alberta Emergency Management Agency. There, field officers work in all four pillars of emergency management, including acting as a liaison during response. Despite the fact that Ontario has 133 First Nations (Alberta has 45), the OFNTSC, and First Nations more generally, have little to no role in response. While the OFNTSC believes First Nations, rather than the provincial government, hold ultimate responsibility for emergency preparedness, there is an opportunity for more First Nations involvement in emergency response here if we take lessons from jurisdictions like Alberta.

## 6. Conclusion & Recommendations

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The key finding of this exercise has been the need to better integrate the OFNTSC with the four pillars of emergency management, not just planning and preparedness. First Nations organizations that work directly with First Nation communities and take into account the unique circumstances they face are better able to adequately respond to First Nations in emergency situations. If programs are solely run by regional non-First Nations service providers the result

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<sup>13</sup> The OFNTSC has, in one or two cases, been able to offer this assistance when requested by a First Nation.



may be reduced access for First Nations, less culturally-specific operations, and continually disproportionately underserving First Nations communities. As climate change impacts are likely to further exacerbate similar wildfire crises on a yearly basis it will be increasingly important for greater First Nations-led approaches to emergency management in accordance with best practices and community knowledge.

OFNTSC holds the position that jurisdictional disputes between provincial and federal governments regarding their responsibility to deliver emergency services to First Nations are counterproductive to the goal of ensuring First Nations' are prepared if and when emergencies strike. Additionally, the following recommendations target various decision makers, and are geared towards improving the emergency planning service offered by OFNTSC:

1. Move away from the proposal-based funding relationship towards a multi-year funding agreement with Ontario. This could occur as part of a renegotiated service agreement, or as an interim measure. A multi-year funding agreement for emergency preparedness would enable the OFNTSC to plan service delivery in a consistent and predictable manner, and would allow the OFNTSC to build capacity and retain skilled trainers. This funding model would also provide increased staffing to work more closely in supporting First Nations with emergency planning and exercising. Sustainable and predictable funding would enable OFNTSC to improve tracking of service requests which in turn would allow
2. For OFNTSC to better understand how emergency plans are operationalised, in order to improve training, the OFNTSC should advocate for access to information on how emergency plans were executed during real emergencies.
3. Increase staffing to assist First Nations in all their emergency planning needs and navigating the emergency planning silo's in addition to work already undertaken.

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## Appendix A: OFNTSC Emergency Planning Training Workshops Outline

Emergency Planning Program Training Books used during regional and in-community training are listed below. Initially, each year a new standalone Phase was introduced and each sessional is 2.5 days of in-classroom learning.

As the years went on and the reality of staff turnover and/or the responsibility to update and exercise changed the First Nation's Master Emergency Management Plan, Phases were coupled together for a review Phase 1/2 & Phase 3/4 Review regional session were held 2.5 days.

For the in-community, training is tailored from this materials to topics the First Nation request to be covered. In-Community training and exercises range from .5 to 2 days.

### Phase 1: Overview

- To introduce First Nations to the main components of an emergency plan.
- To explain the process for developing a plan and where to obtain help for First Nations.
- To provide First Nations with an opportunity to use a plan by working through an emergency situation that could happen in their First Nation Community.
- To provide First Nations with a sample plan they can take back to their First Nation Community and customize for their own use.
- To provide information on Emergency Management Ontario (EMO) and their roles and responsibilities as it pertains to emergencies in Ontario.
- To explain the process of setting up a Community Control Group (CCG) for First Nations to deal with emergencies within their community.
- To provide First Nations with an introduction to evacuation planning for their community.
- To provide First Nations with an introduction to the Hazard Identification and Risk Assessment (HIRA) tool to establish risks for their community.

### Phase 2: Overview

- To further enhance First Nations knowledge of Community Emergency Preparedness planning.
- To explain the process for implementing a Community Emergency response plan and activating an Emergency Operations Centre.



- To provide First Nations with an opportunity to utilize an Emergency response plan by working through and activating an Emergency Operations Centre in an emergency situation.
- To provide First Nations with a knowledge of Evacuation planning and processes.
- Introduces First Nations to the four feathers of emergency management. Feather 1: Mitigation. Feather 2: Preparation, Planning and Education. Feather 3: Emergency Response. Feather 4: Recovery.

### **Phase 3: Overview**

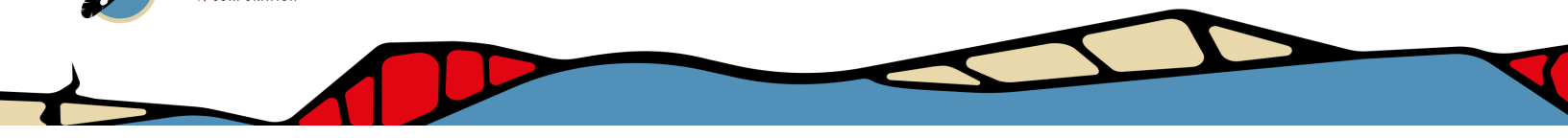
- To introduce participants into how to develop a First Nation Exercise Program.
- To provide an opportunity to test master emergency response plans through simulated tabletop exercises.
- To provide First Nations with resource material and sample documents for completing an emergency response plan.
- To provide information on why to use a building block approach for performing an exercise.
- To provide information on completing a performance check for your community exercise.

### **Phase 4: Overview**

- To provide participants with a review of the first 3 phases of Emergency Preparedness training.
- To provide an introduction to mock exercises and how to prepare a mock exercise for a Master Emergency Response Plan.
- To provide a description of the “important players” that should be involved in a mock exercise.
- To provide First Nations with a guideline for exercise conduction including; Scope, Objective, Purpose, Scenario Narrative, Health and Safety, Termination, Expected Response/Evaluation Criteria.
- To provide First Nations with a guideline for exercise evaluation including; Evaluation Team, Elements for Evaluation, Critiquing Mock Exercises, Mock Exercise Evaluation Report, a Corrective Action Plan.

### **Intro to Recovery: Overview**

- To provide First Nations with an Introduction to the Canada Emergency Alert System including; How alerts are distributed, What type alerts are broadcast, FAQ's, Ontario's Emergency Public Warning System.
- To provide First Nations with information on how to transition from response into the recovery phase.



- To provide information on Health and Safety Guidelines for the injured as well as information on how to prevent injuries after an emergency event.
- To provide guidelines on Community Members returning home offering guidelines before entering a building as well as dealing with animals and wildlife.
- To provide information on coping with emergencies; understanding emergencies, easing emergency related stress and helping children cope with emergency events.
- To provide information on damage assessment including; planning a damage assessment program, training and exercises, local damage assessment, data collection and analysis, damage assessment summary report for assistance sample.
- To provide information on record keeping and an insurance overview.
- To provide an overview on planning for individual and community psychosocial recovery including; psychosocial factors and psychosocial recovery planning
- To provide a critical incident stress management overview including; defusing, critical incident stress debriefing, group intervention/debriefing techniques, post trauma stress, stress, training, family dynamics.
- To provide information on developing a First Nation Business Continuity Plan including; How Business Continuity Management (BCM) fits into emergency planning, provide a BCM outline.

### **HIRA: Overview**

- To provide First Nations with a detailed introduction into the Hazard Identification and Risk Assessment portion of emergency planning.
- To provide information on defining hazards specific to each First Nation community including climate change.
- Defining risks and determining how to assess each potential hazard through a risk assessment process that involves quantifying a risk by the probability, consequences and risk level.
- Identifying the vulnerability of the First Nation through the completion of a HIRA exercise.
- To provide information on how to mitigate any potential risks to the community through the completion of the HIRA exercise.

