

**AGLG**

May 30, 2018

Emergency  
Management in Local  
Government

A G L G   U p d a t e

GFOA BC, Kelowna BC

ACCESSIBILITY ● INDEPENDENCE ● TRANSPARENCY ● PERFORMANCE

# PRESENTATION OUTLINE



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## ➤ MANDATE AND PURPOSE OF AGLG

Vision and Our Commitment  
Current Audit Topics

## ➤ Emergency Management and Business Continuity Audits

Why is it important  
Learnings to date

## ➤ Perspective Series

Information for Elected Officials

## ➤ QUESTIONS?

# AGLG ACT ENABLES THE OFFICE



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## Mandate

- Conduct performance audits of local government operations

## Potential Auditees

- 161 municipalities, 27 regional districts, and 2 greater boards

## Purpose

- Provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations

## Practices

- Conduct audits according to CPA Canada assurance standards

# VISION AND OUR COMMITMENT



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## OUR VISION

**TO BE A VALUABLE  
RESOURCE FOR LOCAL  
GOVERNMENTS AND  
OTHER STAKEHOLDERS**

## OUR COMMITMENT

**TO WORK  
COLLABORATIVELY  
WITH LOCAL  
GOVERNMENTS**

# AGLG NOW AUDITING TWO TOPICS



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- **Water:** Local Government's Role in Ensuring Clean Drinking Water
  - RDOS - *completed*
  - City of Kelowna – *completed*
  - Township of Langley - *underway*
  - Anticipate a booklet on this topic – *anticipate release in May/June*
  
- **Emergency Preparedness & Business Continuity:** Emergency Management in Local Governments
  - Town of Sidney - *completed*
  - Capital Regional District - *underway*
  - District of Mission & Fraser Valley Regional District - *planned*
  - Emergency Management Perspective Series booklet – *completed*

# REPORTING



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## OUR REPORTS

### Achieving Value for Money in Operational Procurement

- City of Revelstoke
- Regional District of Fraser-Fort George
- District of West Vancouver
- Comox Valley Regional District
- City of Vernon
- Corporation of Delta

### Emergency Management in Local Governments

- Town of Sidney

### Learnings from Local Government Capital Procurement Projects and Asset Management Programs

- City of Cranbrook
- City of Campbell River
- District of North Vancouver
- City of Dawson Creek
- District of Sechelt
- City of Rossland (Part 1 of 2)
- City of Rossland (Part 2 of 2)

### Local Government Performance in Managing Policing Agreements and Police Budget Oversight

- City of Williams Lake
- City of New Westminster
- City of Port Alberni
- City of Merritt
- City of Surrey

### Local Government's Role in Ensuring Clean Drinking Water

- City of Kelowna
- Regional District of Okanagan-Similkameen

### Managing the Inherent Risks of Limited Human Resources within Small Local Governments

- District of Tofino
- District of Port Edward
- City of Fernie
- City of Nelson
- District of Squamish

### Perspective Series Booklets

- Improving Local Government Emergency Management
- Improving Local Government Procurement Processes
- Policing Services Performance Assessment
- Asset Management for Local Governments
- Oversight of Capital Project Planning & Procurement

## IN PROGRESS

- Drinking Water Perspective Series Booklet
- Water - Performance Audit Township of Langley
- Emergency Management – Capital Regional District

# EMERGENCY MANAGEMENT AUDIT – TOWN OF SIDNEY



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**AGLG**

AUDIT REPORT  
MARCH 2018

## EMERGENCY MANAGEMENT IN

LOCAL GOVERNMENTS  
TOWN OF SIDNEY

An independent assurance audit carried out by the  
Auditor General for Local Government of British Columbia



# EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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## AUDIT TOPIC INTRODUCTION

- Four phases of emergency management





# EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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## AUDIT TOPIC INTRODUCTION

- ▶ Emergency Management BC (EMBC)'s support on local governments' emergency management
  - Basic community profiles maintenance
    - Emergency Program Coordinator
    - Key risks
    - Volunteer teams / organizations
    - Local Emergency Plan and other basic info on local emergency management
  - Liaison (on policy requirements, availability of trainings, financial assistance, etc. )
  - Educational materials and training course sponsorship
  - Provincial Regional Emergency Operations Centre (PREOC) during emergency response

# EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS - TOWN OF SIDNEY



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## AUDIT OBJECTIVES

- **Objective 1** - The local government has an emergency management system in alignment with legislative requirements.
- **Objective 2** - The local government has emergency management plans that include activities necessary to timely respond to and manage the consequences of an emergency event.
- **Objective 3** - The local government has developed a business continuity management system which contains the recovery procedures necessary to resume critical operations in the event of a disruption.

# EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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## CRITERIA SETTING

### ► Key sources of criteria

#### **Objective 1 – Statutory Requirements and Governance**

- *Emergency Program Act, 1996*
- *Local Authority Emergency Management Regulation, 1995*

#### **Objective 2 – Emergency Planning**

- Emergency Management BC (2011). *Emergency Management in BC: Reference Manual*.
- Emergency Management BC (2016). *British Columbia Emergency Management System*.

#### **Objective 3 – Business continuity**

- ISO 22301 Business Continuity Management

# EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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## TOWN OF SIDNEY - COMMUNITY PROFILE



### POPULATION

AREA 5.10 SQ KM  
INCORPORATED 1952

Source: 2016 Census, BC Stats



**Tourist community**

**West coast subduction earthquake zone**

**Transportation hub**  
(highway, marine , etc.)

**High proportion of seniors (65 +)**

**Flooding and severe weather risks**  
(on docks, marinas, etc.)

# EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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## KEY FINDINGS

### **Overall -**

- Successful in meeting most of our core expectations related to emergency management and complied with statutory requirements

### **Areas for improvement -**

- Focused on BCERMS and planning for transition to BCEMS
- Lack of documented and tested recovery strategies for essential services
- Training focused on fire department staff
- Inconsistent debriefing after exercises
- Informal operation of the Emergency Executive Committee
- Ad-hoc emergency plan review and contact list updates

# EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS - TOWN OF SIDNEY



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## GOOD PRACTICES

- Public Notification System Awareness Campaign
- Shared service – Peninsula Emergency Measures Organization (PEMO)
- Senior fire safety plan and presentations
- Senior and nursing home evacuation preparedness
- Business continuity template & brochure for local businesses
- Coordination (lots of examples)
- Cross training and backing up (most staff do not live in Sidney)

# EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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PERSPECTIVE SERIES  
APRIL 2018



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ACCESSIBILITY · INDEPENDENCE · TRANSPARENCY · PERFORMANCE

IMPROVING LOCAL GOVERNMENT

## EMERGENCY MANAGEMENT

Considerations for Local Government  
Council and Board Members



RELATING TO AGLG AUDIT TOPICS:

Local Government's Role in Ensuring Clean Drinking Water  
Emergency Management in Local Government

# EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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## ► Why a Perspective Series booklet on Emergency Management?

- Important to understand the importance of emergency management and being prepared
- Emergency management affects critical services (e.g. drinking water) and community resilience
- Necessity for an integrated and embedded approach to emergency management





# EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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## ➤ **During our audit work, we learned that local governments face some of these challenges:**

- Lack a strategic approach to emergency management and organization-wide business continuity planning
- Focus on some aspects of emergency management, but with little emphasis on recovery and resilience
- Lack knowledge of procedures or roles and responsibilities of various parties involved
- Do not recognize the impact of emergencies and recovery on other vital systems (e.g. IT) and impact on critical services like drinking water



# EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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## ► How can elected officials benefit from this booklet?

- *Readable and accessible* – question and answer format to help elected officials identify principles and elements for a resilient emergency management program
- *Examples* – provides pertinent information on how to integrate emergency management planning at various levels
- *Valuable Resources* – included to empower local governments to customize emergency management plans and responses that meet the needs of their community



# EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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## ➤ A snapshot of the contents...

### UNDERSTANDING THE EMERGENCY MANAGEMENT FRAMEWORK

WHAT IS EMERGENCY MANAGEMENT AND WHY IS IT IMPORTANT?

EMERGENCY MANAGEMENT FRAMEWORK

EMERGENCY MANAGEMENT PROGRAM

WHAT IS RESILIENCE AND HOW DOES IT RELATE TO EMERGENCY MANAGEMENT?

WHY IS IT IMPORTANT FOR LOCAL GOVERNMENTS TO FOSTER RESILIENCE IN THEIR COMMUNITIES?

### RESPONSIBILITIES IN EMERGENCY MANAGEMENT

WHAT IS THE ROLE OF ELECTED OFFICIALS?

WHO SHOULD BE INVOLVED IN EMERGENCY MANAGEMENT?

HOW DOES A LOCAL GOVERNMENT DETERMINE WHO IS RESPONSIBLE FOR WHAT IN THE EMERGENCY MANAGEMENT ORGANIZATION?

WHY SHOULD EMERGENCY MANAGEMENT BE INTEGRATED ACROSS LOCAL GOVERNMENT DEPARTMENTS?

WHY ARE INTER-AGENCY RELATIONSHIPS IMPORTANT TO EMERGENCY MANAGEMENT?

WHY IS IT IMPORTANT TO INVOLVE EMERGENCY MANAGEMENT AND DRINKING WATER DEPARTMENTS IN THE DEVELOPMENT OF EMERGENCY PLANS?

*Resilience in Communities*

*Roles & Responsibilities*

*Integration &  
Inter-agency Relationships*

*Resilient Programs and Plans*

*Importance of Training Staff &  
Testing Plans*

*Leverage Financial Resources*

### HOW PREPARED IS YOUR LOCAL GOVERNMENT TO HANDLE AN EMERGENCY?

DOES YOUR LOCAL GOVERNMENT HAVE A RESILIENT EMERGENCY MANAGEMENT PROGRAM?

DOES YOUR LOCAL GOVERNMENT HAVE A BUSINESS CONTINUITY PLAN?

DOES YOUR LOCAL GOVERNMENT HAVE AN ALTERNATIVE DRINKING WATER SUPPLY IN CASE OF AN EMERGENCY?

HOW DOES A LOCAL GOVERNMENT'S ASSET MANAGEMENT PLAN ASSIST IN EMERGENCY PLANNING?

DOES YOUR LOCAL GOVERNMENT HAVE A ROBUST COMMUNICATIONS PLAN?

WHY IT IS IMPORTANT TO TRAIN STAFF IN EMERGENCY RESPONSE PROCEDURES?

WHY IT IS IMPORTANT TO PRACTISE EMERGENCY RESPONSE PROCEDURES REGULARLY?

DOES YOUR LOCAL GOVERNMENT HAVE AN ADEQUATE RECORD KEEPING SYSTEM?

HOW CAN A LOCAL GOVERNMENT PREPARE TO FINANCIALLY SURVIVE AN EMERGENCY?

HAS YOUR LOCAL GOVERNMENT ESTABLISHED AN EMERGENCY OPERATIONS OPERATING BUDGET?

HAS YOUR LOCAL GOVERNMENT ESTABLISHED AN EMERGENCY RESERVE?

DOES YOUR LOCAL GOVERNMENT HAVE ADEQUATE INSURANCE?

WHAT PROVINCIAL RESOURCES ARE AVAILABLE TO SUPPORT EMERGENCY PREPAREDNESS?

WHAT FEDERAL RESOURCES ARE AVAILABLE TO SUPPORT EMERGENCY PREPAREDNESS?

EMERGENCY MANAGEMENT AND DRINKING WATER RESOURCES

# EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY



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Local government commitment to emergency management through the following activities:

- Risk based all-hazards approach
- Emergency management plan
- Business continuity plan
- Robust communication plan
- Well-trained staff
- Routine emergency exercises
- Dedicated emergency management coordinator\*
- Asset management planning
- Sustainable financial resources
- Relationships with other key stakeholders
- Continuous learning and updates

\* Could be shared

# POTENTIAL TOPICS 2018 FORWARD



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- Asset Management and Project Management
- Fire Protection Service
- **Water Supply and Distribution**  
*2 audits completed, 1 audit and Perspective Booklet underway*
- **Emergency Preparedness, Business Continuity, Disaster Recovery**  
*1 audit and Perspective Booklet completed, 3 audits underway*
- Liquid Waste and Sewage Treatment
- Housing Development, Affordable Housing and Homelessness
- Public Consultation and Engagement
- Procurement, Contract Management and Shared Services

# QUESTIONS?



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## CONNECT WITH US



The AGLG welcomes your feedback and comments.

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