

AGLG

October 2, 2019

**EMERGENCY
MANAGEMENT IN**

LOCAL GOVERNMENTS

**CAGFO
Conference 2019**

ACCESSIBILITY ● INDEPENDENCE ● TRANSPARENCY ● PERFORMANCE

PRESENTATION OUTLINE



AUDITOR GENERAL FOR
LOCAL GOVERNMENT

➤ MANDATE AND PURPOSE OF AGLG

The *ACT*, Our Vision and Our Commitment

➤ Emergency Management Reporting and Publications to date

➤ Emergency Management and Business Continuity Audits

Why is it important?

Learnings to date

➤ Perspectives 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**

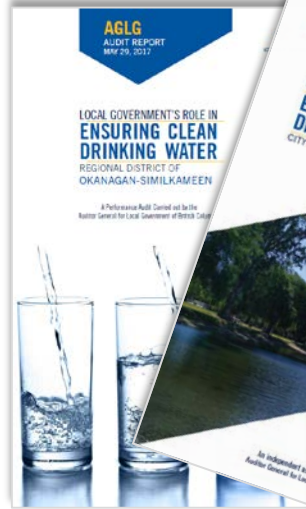
OUR COMMITMENT

**TO WORK
COLLABORATIVELY
WITH LOCAL
GOVERNMENTS**

REPORTING



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OUR PUBLICATIONS

- Achieving Value for Money in Operational Procurement
- 1. City of Revelstoke
- 2. Regional District of Fraser-Fort George
- 3. District of West Vancouver
- 4. Comox Valley Regional District
- 5. City of Vernon
- 6. Corporation of Delta
- Emergency Management in Local Governments
- 7. Town of Sydney
- 8. Capital Regional District
- 9. District of Mission
- Learnings from Local Government Capital Procurement Projects and Asset Management Programs
- 10. City of Cranbrook
- 11. City of Campbell River
- 12. District of North Vancouver
- 13. City of Dawson Creek
- 14. District of Sechelt
- 15. City of Rossland (Part 1 of 2)
- 16. City of Rossland (Part 2 of 2)
- Learnings from Local Government Performance in Managing Policing Agreements and Police Budget Oversight
- 17. City of Williams Lake
- 18. City of New Westminster
- 19. City of Port Alberni
- 20. City of Merritt
- 21. City of Surrey
- Local Government's Role in Ensuring Clean Drinking Water
- 22. City of Kelowna
- 23. Regional District of Okanagan-Similkameen
- 24. Township of Langley
- Managing the Inherent Risks of Limited Human Resources within Small Local Governments
- 25. District of Tofino
- 26. District of Port Edward
- 27. City of Fernie
- 28. City of Nelson
- 29. District of Squamish
- Perspectives Series Booklets
- 30. Integrated Drinking Water Management
- 31. Primer of Drinking Water Management in British Columbia
- 32. Improving Local Government Emergency Management
- 33. Improving Local Government Procurement Processes
- 34. Policing Services Performance Assessment
- 35. Asset Management for Local Governments
- 36. Oversight of Capital Project Planning and Procurement

IN PROGRESS

- Additional Drinking Water Perspectives Series Booklet
- Emergency Management Audit – Fraser Valley Regional District
- Capital Project Management – Township of Langley



AUDIT PUBLICATIONS RECENTLY RELEASED AND COMING IN 2019

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

- Township of Langley - Released August 2019
- 4th Perspectives Series Booklet

Emergency Preparedness and Business Continuity: Emergency Management in Local Governments

- District of Mission – Released March 2019
- Fraser Valley Regional District

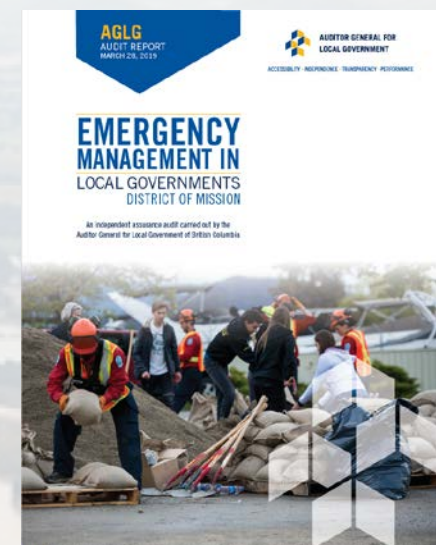
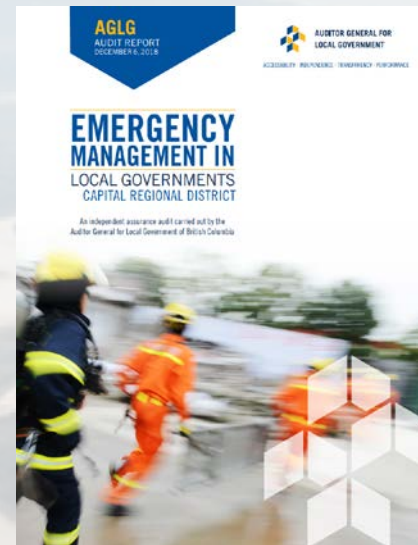
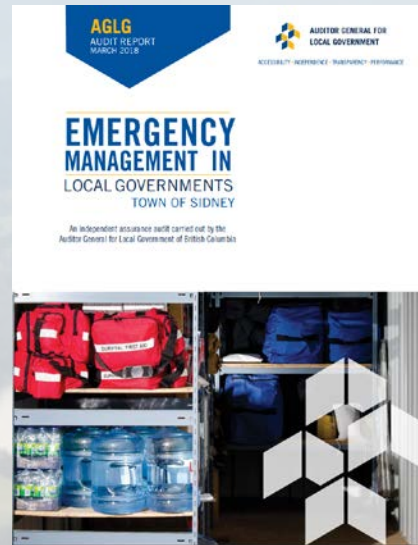
Capital Project Management

- Township of Langley
- District of Mackenzie



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EMERGENCY MANAGEMENT PRODUCTS TO DATE...



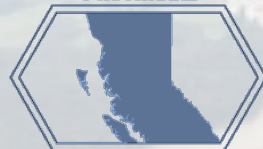


ROLES AND RESPONSIBILITIES FOR EMERGENCY MANAGEMENT IN BC



LOCAL GOVERNMENTS

- Majority of emergencies are handled at local government levels



PROVINCIAL

- Province may activate its Provincial Regional Emergency Operations Centre if the emergency is too large/complex for a local government



FEDERAL

- Federal government could be involved where it has jurisdiction/responsibility or when it receives a request to do so



BC EMERGENCY MANAGEMENT SYSTEM (BCEMS)





EMERGENCY MANAGEMENT: WHY IS IT IMPORTANT?

- Local governments provide critical services such as land-use planning, drinking water and wastewater, and public safety
- It is important to have a comprehensive, coordinated and organized approach to provide services today and in the future
- There is an increased risk of litigation if a local government's response was not implemented in a professional manner or it can be shown that the local government was not adequately prepared
- What we looked for in our audit(s):
 - Emergency management program alignment with statutory requirements
 - Emergency management plans, programs and practices to enable the local government to respond to an emergency event in a timely manner and manage its consequences
 - Business continuity management systems with recovery procedures to resume critical operations in the event of disruptions

EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY



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Local government's demonstrate 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
- Sustainable financial resources
- Relationships with other key stakeholders
- Continuous learning and documentation updates

* Could be shared

A SHARED RESPONSIBILITY ACROSS LOCAL GOVERNMENT DEPARTMENTS



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- Emergency management is a shared responsibility - an emergency can affect every aspect of a local government, from engineering and operations to IT, communications and finance.
- Inter-departmental coordination is the best way to ensure that an emergency response makes the most effective and efficient use of resources.
- A prudent local government makes emergency management part of its organizational culture rather than considering it a distinct, stand-alone project.



BEST PRACTICES WE HAVE SEEN

- Emergency Management Shared Service (e.g. Peninsula Emergency Measures Organization)
- Public notification system awareness campaign
- Senior fire safety plan and presentations
- Senior and nursing home evacuation preparedness
- Business continuity template & brochure for local businesses
- Coordination
- Regional committees and commissions
- Cross training and backing up
- Volunteer management strategy





COMMON FINDINGS

- ▶ Plans and actions focused on response phase of an emergency rather than on prevention, mitigation and recovery phases
- ▶ Lack of attention paid to business continuity at the corporate level
- ▶ Lack of debris management plan
- ▶ Lack of training on emergency management for elected officials
- ▶ Lack of formal process to measure performance of the emergency management program and reporting on the results of the program



OTHER SIGNIFICANT FINDINGS

(APPLICABLE TO ONE OR MORE AUDITEES)

- Partial compliance with statutory requirements
- Weak governance and oversight processes
- Lack of processes to review and revise EM plans upon its initial development
- Lack of a formal emergency training and exercise program
- Lack of essential services identification and prioritization at the corporate level
- Lack of volunteer management strategy, including Emergency Social Service (ESS)

PERSPECTIVES BOOKLET FOR ELECTED OFFICIALS – 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 IS IT IMPORTANT TO TRAIN STAFF IN EMERGENCY RESPONSE PROCEDURES?

WHY IS IT 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

QUESTIONS?



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CONNECT WITH US



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