

SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

Observation #	Observations	Recommendations	Lead	Action Plan	Target Completion Date
1. Governance					
1.1	The Ad Hoc Deputy Ministers' Security and Emergencies Committee was instrumental in supporting government's decisions and coordinating executive action within government and with the private sector.	It is recommended that this ad hoc deputy ministers' committee be formalized with a mandate to oversee the provincial government's Emergency Management, Business Continuity, and Security programs.		DPS will work with partners to formalize governance for public safety and security programs.	
1.2	It was evident that some departments have not kept their emergency plans up to date. It is noted that departments have general and specific obligations in statute (Regulation 84-7, Continuity of Government), including maintaining plans and procedures.	It is recommended that a formal working committee be established to manage the associated initiatives and action plans; it is suggested that the working committee be comprised of the ADMs responsible for each department's emergency program.		DPS will work with safety and security partners to develop a work plan for the ADMs' Working Committee.	
1.3	It is evident that there is a need to strengthen governance and accountability to ensure the continuous improvement of government's emergency management program. Similarly, renewed emphasis should be placed on ensuring the continuity of government and government services in emergencies.	It is recommended that GNB adopt formally, as a reference standard, <u>CSA Z1600, Emergency Management and Business Continuity Programs</u> .		GNB has already used CSA Z1600 as part of the EIA process, for major industrial projects. DPS will consider the broader application of this reference standard.	
1.4	It is evident that the frequency and intensity of severe weather events has been increasing in recent years. At the same time, government's posture and capabilities remain largely unchanged.	It is recommended that relevant information be provided regularly to the Deputies' committee to enable it to assess readiness, to understand the risks and potential consequences of emergency events, to enable and support executive level decisions and to provide advice to government.		Will be addressed under 1.1.	

Observation #	Observations	Recommendations	Lead	Action Plan	Target Completion Date
2. Coordination and Collaboration					
2.1	It was observed that it would be advantageous for DPS, DTI and NB Power to work more closely with owner-operators of commercial wireless networks, with a view to improving cooperation and collaboration during outages.	It is recommended that DPS, DTI and NB Power work more closely with the owner-operators of commercial mobile radio networks, with a view to improving cooperation and collaboration in emergencies.		GNB's Critical Infrastructure Program already addresses this requirement. Staff will encourage active participation by major service providers.	
2.2	Modernizing our radio communications systems is in our view the single most effective way to improve the efficiency and effectiveness of emergency management and response.	It is recommended that DTI continue to work on conversion of its wireless systems from analog to digital technology, with a view to improved emergency coordination, emergency service cooperation and emergency worker safety.		DTI is already addressing this requirement. DTI has replaced the microwave backbone and is currently considering options to modernize mobile radio services.	
2.3	Modern communications tools enable better situational awareness and understanding, and more timely decisions and interventions.	It is recommended mobile radio network design, talk group engineering, and operational policy address the specific needs of local and provincial coordinating agencies (EMOs), communications centres and emergency operations centres.		DTI and DPS understand these requirements well and they will be addressed in any future solution.	

2. Coordination and Collaboration (continued)				
2.4	There is a clear need to reach out and broaden the dialog about emergencies, and how governments, emergency services, private organizations and individuals can each contribute and help achieve unity of effort.	<p>It is recommended that the Government of New Brunswick establish a Roundtable on Emergency Management and Resilience; in order to:</p> <ul style="list-style-type: none"> • support dialog on risk reduction and community resilience; • encourage continuous improvement of public sector and private sector emergency programs; • foster greater collaboration and unity of effort among all organizations with emergency roles; and • promote public preparedness. 		DPS will lead work to establish a provincial Roundtable on Emergency Management and Resilience.
2.5	The public responded very well to Arthur. People looked after themselves, looked out for their neighbours and worked together to meet immediate needs and begin the process of clean up. In spite of the unprecedented scale of Arthur's impacts, people remained calm and patient and there were relatively few complaints heard.	It is recommended that Arthur serve as a case study example of an effective community response to an emergency, with emphasis on the value of people and organizations working together.		As is the practise following all major events, the lessons learned from Arthur will be incorporated into plans, procedures and training.

3. Public Alerting				
3.1	The CRTC has recently mandated all over-the-air broadcasters to enable dissemination of emergency alert messages, no later than 31 March 2014.	It is recommended that NBEMO work collaboratively with broadcasters to enable public alerts to go direct to broadcast when stations are unattended or when lives are at immediate risk.		NBEMO is working actively with broadcasters to integrate them into the National Public Alerting System.
3.2	During the response to Arthur, officials could not use local radio stations for public messaging. People turned to radio for news and advice, but local stations were either inoperative or not carrying local content.	It is recommended that NBEMO and ECO renew their relationships with major broadcasters to ensure that they can be engaged to assist officials to inform and advise the public in emergency situations.		To be addressed under 4.1.
4. Public Information				
4.1	Recent changes to how the provincial government's communications resources are managed provide opportunity to revisit how best to mobilize and organize communications resources in crises and emergencies.	It is recommended that ECO and NBEMO review and update the provincial Emergency Public Information Plan to reflect the roles, organization and capabilities of government's new communications structure.		ECO and NBEMO will work to update plans and procedures, and to validate them during the next nuclear off-site exercise in fall 2015.
4.2		It is recommended that ECO develop supporting operational policy to ensure a consistent approach to addressing communications requirements for crises and emergencies.		To be addressed under 4.1.
4.3		It is recommended that ECO and NBEMO use the next off-site nuclear exercise as a functional test of the updated Emergency Public Information Plan.		To be addressed under 4.1.

5. Essential Services				
5.1	During Arthur many local communities established community emergency centres to serve the public's need for information and comfort, and to serve as distribution points for water and ice.	It is recommended that all municipal and regional emergency plans designate appropriate facilities to serve as community emergency centres. Plans should also detail arrangements for back-up power supply and back up communications. Government financial assistance for this would be advantageous.		Planning guidance for municipalities will be updated accordingly.
5.2	Little food is sitting on shelves and in warehouses, perhaps a five-day supply. We import 90% of our food, much through long supply chains that depend on transportation infrastructure, fuel and local facilities.	It is recommended the Critical Infrastructure Program engage the Food & Food Distribution Sector on the issue of supply chain resilience, with a view to closer cooperation in emergencies.		GNB's Critical Infrastructure Program already addresses this requirement. Staff will further engage food and food distribution sector service providers.
5.3	During Arthur it was noticed that there was a lot of variation in readiness and practice across intervening public and private sector organizations. This suggests that emergency programs are not being held to an adequate standard.	It is recommended that DPS revisit requirements for business continuity planning within government and with owner-operators of critical infrastructure and essential services. Employ Regulation 84-7, CSA Standard Z1600 CSA Standard Z246.		DPS will review and report on the current status of plans, and will work with departments and private sector partners to ensure their emergency plans address requirements identified in the applicable standards.
5.4	Given ongoing and planned resource development, further development of our energy sector and increasing risk of extreme weather events, it would be prudent to look at options to provide greater assurance regarding critical infrastructure and essential services.	It is recommended that consideration be given to requiring owner-operators of <i>vital critical infrastructure</i> and <i>essential life-line services</i> to work collaboratively with government on their emergency programs.		DPS will work with government and critical infrastructure partners to set clearer expectations and formalize arrangements to assure the continuity of <i>vital critical infrastructure</i> and <i>essential life-line services</i> in emergencies.